



17 December 2020

CABINET – 4 JANUARY 2021

A meeting of Cabinet will be held at 5.30pm on Monday 4 January 2021 via Microsoft Teams.

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

Mannie Ketley
Executive Director

A G E N D A PART 1 – PUBLIC BUSINESS

1. Minutes.

To confirm the minutes of the meeting held on 7 December 2020.

2. Apologies.

To receive apologies for absence from the meeting.

3. Declarations of Interest.

To receive declarations of –

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

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

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

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

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

4. Question Time.

Notice of questions from the public should be delivered in writing, by fax or e-mail to the Executive Director at least three clear working days prior to the meeting (no later than Monday 21 December 2020).

Item not within a specific portfolio

5. Corporate Strategy 2021 - 2024 (report to follow).

Growth and Investment Portfolio

Nothing to report to this meeting.

Corporate Resources Portfolio

6. Draft General Fund Revenue & Capital Budgets 2021/22 and Medium-Term Financial Plan 2021-25.

Communities and Homes Portfolio

7. Community Grants 2021/22.

8. Test and Trace support payments scheme (report to follow).

9. Test and Trace support payments – Parental Responsibility Scheme (report to follow).

Environment and Public Realm Portfolio

Nothing to report to this meeting.

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

10. Council Tax Base 2021/22.

Motion to Exclude the Public under Section 100(A)(4) of the Local Government Act 1972.

To consider the following resolution:

“under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of information defined in paragraphs 1 and 3 of Schedule 12A of the Act.”

PART 2 – EXEMPT INFORMATION

Growth and Investment Portfolio

Nothing to report to this meeting.

Corporate Resources Portfolio

1. Election of Mayor and Appointment of Deputy Mayor 2021/22.

Communities and Homes Portfolio

Nothing to report to this meeting.

Environment and Public Realm Portfolio

Nothing to report to this meeting.

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

2. Write Offs.

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

The Reports of Officers are attached.

Membership of Cabinet:

Councillors Lowe (Chairman), Mrs Crane, Poole, Roberts, Ms Robbins and Mrs Simpson-Vince.

CALL- IN PROCEDURES

Publication of the decisions made at this meeting will normally be within three working days of the decision. Each decision will come into force at the expiry of five working days after its publication. This does not apply to decisions made to take immediate effect. Call-in procedures are set out in detail in Standing Order 15 of Part 3c of the Constitution.

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

Agenda No 6

AGENDA MANAGEMENT SHEET

Report Title:	Draft General Fund Revenue & Capital Budgets 2021/22 and Medium-Term Financial Plan 2021-25
Name of Committee:	Cabinet
Date of Meeting:	4 January 2021
Report Director:	Interim Chief Finance Officer
Portfolio:	Corporate Resources
Ward Relevance:	All Wards
Prior Consultation:	Cabinet 7 September 2020
Contact Officer:	Jon Illingworth – Interim Section 151 and Chief Finance Officer jon.illingworth@rugby.gov.uk 01788 533410
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	This report relates to the following priority(ies):
(CR) Corporate Resources	<input checked="" type="checkbox"/> To provide excellent, value for money services and sustainable growth
(CH) Communities and Homes	<input checked="" type="checkbox"/> Achieve financial self-sufficiency
(EPR) Environment and Public Realm	<input checked="" type="checkbox"/> Enable our residents to live healthy, independent lives
(GI) Growth and Investment	<input checked="" type="checkbox"/> Optimise income and identify new revenue opportunities (CR)
	<input checked="" type="checkbox"/> Prioritise use of resources to meet changing customer needs and demands (CR)
	<input checked="" type="checkbox"/> Ensure that the council works efficiently and effectively (CR)
	<input checked="" type="checkbox"/> Ensure residents have a home that works for them and is affordable (CH)
	<input checked="" type="checkbox"/> Deliver digitally-enabled services that residents can access (CH)
	<input checked="" type="checkbox"/> Understand our communities and enable people to take an active part in them (CH)

- Enhance our local, open spaces to make them places where people want to be (EPR)
- Continue to improve the efficiency of our waste and recycling services (EPR)
- Protect the public (EPR)
- Promote sustainable growth and economic prosperity (GI)
- Promote and grow Rugby's visitor economy with our partners (GI)
- Encourage healthy and active lifestyles to improve wellbeing within the borough (GI)
- This report does not specifically relate to any Council priorities but

Statutory/Policy Background: Under the Local Government Act, an authority must set a council tax and balanced budget, giving 14 days' notice of the council tax level prior to the date of billing. The Council must set a budget before 11 March of each year.

Summary: This is the 2nd Draft Budget Report to include Capital and Treasury commitments for 2021/22 through to 2024/25.

Financial Implications: As detailed in the main report.

Risk Management Implications: The Council has a statutory duty to set an annual General Fund Revenue budget that will enable it to determine the level of council tax.

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

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

Equality and Diversity: There are no Equality and Diversity implications arising from this report. It may be necessary later in the budget process to carry out Equality Impact Assessments of the implications of any service changes.

Recommendation:

- (1) The updated draft General Fund Revenue and Capital Budget position for 2021/22 be considered alongside the Council's 2021-25 Medium-Term Financial Plan; and

- (2) Cabinet considers the Key Decisions in table section 5 table 3 and identifies other policy or service changes required for consideration.

Reasons for Recommendation:

This updated overview of the Council's General Fund revenue and capital budgets needs to be considered by Cabinet as part of the budget setting process and to ensure its affordability and contribution to the Council's ambition to achieve self-sufficiency by 2020.

The report includes proposals for savings and income generation which require consideration for inclusion in the 2021/22 draft budgets and also the medium term.

Agenda No 6

Cabinet - 4 January 2021

Draft General Fund Revenue & Capital Budget 2021/22 and Medium-Term Financial Plan 2021-25

Public Report of the Interim Chief Finance Officer

Recommendation

- (1) The updated draft General Fund Revenue and Capital Budget position for 2021/22 be considered alongside the Council's 2021-25 Medium-Term Financial Plan; and
- (2) Cabinet considers the Key Decisions table in section 5 table 3 and identifies other policy or service changes required for consideration.

1. Purpose

This is the second budget report from the Financial Services Manager in his capacity as the Council's Interim Chief Financial Officer. The previous budget report presented to Cabinet provided an initial overview of the national picture alongside the Council's financial position for 2021/22.

The purpose of this report is to provide a Draft Budget giving details of growth, income and savings proposals in preparation for the Final Budget and Medium-Term Financial Plan (MTFP) to be approved by Cabinet and Full Council in February 2021.

Following the later than usual Spending Review released on 25 November and the Provisional Local Government Finance Settlement not being released until 17 December, which is after publication of this report, work on the budget will continue up until being presented to Council for approval on 23 February. Please note that this report has been produced before the incorporation of the new Senior Management Team Structure and budgets will need to be realigned to take account of the new structure once the detail is available.

The process to set Housing Revenue Account (HRA) budgets, Council House Rents and the Housing Capital Programme is subject to a different timetable. An updated HRA Medium Term Financial Plan will be presented to Cabinet on 01 February with full details of the indicative 2021/22 rent setting proposals before being presented to Council on 02 February for approval.

Throughout the report savings on expenditure and income are shown in brackets.

This report includes twelve appendices:

- **Appendix 1** is a summary position for 2021/22 detailing the various changes made to the 2020/21 original budget
- **Appendix 2** identifies by service the proposed growth items for 2021/22
- **Appendix 3** identifies by service the proposed income increases (-) or shortfalls (+) for 2021/22,
- **Appendix 4** identifies by service proposed savings items for 2021/22
- **Appendix 5** financial modelling assumptions
- **Appendix 6** identifies the draft capital programme for 2021/22 onwards based on scheme proposals from budget officers, along with proposed funding splits, revenue implications, and a projection for capital receipts usage
- **Appendix 7** provides a more detailed appraisal of the draft capital programme for 2021/22 onwards
- **Appendix 8** shows the initial Medium-Term Financial Plan 2021-25
- **Appendix 9** a risk assessment of General Fund reserves and balances
- **Appendix 10** a summary of General Fund reserves and balances over the Medium-Term Financial Plan 2021-25
- **Appendix 11** Fees and charges schedule
- **Appendix 12** provides a list of all the government support funding allocated to the Council in 2020/21 in response to the COVID-19 pandemic

2. Background

2.1. Rugby Borough Council's opening budgetary position

The 2020-24 Medium Term Financial Plan presented to Council at its meeting on the 25 February 2020, reported an initial gap for 2021/22 of £1.711m and a total shortfall of £2.992m for the life of the plan. The detailed papers can be found using the link below.

[Council 25 February 2020](#)

Since February some of the key budget assumptions and circumstances underpinning the budget have changed.

	2021/22 £ 000's	2022/23 £ 000's	2023/24 £ 000's	2024/25 £ 000's
Changes in Funding				
Council Tax	(214)	(390)	(399)	(406)
Business Rates	196	2,263	(13)	(10)
CT Collection Fund Surplus(-)/Deficit	113	(13)	0	(20)
BR Collection Fund Surplus(-)/Deficit	6,444	(6,241)	0	(203)
Other Government Grants	26	23	20	19
New Homes Bonus Funding	649	926	633	0
Total Changes in Funding	7,214	(3,432)	241	(620)
Corporate Items				
Contribution to/from Reserves BRER Funding	1,477	(2,264)	13	10
Contribution to/from Earmarked Reserves	(741)	0	0	0
Collection Fund (CT) one off transfer from reserves BSR	(33)	13	0	20
Collection Fund (BR) one off transfer from reserves BRER	(6,444)	6,241	0	203
Other Corporate Adjustments	(221)	395	(283)	298
Total Changes to Corporate Items	(5,962)	4,385	(270)	531
Growth - Detailed in Appendix 2				
Salaries	34	262	264	266
Inflation Provision	60	70	70	70
In Service Pressure	596	30	150	0
Total Service Pressures	690	362	484	336
Total Funding and Growth Pressures	1,942	1,315	455	247
Savings and Income - Detailed in Appendix 3 & 4				
Income Generation	(238)	0	0	0
Savings	(532)	(9)	(85)	0
Revised Variance	1,172	1,306	370	247
Key Decisions	(1,172)	1,492	(275)	(225)
Revised Variance	0	2,798	95	22

Table 1 – Summary of budget changes February 2020 to January 2021 Budget Report

2.2. Coronavirus pandemic (COVID-19)

Update on 2020/21 Government Response

The COVID-19 pandemic has had an exceptional impact from both an operational and financial perspective. Since the start of the crisis the government has taken action to mitigate the impact on the public, businesses, and local government services.

The primary aim of the one-year Spending Review 2020 (SR20) published on 25 November 2020, is to ensure councils have the resources and stability to continue to provide vital public services and tackle the pandemic. SR20 confirmed a further £38 billion support for public services in 2020/21 and £55 billion in 2021/22. The full details and potential allocations for Rugby are still to be confirmed.

The following COVID-19 financial support has been awarded since the beginning of the year. A full breakdown is provided at Appendix 12.

- £41.212m - COVID-19 grants to pass directly to residents and local businesses
- £1.499m - Local government emergency support funding credited to the general fund to address pressures of COVID-19
- £1.151m - Other targeted COVID-19 support grants credited to the general fund

Cabinet will continue to be updated with details of additional financial support as it becomes available.

Update on 2021/22 Government Response

SR20 builds on the financial support and public service response provided in 2020/21. At SR20 the government expects to provide over £3 billion of additional funding to local authorities with additional resource funding to support rough sleepers and homelessness in 2021/22.

Further information regarding the spending review is detailed within section 3.1.

2.2.1 Council tax and Business rates

The table below summarises the reported forecast net loss in business rates and council tax as at November 2020. The £3.221m is the total losses from a billing perspective, of which Rugby Borough Council's share will be in the region of £0.598m.

	Full Year (£000s)
Business Rate losses	18,351
Council Tax losses	1,176
Collection fund reported loss	19,527
Less COVID-19 relief (Section 31 grant)	(15,654)
Less Council Tax Hardship Fund	(652)
Net loss	3,221

Table 2 – Estimated loss of Council Tax and Business Rates for 2020/21

The SR20 announced a new reimbursement scheme to compensate local authorities for 75% of irrecoverable loss of council tax and business rates revenues in 2020/21 that would otherwise need to be funded through local authority budgets in 2021/22 and later years. Further details of the scheme are to be announced in the Provisional Finance Settlement, which is not being released until 17 December 2020, after publication of this report.

Council tax

In the Spring budget, the Government recognised that COVID-19 was likely to cause fluctuations in household incomes and as a result, some individuals may struggle to meet council tax payments.

In response, the government provided a £500m hardship fund for local authorities to discount council tax bills for those least able to pay, alongside existing local council tax support schemes.

At the end of November 2020, there are 5,480 council tax support claimants. Payments are 7.3% higher than estimated and this may continue to increase if unemployment pushes applications higher over future months.

The implication of rising council tax support cases is that it reduces the tax base and the amount of council tax income collectable. At the end of November 2020, the Council tax base was 1.3% below budget. New properties are coming on the valuation list, but any increase in the tax base is currently being over-shadowed by increases in Council Tax Support.

As a result, it is estimated that there will be a council tax deficit on the Collection Fund of £0.659m at the end of 2020/21 of which Rugby's share is £0.073m.

New Collection Fund regulations come into force on 1 December 2020 which implement that "the repayment of collection fund deficits arising in 2020/21, will be spread over the next three years rather than the usual period of a year, giving councils breathing space in setting budgets for next year".

The collection fund deficit of £0.73m is spread over the next three financial years in the MTFP at Appendix 8.

Business rates

The COVID-19 pandemic has posed an unprecedented challenge to the UK economy and many businesses saw significant falls in turnover or were forced to close temporarily. In response, the government have provided business support in loans, tax deferrals, business rates reliefs, and general and sector-specific grants to those hit hardest by COVID-19.

At the end of November 2020, the Council had given an additional £16.4m in COVID-19 business rates reliefs to ratepayers. The Council's General Fund is compensated for its share of these reliefs by Government Section 31 grant funding. This income is to be transferred into the Business Rates Equalisation Reserve to offset the estimated collection fund deficit in the 2021/22 budget (see section 6).

In addition, there are other COVID-19 related losses that are not compensated and will have an impact on business rates income:

- Empty property relief for unoccupied business premises in the borough area is 21% higher than estimated.
- Business rates growth was anticipated from the J1 service station in 2020/21, but it is unlikely that there will be any income until 2021/22.
- Businesses may appeal for reductions in valuations as a result of Material Changes in Circumstances due to lockdown.

As a result, it is estimated that there will be a business rates deficit on the Collection Fund of £17.126m at the end of 2020/21 of which Rugby's share is £6.850m.

As per section 6, a transfer of £6.444m from the Business Rates Equalisation Reserve to offset the deficit in the 2021/22 budget will be requested as part of the outturn report in June.

The remaining deficit of £0.406m will be spread over 2022/23 and 2023/24, as per the new collection fund regulations, as shown in the MTFP at Appendix 8.

2.2.2 Budget Planning Update 2021/22

These unprecedented times present significant challenges in future budget setting and planning across the short to medium term as there is limited intelligence on the ongoing future risks and recovery of the local economy at this point to provide revised service budgets for 2021/22.

The 'in year' monitoring has reported the current estimated pressures which has been used to make a risk assessment and provide an initial set of budgets specifically set aside to mitigate any financial impact of COVID-19 outside of service budgets and is detailed within later sections of the report.

2.3. Brexit

It should be noted that the Council has no direct exposure to loss of funding from the European Union. The overall balance of risks to economic growth in the UK may be affected by what, if any, deal the UK agrees as part of Brexit negotiations.

The availability of total funding for local government is influenced by the state of the economy and the condition of national finances, which to an unknown direction and magnitude could be affected by the outcome of Brexit.

2.4. Outturn 2020/21

As reported in quarterly monitoring reports for 2020/21 this year has seen unprecedented times with the impact of the Coronavirus pandemic (COVID-19). The initial lockdown that took place at the beginning of the year presented significant challenges both nationally and locally. The financial impact alongside increased demand on service delivery and the review of cost pressures and financial support is ongoing.

The Quarter 2 Finance and Performance Report was presented to Cabinet in November and the detailed report can be found using the link below.

[Cabinet 9th November 2020](#)

In summary, the reported pressure at quarter 2 is £0.521m. This includes:

- £1.412m - A pressure within portfolios mainly due to loss of income and increased costs due to the impact of COVID-19.
- (£0.892m) - A corporate saving as a result a saving of (£0.344m) in relation to delays in the delivery of the capital programme and the associated savings in borrowing costs and includes MHCLG COVID-19 emergency funding reported centrally of (£1.284m) which mitigates the pressure seen within services.

The impact of loss of income and increased cost pressures are reported to Government on a monthly basis. The latest position incorporating the potential increased risks from the second lockdown indicate that there is a potential estimated financial risk of £1.052m for 2020/21 after adjusting for known grants and reimbursements awarded by the government. What is still unclear is the short to medium term impact of this on the Council's MTFP.

There may still be significant changes due to COVID-19 and these will be reported to Cabinet on 1 February when the quarter 3 finance and performance report will be presented.

3. Government Announcements – Budget Planning

3.1. Spending Review 2020 (SR20)

The Chancellor announced the 2020 Spending Review on 25 November 2020:

<https://www.gov.uk/government/publications/spending-review-2020-documents>

Following this, the Director General of Local Government at MHCLG wrote to Chief Executives on the implications for local government. The letter explains that “this one-year Spending Review and the forthcoming settlement have been drawn up in unique circumstances. The primary aim, throughout this challenging period, has been to ensure councils have the resources and stability to continue to provide vital public services and tackle the pandemic.”

The SR20 included announcements on the following that are relevant to local authorities:

- A further £3 billion in additional funding for local authorities in 2021/22 by:
 - a) Providing an additional £1.55bn of grant funding to local authorities to meet additional expenditure pressures as a result of COVID-19.
 - b) Providing an additional £670m in grant funding for local authorities to support residents claiming Council Tax Support.
 - c) Providing an estimated £762m to compensate local authorities for 75% of unrecoverable losses of business rates and council tax revenues in 2020/21 that otherwise need to be funded through local authority budgets in 2021/22 and later years.
 - d) Extending the COVID-19 Sales, Fees and Charges compensation scheme for a further 3 months until the end of June 2021.
- Total resource funding of £254m to tackle rough sleeping and homelessness in 2021/22, including £103m announced earlier this year for accommodation and substance misuse.
- Maintaining the New Homes Bonus scheme for a further one year in 2021/22 with no new legacy payments.
- Public Sector pay will be paused in 2021/22 (with some exceptions).
- The reset of accumulated business rates growth will not take place in 2021/22.

The latest version of our MTFP is based on the Spending Review 2020 announcements. At the time of writing this report, the assumptions applied for income from Retained Business Rates, New Homes Bonus and other Government Grants are only a best estimate and may be subject to change.

3.2. Provisional Local Government Finance Settlement 2021/22

The provisional local government finance settlement for 2021/22 is not being released until 17 December 2020, following the publication of this report. An update with details of the settlement will be provided separately.

3.3. Financial Modelling Assumptions

The Director General of Local Government at MHCLG confirmed in the letter to Chief Executives on 25 November 2020 that the Government will not proceed with the following planned reforms in 2021/22:

- i. The reset of accumulated business rates growth
- ii. The Review of Relative Needs and Resources (formerly the Fair Funding Review)
- iii. Reforms of the New Homes Bonus scheme

The letter says “once the pandemic is through, we want to work with councils on the demands you face and the resources available to meet them. Further decisions on reforms will be taken in the context of next year’s Spending Review.”

This uncertainty makes financial planning for 2022/23 and beyond extremely challenging, as even the smallest of changes to one of the many variables can result in very different outcomes. If all three came in to affect, cumulatively the potential losses aggregate to a sizable financial loss, however this is not considered as a realistic scenario and it is expected that there will be transitional protection built into the system to prevent authorities from losing more than a set amount each financial year.

Appendix 5 provides a detailed analysis of our financial modelling assumptions.

4. Revenue Budget Pressures and Savings

4.1. Growth Assumptions

The budget for 2021/22 includes proposed service growth proposals for the next 12 months totalling £0.656m with full details given within Appendices 1& 2. All key assumptions and considerations underpinning this projection are:

- Inflation of £0.060m is calculated based on individual proposal information and,
- In service growth totalling £0.596m. (See Appendix 2)
- Following the spending review, it was announced that public sector pay will be paused, however there is a proposed exception of anyone earning below a £0.024m median will receive a pay rise of at least £250.

- Further salary adjustments within portfolios of £0.072m for 2021/22 based on the latest establishment, salary information and any new appointments. (See Appendix 1)
- As the immediate impact of this pandemic is seen as a short-term risk a total of £1.100m has been factored into the 2021/22 draft budget outside of service budgets. This allocation is to mitigate against the potential loss of income and PPE costs to be incurred by the Council. If required, this will be directly financed from Reserves and an overview of this risk assessment is reported in section 6 and at Appendix 9.

4.2. Income Assumptions

Appendix 3 provides the detailed proposals included within the budget for 2021/22 and totals (£0.238m).

4.3. Savings Assumptions

Appendix 4 provides the detailed proposals included within the budget for 2021/22 and totals (£0.532m) excluding key decisions.

The proposals identified in the appendix will require a savings delivery plan in order to document how the full saving will be achieved. The risk of this not being in place is that with no approved plan there is no certainty around the delivery of this target. Officers with the support of the Financial Services team will produce detailed action plans for achievement and the delivery of the savings. The progress will be reported to Cabinet as part of the quarterly financial and performance reporting in 2021/22. Failure to deliver these proposals will create a budget pressure which is likely to impact on Corporate reserve balances. As highlighted in Appendix 1 and section 9 of this report, it is proposed that reserve balances are used to smooth the pressure and uncertainty resulting from the single year spending review and the recovery from the pandemic. Non delivery will add pressure to the MTFP as reserve balances will be required over and above the level in the risk assessment as well as requiring alternative options to deliver a balanced budget.

4.4. Net Cost of Borrowing (NCOB)

NCOB is the offset of income earned on investments against the cost of external borrowing.

Budgets for NCOB reflect the latest interest rate forecasts provided by our treasury advisors, Link Asset Services for the period 2021 to 2023, the Bank Rate is currently forecasted to stay at 0.10% until December 2021. Amounts available for investment reflect available cash-backed General Fund and HRA balances, reserves and receipts forecast elsewhere in this report and in separate HRA budget setting documents. Borrowing requirements reflect the forecast General Fund Capital Financing Requirement (CFR) which tracks capital expenditure not financed from other sources, net of MRP, each year.

4.5. Corporate Adjustments – Portfolio Budgets

The total Portfolio corporate adjustments reported within Appendix 1 of £0.108m is largely due to the impact of the profile of elections within Executive Services. The deferred election for 2020 will take place in 2021 and it is proposed that this will be financed from a carry forward in 2020/21, therefore releasing the budget requirement for 2021/22 only.

4.6. Fees and Charges

The Council approved Medium Term Financial Strategy assumes that fees and charges will be reviewed annually and as a default proposed to be increased by 2%. However, there are some exceptions which include:

- Fees set nationally by government – therefore not within the authority's control
- Fees which are set over a longer period and realigned to cover cost alongside reassessment through benchmarking and market prices.
- Where prices were increased in excess of inflation in previous years it has been proposed that they are held for 2021/22
- In some instances, officers have proposed to hold or reduce prices in order to remain competitive in the market

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

The proposed schedule of new fees and charges are detailed within Appendix 11.

4.7. Procurement

Procurement continues to improve procedure to ensure efficiency and faster, smarter, and more productive working practices. Priorities are understood, risks are identified and monitored and cost savings opportunities are identified and pursued. Opportunities to challenge the requirements of contracts due for renewal are undertaken before a new procurement procedure is undertaken.

The impact of COVID-19 has presented some challenges in both renewal of contracts and risks to suppliers. In order to mitigate risks and provide continuity of service the Creditors' Action Plan was compiled at the start of the pandemic to help suppliers with cashflow/ ensure supply continuity and the Council has been required to provide extensions of contract through the use of Reg 32 'to not have to advertise a contract requirement'.

Consequently, the current circumstances have delayed the ability to look to other areas of spend for new contracts. However, this continues to be a priority for the medium term and will be factored into the budget setting process moving forward.

4.8. Other Significant Items

The section below sets out the other significant income and expenditure items included in the draft 2021/22 budget.

- (£1.172m) - proposals listed within the key decisions table
- £3.204m - additional budget to be transferred into the business rates equalisation reserve to help mitigate the anticipated reduction in funding from business rates reset and fair funding in future years.
- (£6.444m) - a one-off transfer from the business rates equalisation reserve to offset the estimated collection fund deficit in 2021/22.
- (£0.033m) - a one-off transfer from the business rates equalisation reserve to offset the estimated collection fund deficit in 2021/22.

5. Key Decisions

The 2021/22 draft budget is currently in a balanced position. However, this position includes estimated financial implications that relate to a number of key policy decisions that have been produced and presented by officers for Members' consideration in order to reduce the budget deficit.

These proposed policy changes, their possible financial implications and stage of development are set out in the table below.

Key Decisions	2021/22 £000's	2022/23 £ 000's	2023/24 £ 000's	2024/25 £ 000's
Removal of the Town Centre Budget in 2022/23	0	(150)	0	0
One off contribution from BSR (mitigation against funding losses)	(691)	691	0	0
One off contribution from BRER (mitigation against COVID-19 potential pressure and transitional funding)	(1,076)	1,076	0	0
One off release of earmarked reserve	(300)	300	0	0
Release of Revenue Contribution to Capital Outlay	(353)	0	0	0
COVID-19 recovery fund	1,100	(277)	(325)	(325)
Contribution to reserves to rebuild balances	0	0	50	100
Deferral of Housing Acquisition Saving	148	(148)	0	0
Total	(1,172)	1,492	(275)	(225)

Table 3 – Key Decisions for consideration

The key decisions in the table above have all been factored into the budget for 2021/22 and are included within the balanced budget and MTFP.

- **Growth items** – (positive values) Are additional costs for the year. If the decision is made not to pursue either scheme the budget will be reduced accordingly.

- **Savings** – (negative values) If the decision is made not to pursue these schemes the deficit will be increased accordingly, and further savings or income generation options will need to be pursued.
- **One off** – The use of reserves is one off and the entry is reversed in the following year

5.1. Continuation of contribution to the Town Centre Improvement Budget

At budget setting in 2017/18 it was announced as part of the Conservative Resolution that £0.150m generated through additional Business Rates from the Elliott's Field would be used toward Town Centre Improvements. The continuation of the contribution has been an annual key decision and formed part of the 2020/21 Budget Resolution submitted for the Annual Council Tax meeting 25 February 2020. However, it is proposed that continued commitment to town centre free parking is financed from this budget for 2021/22 only. This is not shown in the table above as it is a continuation of the current budget and the removal of this funding has been assumed in 2022/23.

5.2. Free Evening and Weekend Parking in the Town Centre Car Parks

The Budget Resolution in February 2019 included the commitment to provide free weekend car parking in the town centre which continued into 2020/21. The impact of this reduced income was financed through the town centre improvement budget to support increased footfall in the town centre. It is proposed that continues for a further 12 months. This is not shown in the table above as it is a continuation of the current budget.

5.3. Contribution from Budget Stability Reserve

As part of the spending review, Government announced that the New Homes Bonus Scheme would continue for one further year in 2021/22 with no new legacy payments. The proposed use of the budget stability reserve is to mitigate for 2021/22 the expected reduction in funding as a result of the change in policy and is reversed in 2022/23.

5.4. Contribution from Business Rates Equalisation Reserve

Given the challenges facing the Council as a result of the recovery from the pandemic plus being a transition year with the new SMT structure and the new Corporate strategy it is proposed that reserves are used to support the funding of expenditure in 2021/22. It should be noted that this relates to the potential loss of income, PPE and homelessness costs as a result of COVID-19 and will only be drawn upon if required. This is reversed in 2022/23.

5.5. Contribution from Earmarked reserves

It has been identified that a specific reserve relating to the Hall of Fame scheme can now be released as it will not be required. As one-off funding this is reversed in the 2022/23.

5.6. Release of Revenue Contribution to Capital Outlay

In previous years, a proportion of new home bonus funding has been ringfenced as a contribution to the financing of the capital programme, with the scheme now coming to an end and with borrowing costs being historically low it is proposed that this is now released to support the revenue budget for the year.

5.7. Housing Acquisition fund

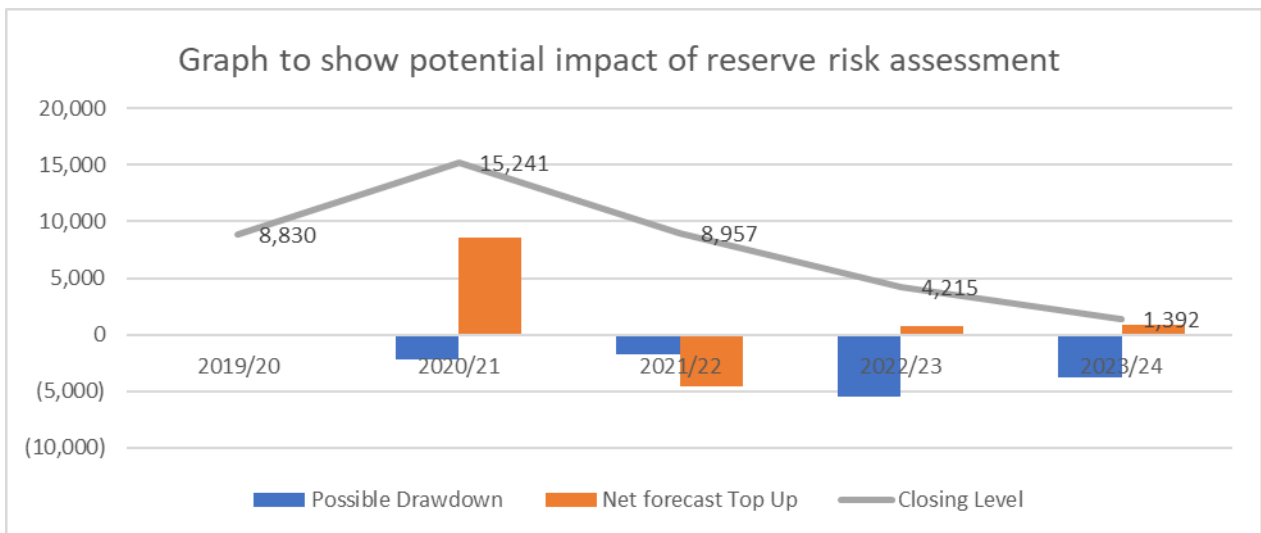
In December 2018, Cabinet approved the establishment of the housing acquisition fund and one of the expected benefits of this was being able to reduce the spend on Bed and Breakfast and other temporary accommodation costs. As a result, a 4-year saving target of £0.515m was identified. Given the pressures identified with homelessness as a result of the pandemic, it is proposed that the saving is deferred for a year so that officers can understand in more detail the impact of the pandemic recovery on the service delivery.

5.8. Centrally held budget to cover COVID-19 pressures

Whilst the financial impact of the pandemic is being closely monitored during 2020/21 there is not enough knowledge or information on the full financial impact of shortfall in income or increased demand for services. Therefore, a budget of £1.100m will be set aside centrally in 2021/22 which is then tapered out to recognise that pressures will reduce in future years.

6. Risk Assessment of General Fund Balances and Earmarked Reserves

As part of the annual budget setting process an assessment of required level of reserves needs to be undertaken, taking account of the potential future financial risks faced by the Council. It is considered prudent to hold sufficient reserves and balances to give the Council the ability to smooth out peaks in expenditure and troughs in income and funding over the medium term, by making short term contributions towards balancing the budget and give the Council time to plan service changes and further efficiencies. The latest risk assessment can be seen in Appendix 9. The chart below summarises the use of reserves over the MTFP.



Graph 1 – Graph to show potential impact of reserve risk assessment

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

The increase in reserves from 2020/21 is mainly due to:

- An estimated Business Rates budget surplus of (£6.544m) which includes the income received for S31 grant to support local authorities for the impact of COVID-19 reliefs given to businesses. This will be offset against the collection fund deficit for 2021/22.
- The transfer of 50% cash balance on the business rates pool safety net provision held by Warwickshire County Council. The Council will receive its share of (£1.210m) in 2020/21 with (£0.627m) to follow in 2021/22.

The forecast use of reserves is included at Appendix 10.

7. Draft Portfolio Budgets

Appendix 1 provides an overview of the draft revenue budget for 2021/22 for the existing portfolio structure and needs to be noted that there will be some realignment of services and budgets to reflect the new Senior Management team structure that was approved by Council on 26 November.

The second Draft Budget is showing a balanced budget with a use of Reserves for 2021/22 and is summarised below.

7.1. Growth and Investment

The portfolio budget for 2021/22 of £2.660m which represents a decrease of (£0.238m) compared with 2020/21. This has reduced mainly due to increased income of (£0.100m) based on historic trend within planning services and a reduction in the corporate capital accounting adjustment relating to the Hall of Fame investment made in 2016.

7.2. Corporate Resources

This portfolio consists of a number of back office functions and are recharged to services accordingly. There are minor changes proposed to the draft budget for 2021/22. The proposed budget for this portfolio is relatively unchanged when compared to the budget for 2020/21.

7.3. Environment and Public Realm

Many budgets within this portfolio have been reviewed and continue to be reviewed. Whilst there are significant growth items this has been largely offset by savings and income proposals. The proposed budget for 2021/22 is £6.988m which represents a decrease of (£0.171m) compared with 2020/21. This is mainly due to the increased income from increased take up of the green waste service.

7.4. Communities and Homes

The proposed budget for this portfolio is £2.068m which is an increase of £0.103m when compared with 2020/21.

This includes changes seen within IT and the CAST Services.

- IT service budgets include growth requirements of £0.151m for contracts and the continued requirements from digitalisation which is offset by efficiencies elsewhere of £0.049m.
- As previously reported within the quarterly monitoring reports, the impact of COVID-19 pandemic has resulted in significant homelessness pressures within the Borough. Whilst the government has recognised this and provided additional funding to support the authorities in the delivery of these services it will not mitigate the full cost moving forward. The initial budget required has increased by £0.142m for 2021/22 which will continue to be reviewed ahead of the final budget in February 2021.

The balance is mainly due to significant reductions in capital accounting adjustments and capital salary recharges within IT services.

7.5. Executive Directors

This portfolio includes Electoral, Democratic and Legal services. The proposed budget for this portfolio is £1.987m which is a reduction of (£0.096m) when compared with 2020/21 mainly due to the corporate adjustment for Borough Elections for the profile of elections in 2021/22.

7.6. Other Corporate Items

These include the following:

- An estimate of £0.050m is held centrally to mitigate the impact of the pay award to those employees earning below £0.024m, as announced in the Spending Review. This budget will be reallocated to Services following a more detailed review by HR.
- The reduction of (£0.353m) of the budget set aside for Revenue Contributions to Capital Outlay to £0.087m to cover existing commitments within Waste Services.
- The base adjustments within portfolios of (£0.248m) include the removal of the 1-year Budget Resolution changes made in February 2020 totalling £0.255m which were financed from the Business Rates Equalisation reserve.

8. Draft Portfolio Capital Budgets

Appendix 6 shows the draft position for the 2021/22 capital programme and onwards. As can be seen, the total capital programme proposed for 2021/22 (excluding proposed carry-forward budgets from previous years) is £2.146m. Excluding grants and other contributions, this leaves a net £1.176m of expenditure to be financed in 2021/22.

Forecast General Fund capital receipts are expected to have a balance of £2.064m at 1 April 2022. It is not considered prudent to allow overall General Fund capital receipts to be depleted, as this will subject the Council to interest rate risks in future years and in emergency situations. This maintains the stability currently provided by retaining a reasonable level of capital receipts as any future borrowing would have to be undertaken at the interest rates available in the market at the time. Due to the historically low interest rates, a decision has been made to retain capital receipts and borrow to fund the capital programme given the marginal impact that it has on the net cost of borrowing.

A revised Asset Management Strategy 2018-23 was approved by Council in April 2018 and has informed the proposals included within the programme relating to the General Fund asset portfolio.

In addition, The Prudential Code for Capital Finance in Local Authorities sets out that in order to demonstrate that an authority takes capital expenditure and investment

decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, authorities should have in place a capital strategy. The capital strategy should set out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes. The Capital Strategy, including the Treasury Management Strategy for 2021/22 will be presented to Audit and Ethics Committee for scrutiny on 28 January 2021.

The additional revenue financing implications of this draft programme for 2021/22 to 2024/25 upon future years are as follows:

	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s
Additional Minimum Revenue Provision (MRP)	1,541	1,729	1,711	1,732

Table 4 – MRP Forecast

For the 2021/22 draft General Fund revenue budget MRP is estimated at £1.541m resulting from historical borrowing and the additional borrowing undertaken to finance the 2020/21 capital programme as approved by Council in February 2020.

9. Medium Term Financial Plan 2021-2025

Appendix 8 shows a forecast position for the next 4 financial years with a **balanced budget** for 2021/22.

	2021/22 £000's	2022/23 £000's	2023/23 £ 000's	2023/24 £ 000's
Base budget bought forward	17,080	10,393	13,653	13,412
Growth Requirements	690	362	484	336
Other Corporate Adjustments	134	223	(283)	298
Savings and Income	(770)	(9)	(85)	0
Key Decisions	(1,172)	1,492	(275)	(225)
Savings to be Found	0	(2,798)	(95)	(22)
Movement in Reserves	(5,741)	3,990	13	233
Revised Budget Requirement	10,221	13,653	13,412	14,032
Financed by;				
Government Funding	(1,964)	(1,015)	(361)	(342)
Council Tax	(8,612)	(9,002)	(9,402)	(9,808)
Collection Fund Surplus/Deficit CT	33	20	20	0
Business Rates including Damping	(6,122)	(3,859)	(3,872)	(3,882)
Collection Fund Surplus/Deficit BRR	6,444	203	203	0
Total Funding Requirement	(10,221)	(13,653)	(13,412)	(14,032)
Net Variance	0	0	0	0

Table 5 – Medium Term Financial Plan 2021/22 to 2023/24

Beyond 2021/22, the MTFP shows additional budget variances that need to be considered in future years, assuming that prior budget deficits have been addressed. This MTFP has been presented on the assumption that the Council will see the impact of a full business rates reset which reports a cumulative deficit of **£2.915m** across the four years MTFP.

Table 5 shows the changes when compared with the previous year. The key movements presented in the MTFP can be explained as follows:

- A one-off contribution to the General Fund Revenue budget of (£1.767m) from Reserves which is included within table 3 as a Key Decision for 2021/22.
- A reduction in the Revenue Contribution to Capital Outlay as a consequence of the reduced New Homes Funding grant which is included within table 3 as a key decision.
- Increased funding in Council Tax at a rate of £5 over the medium term.
- Increased contribution to the Business Rates Equalisation Reserve for the excess growth in Business Rates Funding, above sustainable funding levels in 2021/22 totalling £3.204m
- The estimated revenue savings generated from the introduction of the proposed Materials Recycling Facility for 2023/24
- The Corporate items include the necessary adjustments to the Minimum Revenue Provision and Net Cost of Borrowing

Other major assumptions within the MTFP:

- The adverse impact of potential changes to New homes bonus in future years
- Release of the budgeted contribution from the Business Rates Reserve of £3.204m to part mitigate the impact of the business rates reset and fair funding review in future years.
- The estimated adverse impact of changes in government funding resulting from the fair funding review and business rates baseline reset in 2022/23.
- Salary budgets amended to reflect 1% pay awards applied in each year of the MTFP post 2021/22.

10. Process review for MTFP and MTFS

The current MTFP provides information on the in-year deficits that will need to be addressed in each financial year in order to deliver a balanced budget. Due to the uncertainty around future funding arrangements, developing a fully funded plan, at this stage, would be challenging as we are still awaiting confirmation of funding arrangements post March 2022. However, during 2021/22 a spending review is expected to be published by the Government and hopes to provide a clearer picture on funding for local government.

The first budget setting report introduced the concept of a rolling three-year budget setting process. This new approach to financial planning will enable the Council to manage the impact of financial changes and challenges over the medium term and run alongside the Corporate strategic direction outlined in the Corporate strategy.

In addition, this planning approach to a rolling MTFP may require the Council to use the authority's reserves in order to manage financial challenges in the funding environment once the budget for the year is set. It is anticipated that this can be readdressed by adjusting future savings targets to replenish the reserves where necessary.

Following approval in September, steps have been taken with the budget working groups having met and external communications with the public already published.

- The budget working groups met on 18 November and 16 December and these sessions were used to present updates on the financial position as the details became available.
- The Council recognises that the residents of Rugby are paramount to the decision making surrounding strategic direction and budget planning. In response to this, a survey was released to the public on 20 November asking for views and feedback on the weighting for services that the Council provides. The main purpose was to consult the public on the relative importance associated with current services. At the time of publication the survey is still open, but it can be reported that the response has positively overwhelming with 1082 replies received to date. This highlights how important an issue budget setting is to the public. The next steps will be to carefully consider the results with the detail and outcomes being reported as part of the next draft budget report in February.

At the beginning of the calendar year 2021 the new corporate strategy (elsewhere on this agenda) and the new senior management team structure will be in place to continue the adoption of this new way of working.

The current medium-term financial strategy covers the period 2018-2023 given the expected significant changes in local government funding, the recovery from the pandemic plus the anticipated changes in the structure and strategic direction of the organisation, the strategy will be reviewed and updated where necessary.

11. Conclusion

The country is currently facing unprecedented times of challenge which has resulted in the Council ensuring that there has been dedicated resources to establishing strategy to prioritise support to the most vulnerable.

It needs to be noted that the Council faces continued challenges and a period of transition in a number of areas which include:

- The immediate impact of the COVID-19 pandemic over the short to medium term which has significantly affected the Council's ability to review service delivery during 2020/21.
- The future financial impact of local government funding changes alongside any additional impact resulting from the recovery of the pandemic.
- The impending publication of the Government's White Paper on devolution and local recovery and how this may transform the local government structure in the region.
- The requirement for the Council to continually review demand for services, organisational structure and ensure that strategic direction is 'Right for Rugby'.

For these reasons it is proposed that reserves of £1.767m are used to balance the budget for 2021/22 to facilitate the transition. The details are included within table 3 and have been drawn from both the budget stability and business rates equalisation reserve following the outcome of the risk assessment as reported within Appendix 9.

The use of reserves not only mitigates the potential £1.100m risk faced around income losses and potential costs in the recovery from the pandemic, but acknowledges the time required to transition to the new way of working and organisational changes ahead. The budget set aside for risks and continued pressures relating to the impact of COVID-19 has been set aside centrally due to the unknown nature of the response and this will only be called upon where necessary during 2021/22.

Already progress has been made with the following:

- The development of the Senior Management Team restructure and the new Corporate strategy which is outlined and expected to go live in early 2021 and support the organisation's desire to take on different ways of working.
- The movement to a more commercial way of working where the Council has, not only, become a partner in the Materials Recycling Facility (MRF) but also committed to the creation of a Housing Development Company. It is expected that these new options will have a positive impact on the general fund, but the values and timing associated with these are still uncertain.

Although the budget has assumed some benefit from the MRF as the scheme is more developed, there is nothing in the MTFP for the Housing Development Company as yet.

It should be noted that the use of reserves is 'one off' funding and as a result of the reversal of this in the MTFP, the Council currently has a savings target of £2.798m for 2022/23. The impact of this decision potentially reduces reserve balances by up to

£6.284m between 1 April 2021 and 31 March 2022 as shown in Chart 1 in Section 6 and based on the reserve risk assessment detailed in Appendix 9.

Consequently, the increased risk to the authority has been considered and plans are in place to work with the newly appointed Senior Management Team and Portfolio holders to identify a suite of savings which will be presented to Cabinet as part of delivering a balanced budget to cover the full period of the MTFP 2022-2026.

Name of Meeting: Cabinet
Date of Meeting: 4 January 2021
Subject Matter: Draft General Fund Revenue and Capital Budget 2021/22
Originating Department: Corporate Resources

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
	Update on General Fund budget setting 2021/22 - Cabinet 7 September 2020

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Draft General Fund Revenue Summary 2021/22	2020/21 Original Budget	In Year Adjustments	2020/21 Revised Budget	Corporate Adjustments	Total Inflation	Salary Adjustments	Proposed Growth Items (Appendix 2)	Proposed Income Adjustments (Appendix 3)	Savings (Appendix 4)	Key Decisions	2021/22 Draft Budget
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
EXPENDITURE:											
Growth & Investment	3,016	(118)	2,898	(197)	15	14	21	(91)	0	0	2,660
Corporate Resources	1,028	(1)	1,027	10	23	14	14	(5)	(44)	0	1,039
Environment & Public Realm	7,292	(133)	7,159	(45)	24	40	142	(230)	(102)	0	6,988
Communities & Homes	1,975	(10)	1,965	(155)	(2)	(12)	419	91	(386)	148	2,068
Executive Director's Office	2,069	14	2,083	(108)	0	15	0	(3)	0	0	1,987
Estimated Pressure due to the COVID-19 Pandemic									0	1,100	1,100
Corporate Items	(143)	0	(143)	0	0	(37)	0	0	0	0	(180)
PORTFOLIO EXPENDITURE	15,237	(248)	14,989	(495)	60	34	596	(238)	(532)	1,248	15,662
Less Capital Charge Adjustment	(2,767)	0	(2,767)	393	0	0	0	0	0	0	(2,374)
Less Corporate Savings Target (including salary voids)	(300)	0	(300)	0	0	0	0	0	0	0	(300)
Less Pension Adjustment	(357)	0	(357)	(6)	0	0	0	0	0	0	(363)
NET PORTFOLIO EXPENDITURE	11,813	(248)	11,565	(108)	60	34	596	(238)	(532)	1,248	12,625
Net Cost of Borrowing	315	0	315	167	0	0	0	0	0	0	482
Minimum Revenue Provision (MRP)	1,594	0	1,594	(53)	0	0	0	0	0	0	1,541
Investment Income	(50)	0	(50)	0	0	0	0	0	0	0	(50)
Revenue Contribution to Capital Outlay	440	0	440	0	0	0	0	0	0	(353)	87
Contribution to Business Rate Equalisation Reserve	1,726	755	2,481	723	0	0	0	0	0	0	3,204
Contribution from BRER - Management of Funding Changes	0	0	0	0	0	0	0	0	0	(1,076)	(1,076)
Contribution from BRER - Collection Fund Deficit	0	0	0	(6,444)	0	0	0	0	0	0	(6,444)
Contribution from Budget Stability Reserve - Council Tax Deficit	0	0	0	(33)	0	0	0	0	0	0	(33)
Contribution from Budget Stability Reserve - Management of Budget Gap	0	0	0	0	0	0	0	0	0	(691)	(691)
Contribution to Reserves & Balances from Earmarked Reserves	742	(500)	242	(242)	0	0	0	0	0	(300)	(300)
TOTAL EXPENDITURE (before Parish Precepts)	16,580	7	16,587	(5,990)	60	34	596	(238)	(532)	(1,172)	9,345
Parish Council Precepts and Council Tax Support	856	0	856	20	0	0	0	0	0	0	876
TOTAL EXPENDITURE	17,436	7	17,443	(5,970)	60	34	596	(238)	(532)	(1,172)	10,221
INCOME:											
Retained Business Rates	(7,052)	0	(7,052)	930	0	0	0	0	0	0	(6,122)
Retained Business Rates - Collection Fund Surplus(-)/Deficit	734	0	734	5,710	0	0	0	0	0	0	6,444
Government Grants Including New Homes Bonus Funding	(2,639)	0	(2,639)	675	0	0	0	0	0	0	(1,964)
Council Tax	(8,398)	0	(8,398)	(214)	0	0	0	0	0	0	(8,612)
Council Tax - Collection Fund Surplus(-)/Deficit	(81)	0	(81)	114	0	0	0	0	0	0	33
TOTAL INCOME	(17,436)	0	(17,436)	7,215	0	0	0	0	0	0	(10,221)
VARIANCE ON BUDGET	(0)	7	7	1,245	60	34	596	(238)	(532)	(1,172)	(0)

2021/22 Growth Adjustments

Service Line Description	Account Description	Growth £000s	Proposal Detail	Corresponding savings/income proposal Y / N	Reference
Cast Team	Homelessness HRA Temporary Accommodation	232	The budget has been increased to reflect the current demand for people being housed in HRA temporary accommodation. Currently there are around 100 tenants in this type of accommodation.	Y = C&HI1	C&HG1
Total Cast Team		232			
Warks Homelessness Early Intervention Project	Software Maintenance	14	Software required to implement the new Trailblazing project, this is offset with additional income to fund the project.	Y = C&HI5/6/7 & C&HS7	C&HG2
Total Warks Homelessness Early Intervention Project		14			
Customer & Information Services	Software Maintenance	34	Annual running costs for new email web filtering software approved by Council in 2020 and an increase to existing software budgets based on current contract prices.	Y = C&HS4/5	C&HG3
Customer & Information Services	Hardware Maintenance	9	To meet historic spend on Public Service network.	N	C&HG4
Customer & Information Services	Software/Equipment Licences	7	Increased cost of Microsoft Licences.	N	C&HG5
Customer & Information Services	Payments to Other Local Authorities	10	Salary costs of IT Training officer who is an employee at Nuneaton Borough Council in regard to the shared service arrangement.	N	C&HG6
Customer & Information Services	Software Maintenance	88	Additional budget required for annual running costs of software previously paid from capital and all software budgets reflecting current contract prices.	Y = C&HS6	C&HG7
Total Customer & Information Services		148			
Minor Growth Proposals within Communities and Homes		25	Increased budget requested for various services across the Communities and Homes portfolio including items such as Training Costs, Utilities and New Equipment.		C&HG8
Total Communities & Homes		418			
General Financial Expenses	Other Insurance Premiums	14	Annual cost of the new Cyber Security Insurance costs to mitigate increased risks through working remotely.	N	CRG1
Total General Financial Expenses		14			
Total Corporate Resources		14			
Crematorium	Salaries & Wages	55	Crematorium Technician and additional gardener have been added to the staff establishment, offset through additional income on appendix 4	Y = E&PRI1 & E&PRS1	E&PRG1
Total Crematorium		55			
Parks, Recreation Grounds & Open Spaces	Salaries & Wages	36	New Trees and Woodlands post added to staff establishment. Offset by a reduction to outsourcing costs and the use of S106 monies.	Y = E&PRI4 & E&PRS2	E&PRG2
Total Parks, Recreation Grounds & Open Spaces		36			
Safety & Resilience	Subscriptions	6	Budget required to meet annual subscription for Health and Safety Consultants.	N	E&PRG3
Total Safety & Resilience		6			
Street Cleansing	Contract Income - Internal	16	Reduction to internal income based on historical data and current service provision levels.	N	E&PRG4
Total Street Cleansing		16			
Waste Collection & Recycling	Agency Staff	18	Budget requested for Agency costs required due to the increased volume in Garden Waste collection during Summer period opposed to the Winter period.	Y = E&PRI5	E&PRG5
Waste Collection & Recycling	Contract Hire	8	Budget requested for Contract Hire of vehicles required due to the increased volume in Garden Waste collection during Summer period opposed to the Winter period.	Y = E&PRI5	E&PRG6
Total Waste Collection & Recycling		26			
Minor Growth Proposals within Environment & Public Realm		4	Increased budget requested for various services across the Environment & Public Realm portfolio including items such as Vehicle Road Tax, Software Maintenance and Materials.		E&PRG7
Total Environment & Public Realm		143			
Planning Services	Salaries & Wages	21	Following numerous attempts to recruit to a Planning Officer post, the decision was made to increase the establishment to include two Graduate Planning Officer, the increased cost has been met through increased income.	Y = G&I1	G&IG1
Total Planning Services		21			
Total Growth & Investment		21			
Overall Total Growth Proposals		596			

2021/22 Income Adjustments

Appendix 3

Service Line Description	Account Description	Income £000	Proposal Detail	Corresponding Growth? Y / N (Y = Total growth offset)	Reference
Cast Team	Rents - Outside Scope	(161)	The increase in income reflects the current usage of HRA temporary accommodation which is currently housing around 100 tenants(as shown in Appendix 2)	Y = C&HG1	C&HI1
Cast Team	Rents - Outside Scope	90	Estimated reduction to reflect the income being received for the 36 Private Sector Leasing Properties used by the Council. This reduction also includes an amount for voids where a property is empty between tenancies	Y=C&HG8	C&HI2
Cast Team	Rents - Outside Scope	51	Reduction to income reflects the current demand for nightly self contained accommodation.	Y = C&HS1	C&HI3
Total Cast Team		(20)			
Customer & Information Services	Reimbursements - Standard Rated	10	Reduction to income due to partnerships ending with Warwickshire County Council and Nuneaton Borough Council.	N	C&HI4
Total Customer & Information Services		10			
Warks Homelessness Early Intervention Project	Other Grants	198	Removal of grant income from the trailblazer project that has now finished. This has now been replaced by a revised scheme reported at Cabinet on 9 November 2020 that will be funded by North Warwickshire Borough Council, Stratford Dsitrict Council and from the Welfare Reserve.	Y = C&HG2 & C&HS7	C&HI5
Warks Homelessness Early Intervention Project	Contributions & Donations	(65)	New Income contributions from Local Authorities for the new Trailblazing project which is being led by Rugby Borough Council as reported at Cabinet on 9 November 2020.	Y = C&HG2 & C&HS7	C&HI6
Warks Homelessness Early Intervention Project	Revenue Grants - Transfer from reserve	(31)	Rugby Borough Council's contribution to the Trailblazing Project from the Welfare Reserve as reported at Cabinet on 9 November 2020.	Y = C&HG2 & C&HS7	C&HI7
Total Warks Homelessness Early Intervention Project		102			
Minor Income Adjustments within Communities & Homes		(1)			C&HI8
Total Communities & Homes		91			
Corporate Property Administration	Reimbursements - Outside Scope	(5)	Increased income based on predicted income levels for 2021/22.		CR1
Total Corporate Property Administration		(5)			
Total Corporate Resources		(5)			
Crematorium	Fees & Charges - Exempt	(30)	Income increased to 980 cremations a year (previously 960) and an increase in the volume of memorial packages sold based on historical data.	Y = E&PRG1 & E&PRS1	E&PRI1
Total Crematorium		(30)			
Cemeteries	Fees & Charges - Outside Scope	(5)	Additional income for burials based on historical data.	N	E&PRI2
Cemeteries	Licences - Outside Scope	(5)	Additional income for Monuments based on historical data.	N	E&PRI3
Total Cemeteries		(10)			
Parks, Recreation Grounds & Open Spaces	Section 106 Contributions - Transfers from reserve	(24)	Budgeted income to fund the new Trees and Woodlands post which can be funded through S106 monies.	Y = E&PRG2 & E&PRS2	E&PRI4
Total Parks, Recreation Grounds & Open Spaces		(24)			
Waste Collection & Recycling	Fees & Charges - Outside Scope	(166)	Increased income due to volume of subscriptions to the Garden Waste scheme based on previous financial years uptake.	Y = E&PRG5/6	E&PRI5
Total Waste Collection & Recycling		(166)			
Minor Income Adjustments within Environment & Public Realm		(0)			
Total Environment & Public Realm		(230)			
Communication	Reimbursements - Standard Rated	(3)	Additional income generated through charges to Rugby First for providing Data Protection Officer	N	EO1
Total Communication		(3)			
Total Executive Director's Office		(3)			
Planning Service		(100)	Increased Planning Applications income following historic data, this amount is being used to offset the additional salary costs following the recruitment of the Graduate Planning Officers.	Y = G&IG1	G&I1
Total Planning Services		(100)			
Economic Development	Contribution from Reserves	9	Reduction relates to removal of Grant income from service.	N	G&I2
Total Economic Development		9			
Total Growth & Investment		(91)			
Overall Total Income Proposals		(238)			

2021/22 Saving Adjustments

Appendix 4

Service Line Description	Account Description	Savings £000	Proposal Detail	Corresponding growth/income proposal Y / N	Reference
Cast Team	Nightly Self Contained Accommodation	(144)	Reflects the current demand for nightly self-contained accommodation.	Y = C&HI3	C&HS1
Cast Team	Private Sector Leasing	(148)	Stretched saving linked to the Housing Acquisition Fund Proposal approved in 2019/20's medium term financial plan	N	C&HS2
Total Cast Team		(292)			
Customer & Information Services	Photocopying	(10)	Reduction in Printing costs based on the historical usage from RBC employees.	Y = C&HG8	C&HS3
Customer & Information Services	Hardware Maintenance	(8)	Saving made on the old email/web filtering system, which has been replaced with a new system.	Y = C&HG3	C&HS4
Customer & Information Services	Hardware Maintenance	(7)	Reduction in hardware purchases based on historical spend.	Y = C&HG3	C&HS5
Customer & Information Services	Software Maintenance	(23)	From various software contracts based on current contracts costs and removal of contracts which have ended.	Y = C&HG7	C&HS6
Total Customer & Information Services		(48)			
Warks Homelessness Early Intervention Project	Salaries & Wages	(10)	Associated with the redefined timelines of the scheme	Y = C&HI5/6/7 & C&HG2	C&HS7
Total Warks Homelessness Early Intervention Project		(10)			
Customer Support Services	Salaries & Wages	(16)	Customer Service Apprentice finishes the apprenticeship in August 2021. It has been decided to not replace this apprentice which is outside of the Corporate Apprentice Programme.	N	C&HS8
Customer Support Services	Postage & Distribution	(10)	Based on historical spend.	N	C&HS9
Total Customer Support Services		(26)			
Minor Adjustments within Communities & Homes		(10)			C&HS10
Total Communities & Homes	Total Communities & Homes	(386)			
Council Tax Services	Salaries & Wages	(31)	One full time post saving in this service as the post has been transferred to the Housing Revenue service	N	CRS1
Total Council Tax Services		(31)			
Corporate Property Administration	Emergency Repairs Line	(8)	No longer making contributions to Emergency repairs.	N	CRS2
Total Corporate Property Administration		(8)			
Public Offices	Materials	(5)	As basic cleaning products are now provided by the contractor.	N	CRS3
Total Public Offices		(5)			
Total Corporate Resources	Total Corporate Resources	(44)			
Crematorium	Salaries & Wages	(31)	Removal of vacant post contributing towards growth items on Appendix 2.	Y = E&PRG1 & E&PRI1	E&PRS1
Total Crematorium		(31)			
Parks, Recreation Grounds & Open Spaces	External Contractors & Operator	(12)	Found within External Contractor which will offset Salary costs to fund the new Trees and Woodlands post.	Y = E&PRG2 & E&PRI4	E&PRS2
Total Parks, Recreation Grounds & Open Spaces		(12)			
Crime & Disorder	Other Miscellaneous Expenses	(14)	The removal of the Future's Unlocked contract.	N	E&PRS3
Total Crime & Disorder		(14)			
Street Cleansing	Training fees	(5)	Based on historical spend.	N	E&PRS4
Total Street Cleansing		(5)			
Waste Collection & Recycling	Vehicle Repair and Maintenance	(18)	Relating to vehicle maintenance costs due to the new vehicle replacement programme.	N	E&PRS5
Total Waste Collection & Recycling		(18)			
Trade Waste/Recycling	Vehicle Fuel	(7)	Based on historical spend on vehicle fuel.	N	E&PRS6
Trade Waste/Recycling	Materials	(5)	Following the decision to repair bins where possible rather than replace them.	N	E&PRS7
Total Trade Waste/Recycling		(12)			
Minor Adjustments within Environment & Public Realm		(10)			E&PRS8
Total Environment & Public Realm	Total Environment & Public Realm	(102)			
Total Savings	Overall Total Savings Proposals	(532)			

Financial Modelling Assumptions

As reported previously, there are several risks that the Council faces due to the forthcoming funding reforms, the most significant are:

- i. Loss of accumulated business rates growth due to the baseline reset.
- ii. The outcome of the Review of Relative Needs and Resources (formerly the Fair Funding Review) providing a reduction in our assessed funding need
- iii. The reform of the New Homes Bonus scheme.

Following the Spending Review 2020 (SR20) on 25 November 2020, the Director General of Local Government at MHCLG wrote to Chief Executives to confirm the Government will not proceed with the reforms in 2021/22 in order to provide further stability, and “once the pandemic is through, we want to work with councils on the demands you face and the resources available to meet them. Further decisions on reform will be taken in the context of next year’s Spending Review”.

This uncertainty makes financial planning for 2022/23 and beyond extremely challenging, as even the smallest of changes to one of the many variables can result in very different outcomes. If all three came in to affect, cumulatively the potential losses aggregate to a sizable financial loss, however this is not considered as a realistic scenario and it is expected that there will be transitional protection built into the system to prevent authorities from losing more than a set amount each financial year.

Chart 1 shows a range of different financial outcomes that might arise for Rugby Borough Council across the medium term.

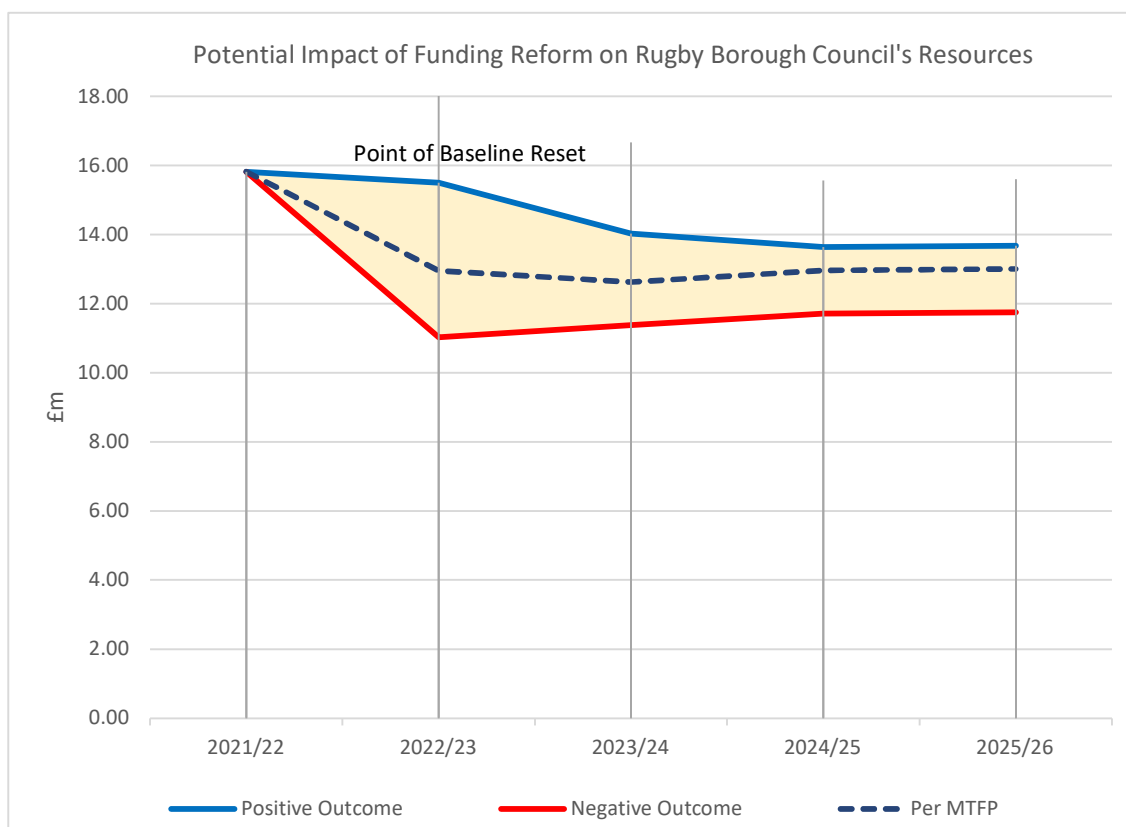


Chart 1 – Estimated Impact of Funding Reform

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Positive Outcome					
Business Rates	6.12	3.86	3.87	3.88	3.58
Council Tax (excluding parish precepts)	7.74	8.08	8.39	8.72	9.06
New Homes Bonus	1.71	0.68	0.68	0.68	0.68
New Homes Bonus returned funding	0.03	0.13	0.17	0.17	0.17
Government Grants	0.23	0.21	0.19	0.19	0.19
Damping	0.00	2.55	0.72	0	0
	15.82	15.50	14.03	13.64	13.68

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Negative Outcome					
Business Rates	6.12	3.86	3.87	3.88	3.58
Council Tax (excluding parish precepts)	7.74	8.08	8.39	8.72	9.06
New Homes Bonus	1.71	0.00	0.00	0.00	0.00
New Homes Bonus returned funding	0.00	0.00	0.00	0.00	0.00
Government Grants	0.23	0.21	0.19	0.19	0.19
Loss of Baseline Funding	0.00	-1.25	-1.25	-1.25	-1.25
	15.80	10.90	11.20	11.54	11.58

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Existing MTFP					
Business Rates	6.12	3.86	3.87	3.88	3.58
Council Tax (excluding parish precepts)	7.74	8.08	8.39	8.72	9.06
New Homes Bonus	1.71	0.68	0.00	0.00	0.00
New Homes Bonus returned funding	0.03	0.13	0.17	0.17	0.17
Government Grants	0.23	0.21	0.19	0.19	0.19
	15.82	12.96	12.63	12.96	13.00

The dotted blue line represents the funding position, as per the Council's MTFP assumptions within this report. It shows that during the early stages of the MTFP, the Council's funding does drop from £15.82m (excluding Parish precepts) to £12.96m between 2021/22 and 2022/23. However, later into MTFP the Council again begins to benefit from growth in the business rates funding increases to the £13.0m position by 2025/26.

The red line presents a scenario where a negative or unfavourable outcome from the funding reform is delivered, but where there is no damping in place. Under such a scenario, the Council would see its deeper reductions in its resources reduce from approximately £15.82m to £10.90m between 2021/22 and 2022/23. This would represent a £4.92m or 31% reduction in total resources.

The solid blue line presents a scenario where a positive or favourable outcome from the funding reform is delivered for Rugby Borough Council. In such a scenario the Council's funding reduction is smoothed over the medium term through transitional funding (damping) and assumes that there will be some continuation of funding to replace the changes expected in the NHB grant. The Council would see its reductions in resources reduce from £15.82m to £13.68m in the longer-term.

These scenarios are based on information currently known and do not factor in the unknown future impact of the COVID-19 pandemic. An estimate of current risks are factored into the Risk Assessment at Appendix 9.

The following key variables have been adjusted to produce this model. RBC current assumptions are based on the latest intelligence from our external funding advisors.

Variable	RBC Assumptions as at Feb 2020	Positive Outcome	Negative Outcome	RBC Current Assumptions
Existing Growth Retained at initial reset	0%	0%	0%	0%
Growth above SFA to form Sustainable Baseline	Yes	Yes	No	Yes
Business Rates Levy applied	20% threshold	20% threshold	20% threshold	20% threshold
Impact of Fair Funding Review	No change	£2.7m SFA	Loss of £1.25m from our assessment	£2.7m SFA
Future of New Homes Bonus	No change in 2020/21. Legacy payments phasing out from 2021/22.	Replacement scheme in 2022/23 to match average annual allocation	Ends in 2021/22	Legacy payments phasing out after 2022/23. Plus additional one-off year in 2021/22.
Transitional 'damping' protection	No damping	10% damping	No damping	No damping

Table 1 – Financial Modelling Assumptions

1. Future Funding Levels

The austere times for the sector have created many challenges and required us to plan carefully to manage any potential risk of a cliff edge reduction in funding. We have achieved this through budget planning and adapting our uncertain funding streams to create more certainty within this unstable financial environment.

As part of the 2021-2025 Medium Term Financial Strategy, any additional business rates growth above the sustainable baseline level have been transferred to the Business Rates Equalisation Reserve (BRER) to help mitigate the anticipated cliff edge from the business rates reset and the fair funding review, which is now scheduled for 2022/23.

The chart below illustrates how the Council has continued to set a budget which is closer to the anticipated future funding levels.

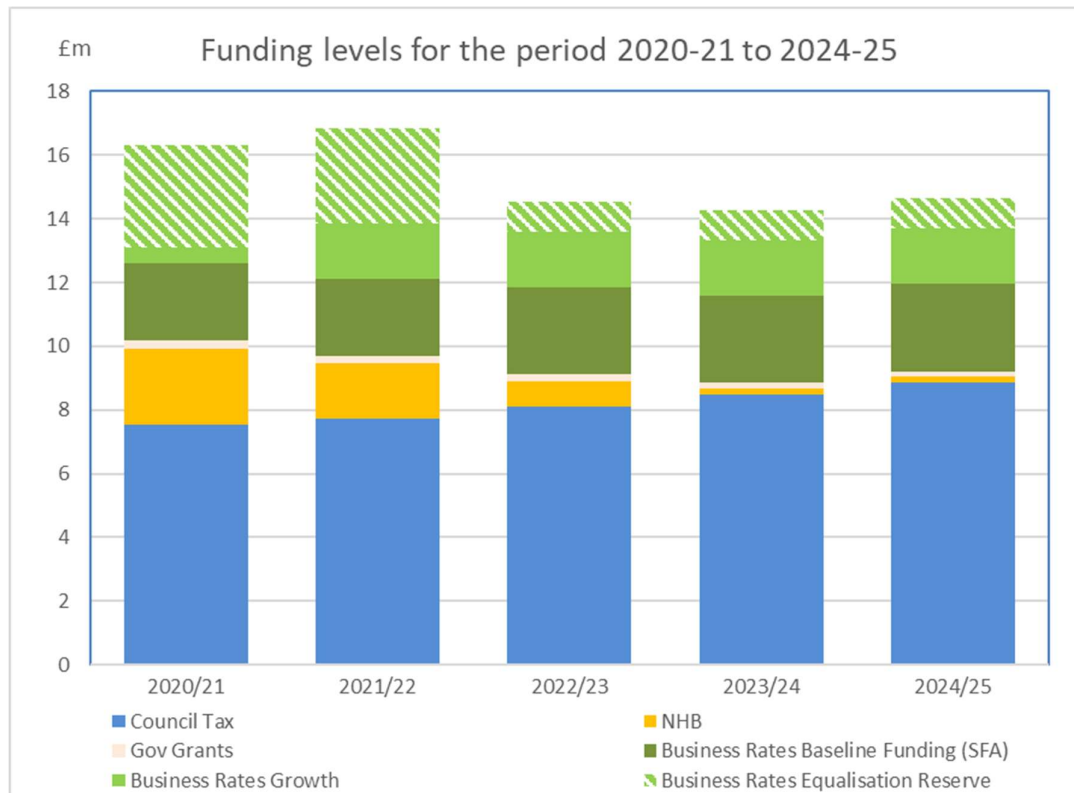


Chart 2 – Funding Levels for the period 2020/21 to 2024/25

In 2020/21 it has been assumed that the business rates income of £6.318m will be generated, of which £1.726m was budgeted to be transferred to the BRER Reserve. This policy to smooth the impact of funding reductions continues into 2021/22 resulting in a potential reserve contribution of a further £3.204m which is then released in 2022/23 to part mitigate the funding impact of the reset.

2. Business Rates

The main financial risk the Council faces remains to be the reset of the current Business Rates Retention System (BRRS). Resetting the system will redistribute the business rates growth generated since 2013/14, the point at which the retained rates system was introduced.

It was confirmed in the SR20 that there will be no baseline reset in 2021/22. This means the BRRS effectively rolls forward unchanged for another year. This provides some confidence that continued benefit of retained growth of £3.204m above the baseline will be available to be transferred into the BRER. The baseline reset is now expected to take place in 2022/23. On this basis, the following table provides our most up to date Business Rates estimates.

January Forecast	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
A baseline reset in 2022/23 based on 2021/22 data	(6.122)	(3.859)	(3.872)	(3.882)
Reported in February 2020 MTFP	(3.379)	(3.668)	(3.718)	(3.761)
Movement	(2.743)	(0.191)	(0.154)	(0.121)

Table 2 – Comparison of Business Rates February 2019 Vs January 2020 Reports

The movement from the February 2020 MTFP can be explained by the following:

- The baseline reset has been postponed until 2022/23 which means we expect to continue to retain any growth generated in 2021/22.
- The business rates modelling has been updated following the SR20 for indexation, increase in SFA and other funding assumptions.

The following table 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. This is based on the proposed baseline reset.

Detailed Business Rates funding – Baseline Reset	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Settlement Funding Assessment (SFA)	(2.414)	(2.745)	(2.745)	(2.745)
Sustainable baseline Business rates growth above the SFA funding level	(0.504)	(0.173)	(0.173)	(0.173)
Business rates growth above the sustainable baseline	(3.004)	(0.941)	(0.954)	(0.964)
Business rates pooling dividend	(0.200)	0	0	0
Total Retained Income	(6.122)	(3.859)	(3.872)	(3.882)

Table 3 – Detailed Business Rates Funding – Baseline Reset

SFA represents the proposition of business rates authorities need to retain in order to fund core services (along-side other income e.g. council tax, fees and charges).

As reported previously, the Review of Relative Needs and Resources (formerly the Fair Funding Review) will not proceed in 2021/22. Any outcome may not be known until next year's Spending Review. Consequently, there are 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. Table 3 shows that:

- SFA income post 2021/22 is assumed to remain relatively flat. As previously reported, the Fair Funding Review will be focussing 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 £3.004m in 2021/22 to £0.941m in 2021/22, and an overall business rates funding level to assume a sustainable baseline of £2.918m for future years.
- The Council continues to contribute to the BRER with business rates growth above the sustainable baseline.
- As reported in the Q2 financial monitoring the Coventry and Warwickshire Business Rates Pooling arrangement will continue for a further year and the MTFP assumes the same level of dividend at £0.200m which is budgeted to contribute to the BRER.

As per the main report, it is estimated that there will be a business rates deficit on the collection fund of £17.126m at the end of 2020/21 of which Rugby's share is £6.850m.

The 2021/22 draft budget includes a one-off transfer of £6.444mm from the business rates equalisation reserve to offset Rugby's share of the collection fund deficit in 2021/22.

The remaining deficit of £0.406m will be spread over 2022/23 and 2023/24, as per the new collection fund regulations

It needs to be noted that the NNDR1 submission 31 January 2021 will confirm the final figures used for the 2021/22 budget and collection fund will be based on information collected at the end of December 2020. This will be included in the Final Budget to Cabinet on 1 February 2021 and Full Council on 23 February 2021.

3. New Homes Bonus (NHB)

The Spending Review 2020 announced a further one year allocation for 2021/22. This is a one off payment only and there will be no new legacy payments, but the government will make legacy payments on allocations made in earlier years which are due to be paid in 2021/22.

The table below provides the NHB figure for 2021/22 and future years over the Medium Term. This shows the pace of reducing NHB with the anticipated allocation for returned new homes bonus continuing. However, it needs to be noted that this funding is under review with a risk that it will not continue post 2022/23.

The government are expected to consult on New Homes Bonus in 2021 with a view to implementing reform in 2022/23. However, any replacement is unlikely to distribute as much funding as the current scheme does or be distributed in the same way.

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
NHB Forecasts per February 2020	(1.079)	(0.760)	(0.112)	(0.112)
Revised NHB Per CTB1 Return	(1.733)	(0.807)	(0.174)	(0.174)
Increase in NHB Income	(0.654)	(0.047)	(0.062)	(0.062)

Table 4 – New Homes Bonus Forecast

4. Council Tax

The Spending Review 2020 confirmed that shire districts can increase their Band D council tax up to 2% in 2021/22. It has not yet been confirmed if £5 can be used but is now an established element of council tax arrangements. 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.

The Band D equivalent council tax is multiplied by the Tax Base each year to determine the level of Council Tax income included in Appendix 1.

The Tax Base for the forthcoming financial year is calculated as at 30 November. At this point, the actual tax base was 38,236.25 which is lower than the estimated tax base of 38,735.24 for 2020/21, this is mainly due to:

- The increase in council tax support cases as a result of COVID-19.
- The pandemic has slowed housing growth in the Borough.

A detailed assessment has been undertaken when calculating the 2021/22 Tax Base to accommodate these factors, but there are still further risks to the tax base until the full impact of the pandemic is known.

Therefore, the following assumptions have been applied but are subject to change:

- The existing level of council tax support will not reduce in 2021/22. Further details of grant funding to support councils meet additional local council tax support costs are due to be released as part of the provisional finance settlement on 17 December.
- A prudent approach has been taken to the amount of new housing growth included in the 2021/22 tax base.
- COVID-19 has caused fluctuations in household incomes and as a result, some individuals may struggle to meet council tax payments. Therefore, a reduction in the collection rate from 98.6% to 98% has been applied.

The result is a provisional 2021/22 Tax Base, expressed as a Band D equivalent, of 38,735.48, an increase of 0.001%. The table below provides the Tax Base for 2021/22 and the forecast for future years over the Medium Term.

Tax Base	2021/22	2022/23	2023/24	2024/25
Band D Equivalent	38,735.48	39,597.36	40,459.24	41,321.12
% Increase	0.00%	2.23%	2.18%	2.13%

Table 6 – Summary of Council Tax Base across the MTFP

It needs to be noted that:

- The tax base is provisional and maybe subject to change once the detailed provisional finance settlement is published on 17 December 2020.
- The collection fund estimate will be revised based on information collected on 15 January 2021, as required by statute.
- The detailed referendum limits will be confirmed as part of the provisional finance settlement.

The impact of any changes will be included in the Final Budget to Cabinet on 01 February 2021 and Full Council on 23 February 2021.

General Fund Capital Programme 2021/22 and Onwards

		Capital					Revenue Implications						
Head of Service	Portfolio / Scheme Name	Gross Expenditure			External Contributions / Earmarked Reserves / Revenue Contributions		Internal Resources		Running Costs		Estimated Interest costs		Minimum Revenue Provision
		2021/22	2022/23	2023/24	2021/22	Future Years	2021/22	Future Years	2021/22*	Full Year	2021/22*	Full Year	2022/23
		1	2	3	4	5	6	7	8	9	10	11	12
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	Growth & Investment												
	RAGM - Preventative Conservation Refurbishment of flexible wall system / replacement of external windows	101	0	0	0	0	101	0	0	0	0	0	4
		101	0	0	0	0	101	0	0	0	0	0	4
	Communities & Homes												
RC	ICT Refresh Programme - Desktop Annual refresh of client devices (laptops, etc)	101	85	85	0	0	101	170	0	0	0	0	19
RC	ICT Refresh Programme - Infrastructure Annual upgrade / replacement of physical and virtual servers, firewalls, backup and business continuity systems	95	102	102	0	0	95	204	0	0	0	0	18
RC	ICT Refresh Programme - AV Equipment Integration of MS Teams into coouncil chamber / upgrade of Boardroom	23	15	15	0	0	23	29	0	0	0	0	4
RC	Sophos Intercept-X Enhanced anti-virus software provision	25	0	0	0	0	25	0	0	0	0	0	5
RC	Digitalisation and Development Program	45	45	45	0	0	45	90	0	0	0	0	9
RC	Disabled Facilities Grants Grants to disabled residents for the provision of home adaptations administered by HEART	683	683	683	632	1,264	51	102	0	0	0	0	2
		972	930	930	632	1,264	340	595	0	0	0	0	57
	Environment & Public Realm												
DG	Vehicle Replacement	500	500	500	0	0	500	1,000	0	0	10	10	67
DG	Open Spaces Refurbishments - Apple Grove & Sorrell Drive Play Area	150	150	150	50	100	100	200	0	0	0	0	6
DG	Open Spaces Refurbishments - Safety Improvements	50	50	50	0	0	50	100	0	0	0	0	3
DG	Parks Connector Network Create and improve path infrastructure through parks and open spaces financed via grants / S106 / climate change funds	200	200	200	200	400	0	0	0	10	0	0	0
DG	Open Spaces Refurbishments - Street Furniture Annual refresh programme of bins, benches, bus shelters and other items	40	40	40	0	0	40	80	0	0	0	0	2
DG	Memorial Safety	30	30	30	0	0	30	60	0	0	0	0	1
DG	Great Central Way Bridge Repairs Structural repairs to bridges along Great Central Way route	0	165	165	0	0	0	330	0	16	0	0	0
DG	Parks and Grounds Inspection System	15	0	0	0	0	15	0	0	0	0	0	3
DG	Purchase of Waste Bins ¹ Acquisition of domestic bins for new developments financed via S106 and developer contributions	88	88	88	88	175	0	0	0	0	0	0	0
		1,073	1,223	1,223	338	675	735	1,770	0	26	10	10	82
	Total Draft General Fund Capital Programme	2,146	2,153	2,153	970	1,939	1,176	2,365	0	26	10	10	143

¹ To be financed via S106 developer contributions / direct revenue contributions.

non year to include

General Fund Draft Capital Programme 2021/22 & Onwards

Capital Appraisal Information

Portfolio	Growth & Investment	Communities & Homes	Communities & Homes	Communities & Homes
Capital Scheme	Preventative Conservation: 20 years of the RAGM building	ICT Refresh Programme - Desktop	ICT Refresh Programme - Infrastructure	ICT Refresh Programme - AV Equipment
Gross Budget Requirement 2021/22 - 2023/24 £000	101	271	299	52
External Funding £000	0	0	0	0
RBC Funding 2021/22 - 2023/24 £000	101	271	299	52
Head of Service	Stephanie Chettle-Gibrat	Raj Chand	Raj Chand	Raj Chand
Strategic Case: Outline relevant national and local policies and strategies	<p>The Rugby Art Gallery and Museum (RAGM) building is 20 years old and the signs of age are becoming increasingly more evident and are affecting not only the efficient functioning of the building but the health and safety of the staff. The most urgent work is refurbishing the flexible wall system in the art gallery and replacing selected external windows with UV and light blocking glass. Selected windows in the space used to display the art collection of modern and contemporary art have been covered over to control light & UV levels which otherwise would damage the collections & visiting exhibitions. This has caused circulation issues which have resulted in mould, pests & water drainage to the windows & surrounding areas. This is a threat to our collection. The advise is to replace these windows with UV protected block out glazing in order to control the UV and light levels, protect the art collection and more consistent energy use. The flexible wall system alters the wall & hanging space for larger exhibitions and change the shape of the exhibition space. Due to age and paint build up the manoeuvring and the handling of the walls is harder and heavier and are therefore unfit for purpose and a risk to staff.</p>	<p>The Desktop provision is made up of: * Client devices, such as Laptops, PCs and Terminals; * Server services that directly relate to desktop provisioning.</p> <p>The Council has adopted a rolling refresh programme that spreads the cost and effort of updating the desktop across all financial years.</p> <p>Drivers for updating the desktop provision are: * To ensure that the authority is running on fit for purpose equipment; * to replace aging equipment before it fails and impacts service delivery; * and, in line with PSN requirements and security best-practice, devices must be under manufacturer support and they must be patched and/or upgraded to the latest software version.</p> <p>If the authority is to retain PSN Code of Connection IT equipment must be fully supported and updated. Failing to comply would leave us open to security breaches and the associated fines that they would incur.</p>	<p>The IT infrastructure provision is made up of: * Physical and Virtual Servers; * Storage Area Networks; *Network Switches, Routers & WIFI; *Firewalls and Backup and Business Continuity solutions.</p> <p>The Council has adopted a rolling refresh programme that spreads the cost and effort of updating the infrastructure across all financial years.</p> <p>Drivers for updating the infrastructure are: * To ensure that the authority is running on fit for purpose equipment; * To replace aging equipment before it fails and impacts service delivery; * and in line with PSN Requirements and security best-practice, devices must be under manufacturer support and they must be patched and/or upgraded to the latest software version.</p> <p>If the authority is to retain PSN Code of Connection compliance there are no direct alternatives that are financially viable.</p>	<p>Much of the audio/visual equipment will become redundant in the next 2 years due to its age plus additional equipment will be required to support digitalisation.</p> <p>The programme will consist of: integration of MS teams into the current chamber solution and an upgraded AV solution including teams integration to the board room(20-22), future years to upgrade equipped AV rooms with integral technology. The life expectancy of IT equipment is 5 years, which is based on both physical component life expectancy and the equipment's ability to be upgraded for security purposes and to support appropriate operating systems & software. The combined desktop & infrastructure refresh programmes have been re-designed to accommodate changes to working practices brought about by digitalisation, but without any particular increase to previous year's total budgets, however it has never incorporated audio/visual equipment as these used to sit in Business Support.</p>
Commercial Case: Outline the procurement arrangements that ensures the deal is achievable and attractive to the market place	Working with RBC approved partners & suppliers bringing in specialist suppliers/contractors where necessary will ensure the work is high quality and complies with H&S standards.	Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable. Suppliers are sourced using Crown Commercial Services Digital Marketplace and associated framework RM3733	Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable. Suppliers are sourced using Crown Commercial Services Digital Marketplace and associated framework RM3733	Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable. Suppliers are sourced using Crown Commercial Services Digital Marketplace and associated framework RM3733
Financial Case: Outline the capital and revenue costs / savings over the life span of the project	To do nothing would increase risk to staff, further malfunctioning of walls with increased repair cost (£1,600 pa), and damage to collections. Estimated annual costs £1,260 replacement of UV films every 2/3 years and annual revenue provision charge of £4,070. Depending on windows option chosen there is a potential annual saving of £2,000 for energy costs and wall maintenance.	ICT desktop has an estimated asset life of five years. The 2021/22 scheme is funded via borrowing. Minimum revenue provision (MRP) implications of £19,240 pa (2022/23) and £16,270 pa (2023/24)	With each successive generation of hardware they become more energy efficient with reduced heat output. Such reductions will directly reduce running costs and support a future refresh of the Town Hall cooling systems to smaller more efficient units. The 2021/22 scheme is funded via borrowing. Minimum revenue provision (MRP) implications of £18,190 pa (2022/23) and £19,530 pa (2023/24) onwards.	The 2021/22 scheme is funded via borrowing. minimum revenue provision (MRP) implications of £4,310 pa (2022/23) and £2,780 pa (2023/24) onwards.
Management Case: Outline the governance, plans, and resources that are in place for successful implementation.	The team at RAGM have many years' experience managing building projects and budgets and conservation knowledge.	The IT service employ an industry standard programme management technique for desktop replacement.	The IT service employ an industry standard programme management technique for the infrastructure replacement.	The IT service employ an industry standard programme management technique for the infrastructure replacement.

General Fund Draft Capital Programme 2021/22 & Onwards

Capital Appraisal Information

Portfolio	Communities & Homes	Communities & Homes	Communities & Homes	
Capital Scheme	Sophos Intercept-X	Digitalisation and Development Program	Disabled Facilities Grants	
Gross Budget Requirement 2021/22 - 2023/24 £000	25	135	2,050	
External Funding £000	0	0	1,896	
RBC Funding 2020/21 - 2022/23 £000	25	135,000	154	
Head of Service	Raj Chand	Raj Chand	Raj Chand	
Strategic Case: Outline relevant national and local policies and strategies	The Council is a long standing customer of Sophos antivirus solution and after a review a while ago we elected to stay with them. With the continued prevalence of emerging online threats, particularly surround malware and ransomware it would be prudent to now take advantage of the additional protections that Sophos can provide in this area with their Intercept-X product. When we undertook a review of our antivirus provision in 2019/20 Sophos were the clear market leader in regard to ransomware protection. Given that we are currently in contract with them for antivirus provision into 2020 the sensible and economic choice is to upgrade the existing protection we have.	With the introduction of a Digital team to drive digitalisation across the organisation it is imperative that a capital fund is created to allow this team to call upon external expertise in the areas of Digitalisation and Development. An area which will require this is the recent procurement of the Digital Experience Platform (CRM/CMS) that will need ongoing development costs by the Digital team and supplier that will allow council to continue to provide the best online services to the customer as possible and efficiencies and the ability to engage across all levels of the business. Another area is the further development and refinement of the Virtual Council Meeting setup. This project was implemented through existing resource & budget in a time that workload priorities were at an all time peak & although this project has been a huge success it will require further development on an ongoing basis to ensure the technology is capable of meeting the member's needs. The costs are based on 10 external consultancy days of £2,000 per day for the further development of the corporate DXP, the remaining £25,000 will be used for small digital development projects implemented by the Digital team over the year. Examples are: artificial intelligence, business intelligence, digital skills, hyper automation, API development	The provision of grants to provide adaptations to the homes of disabled people in the borough. This is a mandatory requirement made by the Amendment by the Regulatory Reform Orders 2002 and 2008 and the Housing Grants and Construction and Regeneration Act 1996. Recommendations for adaptations are made following a home visit by the Occupational Health Therapists with the scheme administered in the borough by HEART service from October 2016	
Commercial Case: Outline the procurement arrangements that ensure supply side can deliver requirements on an efficient market basis	Suppliers are sourced using appropriate frameworks & procurement standards depending on the value of the purchase. Value for money alongside fit for purpose will be maintained.	Suppliers are sourced using appropriate frameworks & procurement standards depending on the value of the purchase. Value for money alongside fit for purpose will be maintained.		
Financial Case: Outline the capital and revenue costs / savings over the life span of the project	Annual minimum revenue provision of £4,790	MRP p.a. of £8,610 . Potential saving on existing systems that may be replaced and any new systems that may have required additional costs through purchase. The team will focus on changing the culture to think digital projects that may be longer term.	MRP of £2,070 p.a	
Management Case: Outline the governance, plans, and resources that are in place for successful implementation.	The upgrade to Sophos Intercept-X will be governed by the IT infrastructure team and any projects that come out of this will be implemented using the ICT project pack. There will also be an introduction of a digital benefits realisation platform that will form part of the new governance framework and report savings back to the senior management team.	The Digital Development fund will be governed by the Digital team and any projects that come out of this will be implemented using the ICT Project pack. There will also be an introduction of a digital benefits realisation platform that will form part of the new governance framework and report savings back to the senior management team.		

General Fund Draft Capital Programme 2021/22 & Onwards

Portfolio
Capital Scheme
Gross Budget Requirement 2021/22 - 2023/24 £000
External Funding £000
RBC Funding 2021/22 - 2023/24 £000
Head of Service
Strategic Case: Outline relevant national and local policies and strategies
Commercial Case: Outline the procurement arrangements that ensures the deal is achievable and attractive to the market place
Financial Case: Outline the capital and revenue costs / savings over the life span of the project
Management Case: Outline the governance, plans, and resources that are in place for successful implementation.

Environment & Public Realm
Vehicle Replacements
1,500
0
1,500
Dan Green
The Vehicle Replacement scheme covers the provision of front line delivery services in procuring new vehicles for the Council's Works Service Unit (WSU) as existing fleet reaches the end of useful economic life. The programme is currently under review and budgets have been estimated based on prior year expenditure. A revised value reflecting actual vehicle requirements will be included in future iterations of the programme.
Procurement is undertaken in compliance with contract standing orders, utilising established framework agreements where applicable.
A funding appraisal is undertaken in conjunction with the Council's treasury and leasing advisors to ascertain the optimal source of financing in advance of vehicle acquisition. The appraisal measures the benefits of outright purchase cost, anticipated maintenance costs, residual value, and leasing contracts. Vehicles have an estimated asset life of seven years and therefore minimum revenue provision (annuity method) for the 2021/22 scheme will be £66,870.
The existing fleet is monitored to gauge useful economic lives, potential increased maintenance costs and market indications of pricing for replacement vehicles over a medium term horizon.

Capital Appraisal Information

Environment & Public Realm
Open Spaces Refurbishment - Apple Grove and Sorrell Drive Close Play Areas (2021/22)
450
150
300
Dan Green
Every site refurbishment is undertaken in partnership with the local community. This includes community associations, external funding partners, voluntary agencies and other statutory bodies. The sites have been identified within the Play Strategy and Open Space Strategy which the Council has adopted, along with information on the general condition survey of play equipment. The next play area highlighted by recent health & safety inspection is Apple Grove & Sorrell Drive play areas.
The Council has a duty to provide facilities which are safe to use and which comply with the laws governing access to disabled people. Failure to discharge this responsibility will leave the Council liable.
There is significant evidence to suggest that investment in parks brings about wider social benefits. Research from the Edinburgh Council in Scotland found that for every £1 invested in parks, £12 was given back in social, economic & environmental benefits. Whilst Exeter University suggests people will exercise more if they have quality parks to do this in. The Local Government Association has also recently published the report "the role of the local government in mental health and wellbeing" which also highlights the significant role that parks and green spaces play in helping to reduce the nation's healthcare costs.
All procurement is undertaken in line with our own procurement rules and processes to ensure value for money.
The refurbishment offers good value for money and the Council will be seeking some external funding from the landfill tax.
The alternative is to close and remove the play area, restoring the land back to grass, which would cost about £50k with no community gain. The scheme has an anticipated asset life of fifteen years and therefore minimum revenue provision (annuity method) will be £5,700.
Each open space that is highlighted for improvement undergoes a phased approach which includes consultation in partnership with the local community, design and implementation. Sorrell Drive play area has not been refurbished since it was built and is now at the end of its useful life and without investment would need to be closed and removed. Whilst Apple Grove play area now offers little in play value.

Environment & Public Realm
Open Spaces Refurbishment - Safety Improvements
150
0
150
Dan Green
The Council is responsible for 41 play areas and 17 youth facilities along with nearly 350 hectares of green spaces. The most serious health and safety issues have been dealt with through a programme of capital refurbishments in the last few years, but in the current financial climate the council needs to focus on the essential health and safety works. This capital scheme will address sites with the most pressing health and safety issues, and where minimal investment will not extend the life of the capital asset, fully refurbish the play area. The Council has a duty to provide facilities which are safe to use and which comply with the laws governing access to disabled people. Failure to discharge this responsibility will leave the Council liable. The sites have been identified within the Play Strategy and Open Space Strategy which the Council has adopted, along with information on the general condition survey of play equipment. There is significant evidence to suggest that investment in parks brings about wider social benefits. Research from the Edinburgh Council in Scotland found that for every £1 invested in parks, £12 was given back in social, economic & environmental benefits. Whilst Exeter University suggests people will exercise more if they have quality parks to do this in. The Local Government Association has also recently published the report "the role of the local government in mental health and wellbeing" which also highlights the significant role that parks and green spaces play in helping to reduce the nation's healthcare costs.
All procurement is undertaken in line with our own procurement rules and processes to ensure value for money.
The investment of £50k to address essential health & safety issues offers good value for money as this could be the cost of just one successful insurance claim against the Council. Schemes have an anticipated asset life of fifteen years and therefore minimum revenue provision for the 2021/22 programme will be £2,850. Covid 19 has led to a significant increase in use of green spaces. The Local Government Association report "the role of local government in mental health and wellbeing" also highlights the significant role that parks and green spaces play in helping to reduce the nation's healthcare costs.
Each open space that is highlighted for improvement undergoes a phased approach which includes consultation in partnership with the local community, design and implementation. Failure to deal with urgent health & safety issues could lead to insurance claims and prosecutions against the Council.

Environment & Public Realm
Parks Connector Network
600
600
0
Dan Green
To encourage more sustainable, active transport via walking and cycling by creating new, improve existing, and promote more strongly the path routes through our larger and connected parks and open spaces to offer residents a more healthier lifestyles, benefiting physical & mental health and reducing obesity, air pollution & other environmental benefits. Due to the changing climate causing milder winters, increased rainfall and heavy downpours this has made our sites more boggy, so such paths and SUDS (Sustainable Drainage) would ensure our sites remain safe, accessible to all for inclusivity and equality and form part of our Climate adaption. Covid has high lighted the importance of this scheme. Creating and improving the path infrastructure through our parks and open spaces could be delivered relatively rapidly, would deliver a significant climate emergency response, and would be likely to prove popular and be supported by the public. The Government are also looking at alternative methods of transport as part of the build back better post pandemic recovery.
All procurement is undertaken in line with our own procurement rules and processes to ensure value for money.
This is expected to be financed either from grants, s.106 contributions or climate change funding. Estimated annual running costs are £10,000 from 22/23.
This forms part of the post pandemic recovery work and an important workstream for the Climate Change Working Party and close working with the Borough and the County. Potential routes have already been mapped into QGIS along with the identification of gaps which have been circulated to the Climate Change group. Progress will be managed via the Rugby Performance Mgt group.

General Fund Draft Capital Programme 2021/22 & Onwards

Capital Appraisal Information

Appendix 7

Portfolio	Environment & Public Realm	Environment & Public Realm	Environment & Public Realm	Environment & Public Realm
Capital Scheme	Open Spaces Refurbishment - Street Furniture	Memorial Safety Work	Great Central Walk Bridges	Parks and Grounds Inspection System
Gross Budget Requirement 2021/22 - 2023/24 £000	120	90	330	15
External Funding £000	0	0	0	0
RBC Funding 2021/22 - 2023/24 £000	120	90	330	15
Head of Service	Dan Green	Dan Green	Dan Green	Dan Green
Strategic Case: Outline relevant national and local policies and strategies	<p>This scheme provides for the long term permanent street furniture installations throughout Rugby and the surrounding areas. New benches are compliant with Disability Discrimination guidelines (seating height, arm rests etc.).</p> <p>New litter bins have a colour contrast to aid the visually impaired. Replacement street furniture, litter bins, and bus shelters are only considered where refurbishment will not prove economically viable.</p>	<p>To undertake essential infrastructure replacement including memorial safety in the Borough Council's cemeteries.</p> <p>The Council has a duty of care to all cemetery users in relation to the general condition of footpaths and other infrastructure.</p> <p>The Ministry of Justice has also issued guidance to Local Authorities on how to deal with the issue of memorial safety and the Council is currently producing its own policy statement.</p>	<p>The Council has a statutory requirement to undertake structural inspections every six years and general inspections every two years of its Great Central Way Bridge assets. Work has been ongoing since 2008, and prior detailed inspections are showing major structural problems with several bridges on the route that need immediate / mid-term / long term repairs. The Council has a long term commitment for the upkeep of these bridges. As some of these bridges carry main highways into Rugby, the Council cannot risk the possibility of closing bridges due to poor maintenance. The Great Central Way Bridges were re-valued as at 31st March 2016 at £15.9m on the basis of re-statement costs for insurance purposes.</p>	<p>The Council is responsible for over 350 hectares of green spaces around Rugby and includes parks, woodland, play areas, water bodies, nature areas, sports pitches and incidental open spaces. These sites attract over a million visits a year and there is an increasing need to ensure these locations are inspected in a more robust format to protect the Council from increased insurance claims. This one off capital scheme allows the expansion of the current digitalised play area inspection system to be expanded to include whole sites ensuring an efficient and effective inspection system. This is a web based hand held digital solution which removes the need for paperwork and holds both data and photographs. The Council has a duty to provide facilities which are safe to use and which comply with the health and safety at work act along with laws governing access for the disabled. Failure to discharge this responsibly leaves the Council liable. During covid there has been an increase of over 250% in use of green spaces which brings additional strain on facilities and an increased risk of potential issues.</p>
Commercial Case: Outline the procurement arrangements that ensures the deal is achievable and attractive to the market place	Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable.	Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable.	The Council will tender for structural works based on the independent reports prepared by invasive engineering surveys carried out in May 2018. Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable. We are also looking to work collaboratively with WCC and their framework of bridge contractors.	The existing provider of the playground inspection system can provide this upgrade. There is no additional licence or maintenance costs.
Financial Case: Outline the capital and revenue costs / savings over the life span of the project	Street Furniture works have an anticipated asset life of ten years and therefore the minimum revenue provision for these works will be £2,280.	Cemetery infrastructure works have an anticipated asset life of twenty years and therefore the minimum revenue provision (annuity method) for these works will be £1,210.	In advance of the 2018 survey results being evaluated an estimated construction budget of £165,000 per annum has been requested for works based on historic data for 2022/23 and 2023/24. The unspent existing budget for 2020/21 is to be carried forward for initial refurbishment works in 2021/22. Budget requirements will be revised in light of survey results and programme scheduling. Once structural works have been undertaken bridge lifespans are estimated at fifty years and therefore minimum revenue provision (annuity method) of £1,850 per annum.	Annual minimum revenue provision charge of £2,870
Management Case: Outline the governance, plans, and resources that are in place for successful implementation.	Each item of street furniture that is highlighted for refurbishment/replacement undergoes a phased approach which includes consultation in partnership with the local community, design and implementation. Failure to deal with urgent health & safety issues could lead to insurance claims and prosecutions against the Council.		The Council works in partnership with Warwickshire County Council as the highways authority to provide and maintain some of the bridges and will seek to work collaboratively to minimise public inconvenience and optimise value for money.	Managing a large and diverse portfolio of publicly accessible land inevitably leads to potential insurance claims. With a more robust inspection system in place we should be able better defend the authority, especially with an increase in "no win, no fee" claims. Failure could lead to insurance claims against the Council.

General Fund Draft Capital Programme 2021/22 & Onwards

Capital Appraisal Information

Portfolio	Environment & Public Realm			
Capital Scheme	Purchase of Waste Bins			
Gross Budget Requirement 2021/22 - 2023/24 £000	263			
External Funding £000	263			
RBC Funding 2020/21 - 2022/23 £000	0			
Head of Service	Dan Green			
Strategic Case: Outline relevant national and local policies and strategies	The Council has a statutory responsibility for the provision of domestic waste collection within the Borough. The scheme provides for the acquisition of bins for new housing developments funded via S106 agreements or developer contributions.			
Commercial Case: Outline the procurement arrangements that ensure supply side can deliver requirements on an efficient market basis	Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable.			
Financial Case: Outline the capital and revenue costs / savings over the life span of the project	Purchase of waste bins for new housing developments will be funded via S106 agreements / developer contributions.			
Management Case: Outline the governance, plans, and resources that are in place for successful implementation.				

Appendix 8

MTFP 2021/22 - 2024/25	2021/22	2022/23	2023/24	2024/25
	£000s	£000s	£000s	£000s
BASE EXPENDITURE BUDGET bf	17,435	16,470	13,653	13,412
Corporate Adjustments	(355)	172	0	0
BASE BUDGET	17,080	16,642	13,653	13,412
Growth Items				
Salary Adjustments	34	262	264	266
Inflation	60	70	70	70
Other Service Pressures	596	30	150	0
Total Growth	690	362	484	336
Key Decisions	(1,172)	1,492	(275)	(225)
Savings				
Efficiency, Transformation & Service Redesign	(532)	(9)	(85)	0
Income Generation	(238)	0	0	0
Budget Variance (-) Deficit	(0)	(2,798)	(95)	(22)
Total Savings	(770)	(2,807)	(180)	(22)
Corporate Items				
Changes to Net Cost of Borrowing	167	15	(284)	256
Changes to Minimum Revenue Provision (MRP)	(53)	188	(19)	22
Contribution to/from Business Rates Equalisation Reserve	1,477	(2,264)	13	10
Contribution to/from Reserves	(741)	0	0	0
Collection Fund (BR) one off transfer from reserves	(6,444)	(8)	0	203
Collection Fund (CTAX) one off transfer from reserves	(33)	13	0	20
Investment Income	0	0	0	0
Change in Parish Precept	20	20	20	20
Total Changes in Corporate items	(5,607)	(2,036)	(270)	531
Total Net Expenditure	10,221	13,653	13,412	14,032
Financed By				
BASE INCOME BUDGET				
Grants				
Other Government Grants	(231)	(208)	(187)	(168)
New Homes Bonus	(1,733)	(807)	(174)	(174)
Business Rates				
Settlement Funding Assessment (SFA)	(2,414)	(2,745)	(2,745)	(2,745)
Growth included in Baseline Budget	(504)	(173)	(173)	(173)
Damping	0	0	0	0
Pooling Dividend	(200)	0	0	0
Business rates growth above the sustainable baseline	(3,004)	(941)	(954)	(964)
Collection Fund Surplus(-)/Deficit	6,444	203	203	0
Contribution from Business Rates Equalisation Reserve	0	0	0	0
Council Tax				
Tax Base & 2% price increase	(8,568)	(8,916)	(9,274)	(9,641)
£5 increase in the Band D each year	(44)	(86)	(127)	(167)
Key Decision - Empty Homes	0	0	0	0
Collection Fund Surplus (-)/Deficit	33	20	20	0
TOTAL	(10,221)	(13,653)	(13,412)	(14,032)

Risk Assessment review of Corporate Reserves

Appendix 9

Risks	General Fund £000	Business Rates Equalisation Reserve £000	Budget Stability Reserve £000	Emergency Climate Reserve £000	Welfare Support £000	TOTAL Excluding Earmarked Reserves £000	Earmarked Reserves £000	Profiled impact of forecast reserve movement				
								2020/21	2021/22	2022/23	2023/24	Total
								£000	£000	£000	£000	£000
Estimated Closing Balance previous year	(2,250)	(3,646)	(2,494)	0	(439)	(8,830)	(2,843)	(8,830)	(15,241)	(8,957)	(4,215)	
forecast contribution (to) / from 2020/21	521	(8,889)	114	(500)	147	(8,607)	2,180	(8,607)				
forecast contribution (to)/ from 2021/22	0	3,690	724	0	171	4,585	300		4,585			
forecast contribution (to)/ from 2022/23	0	(738)	(30)	0	(13)	(781)	6			(781)		
forecast contribution (to)/ from 2023/24	(50)	(751)	(80)	0	(13)	(894)	2				(894)	
Closing Balance 31 March 2024	(1,779)	(10,334)	(1,766)	(500)	(147)	(14,527)	(355)	(17,437)	(10,656)	(9,738)	(5,109)	0
Potential Future Risks:												
Emergency - Unknown Risks associated with COVID -19	1,229	0	0	0	0	1,229		1,229	0	0	0	1,229
New Emergency - up to 1% of gross budget requirement and/or one month of salary	1,506	0	0	0	0	1,506		0	0	0	1,506	1,506
Known Risks - Net Fees and Charges/cost pressure as a result of COVID-19(after excluding government grants)	0	0		0	0	-		0	0	0	0	0
Potential reduction in collection as a result of COVID-19 2021/22	0	1,155	158	0	0	1,313		0	0	1,313	0	1,313
Risk of delivery of 2021/22 current budget shortfall as a result of COVID-19 recovery planning	0			0	0	-		0	0	0	0	0
Borrowing and interest rate exposure	50	0	0	0	0	50		0	17	17	16	50
Unexpected in year service demand: demographic growth, economic factors creating need	250	0	0	0	0	250			83	83	84	250
Unfunded new burdens e.g. separate food waste collection	200	0	0	0	0	200		0	67	67	66	200
Pay structure and Employment Market	100	0	0	0	0	100		0	33	33	34	100
Legal challenge	200	0	0	0	0	200		50	50	50	50	200
Loss of Sustainable Growth above the baseline SFA Allocation	0	346	0	0	0	346		0	0	173	173	346
Total loss of income based on negative outcome option	0	3,145	0	0	0	3,145		0	0	2,191	954	3,145
Growth delay or slippage in business rates income over medium term	0		0	0	0	-		0		0	0	0
potential removal of above			0	0	0	-		0		0	0	0
Risk of a significant employer or business leaving the borough	0	3,000	0	0	0	3,000		750	750	750	750	3,000
Transformation or service improvement initiatives	0	0	400	0	0	400		0	200	200	0	400
New Homes Bonus - no legacy payments	0	0	-	0	0	-			0	0	0	0
Non achievement of savings plans including digitalisation	0	0	-	0	0	-		0	0	0	0	0
Income not achieved for traded and commercial services including parking and green waste	0	0	250	0	0	250		0	83	83	84	250
Planning fees income reduction	0	0	500	0	0	500		0	250	250	0	500
Potential loss of contract income from services at risk or being retendered	0	0	-	0	0	-		0	0	0	0	0
Action Plan to respond to Emergency Climate requirements as per paper Feb. 2020.	0	0	0	500	0	500		167	167	166	0	500
In year service demand: economic factors creating need in housing, homelessness	0	0	0	0	147	147		0	0	147	0	147
SUBTOTAL	3,535	7,646	1,308	500	147	13,136	-	2,196	1,700	5,523	3,717	13,136
Shortfall/(surplus)	1,756	(2,688)	(458)	0	0	(1,391)	(355)					

General Fund (GF) Reserves and Balances over the Medium Term Financial Plan 2021/25

Appendix 10

	Balance at 1st April 2020	Forecast Net Transfers	Balance at 31st March 2021	Net Transfers in Year	Balance at 31st March 2022	Net Transfers in Year	Balance at 31st March 2023	Net Transfers in Year	Balance at 31st March 2024	Net Transfers in Year	Balance at 31st March 2025
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Gen Fund Revenue Acc	(2,250)	521	(1,729)	0	(1,729)	0	(1,729)	(50)	(1,779)	0	(1,779)
Corporate Reserves											
Business Rates Equalisation Reserve	(3,646)	(8,889)	(12,535)	3,690	(8,846)	(738)	(9,584)	(751)	(10,335)	(964)	(11,299)
Budget Stability Reserve	(2,494)	114	(2,380)	724	(1,656)	(30)	(1,686)	(80)	(1,766)	0	(1,766)
GF Revenue Carry Forward Reserve	(331)	331	0	0	0	0	0	0	0	0	0
Subtotal Corporate Reserves	(6,471)	(8,444)	(14,916)	4,414	(10,502)	(768)	(11,270)	(831)	(12,101)	(964)	(13,065)
Other Earmarked Reserves											
Non-Conditional Revenue Grants	(409)	358	(51)	0	(51)	0	(51)	0	(51)	0	(51)
Revenue Section Agreements	(1,152)	(69)	(1,221)	91	(1,130)	91	(1,039)	91	(948)	91	(857)
Insurance / RM Reserve	(10)	0	(10)	0	(10)	0	(10)	0	(10)	0	(10)
Subtotal - Organisation Wide Reserves	(1,571)	289	(1,282)	91	(1,191)	91	(1,100)	91	(1,009)	91	(918)
HoF Licence Reserve	(300)	0	(300)	300	0	0	0	0	0	0	0
Acquisition Reserve (AG/M)	(9)	3	(6)	0	(6)	0	(6)	0	(6)	0	(6)
Town Centre Improvement Reserve	(327)	316	(11)	0	(11)	0	(11)	0	(11)	0	(11)
Subtotal - Growth and Investment	(636)	319	(317)	300	(17)	0	(17)	0	(17)	0	(17)
CIPFA Training Reserve	(30)	5	(25)	3	(22)	3	(19)	0	(19)	0	(19)
Corporate Assurance Training Reserve	(5)	0	(5)	0	(5)	0	(5)	0	(5)	0	(5)
Warwickshire Consortium Reserve	(2)	0	(2)	0	(2)	0	(2)	0	(2)	0	(2)
STW Pensions Reserve	(86)	0	(86)	0	(86)	0	(86)	0	(86)	0	(86)
Energy Efficiency Investment Fund	(65)	(20)	(85)	(20)	(105)	0	(105)	0	(105)	0	(105)
Subtotal - Corporate Resources	(188)	(15)	(203)	(17)	(220)	3	(217)	0	(217)	0	(217)
Digitalisation & Trading Reserve	(21)	12	(9)	0	(9)	0	(9)	0	(9)	0	(9)

General Fund (GF) Reserves and Balances over the Medium Term Financial Plan 2021/25

Appendix 10

	Balance at 1st April 2020	Forecast Net Transfers	Balance at 31st March 2021	Net Transfers in Year	Balance at 31st March 2022	Net Transfers in Year	Balance at 31st March 2023	Net Transfers in Year	Balance at 31st March 2024	Net Transfers in Year	Balance at 31st March 2025
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Corporate Apprentice Scheme Reserve	(31)	0	(31)	31	(0)	0	(0)	0	(0)	0	(0)
Woodside Park R & M Reserve	0	0	0	(14)	(14)	3	(11)	2	(9)	3	(6)
Welfare Support Reserve	(439)	14	(425)	171	(254)	(13)	(267)	(13)	(280)	0	(280)
Welfare Support IT Reserve	(100)	0	(100)	0	(100)	0	(100)	0	(100)	0	(100)
Subtotal - Communities and Homes	(591)	26	(565)	188	(377)	(10)	(387)	(11)	(398)	3	(395)
Emergency Climate Reserve	0	(333)	(333)	167	(166)	168	2	0	2	0	2
Hackney Carriages Reserve	(59)	17	(42)	0	(42)	0	(42)	0	(42)	0	(42)
Crematorium Replacement Reserve	(50)	5	(45)	(20)	(65)	(20)	(85)	(20)	(105)	(20)	(125)
Crematorium Cameo Reserve	(26)	(3)	(29)	(2)	(31)	(2)	(33)	(2)	(35)	(2)	(37)
Environmental Crimes Reserve	(19)	0	(19)	0	(19)	0	(19)	0	(19)	0	(19)
Licensing Reserve	(25)	0	(25)	0	(25)	0	(25)	0	(25)	0	(25)
Waste Reserve	(48)	0	(48)	0	(48)	0	(48)	0	(48)	0	(48)
Land Drainage Reserve	(24)	2	(22)	2	(20)	2	(18)	2	(16)	2	(14)
Graves In Perpetuity	(11)	11	0	0	0	0	0	0	0	0	0
HMO License Reserve	(34)	16	(18)	12	(6)	12	6	(44)	(38)	0	(38)
Subtotal - Environment and Public Realm	(296)	(285)	(581)	159	(422)	160	(262)	(64)	(326)	(20)	(346)
Total Service Earmarked Reserves	(3,282)	334	(2,948)	721	(2,227)	244	(1,983)	16	(1,967)	74	(1,893)
TOTAL General Fund Reserves	(12,003)	(7,588)	(19,593)	5,134	(14,459)	(524)	(14,983)	(865)	(15,848)	(890)	(16,738)

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees	2020/21 Fees	2020/21 Fees	2021/22 Fees	2021/22 Fees	2021/22 Fees
	A	B	C	A	B	C
	£	£	£	£	£	£
GROWTH & INVESTMENT						
Rugby Art Gallery and Museum (RAGM)						
Floor One Gallery artist exhibition hire 2 weeks			122.40			124.80
Public Liability Insurance administration fee (Floor One Gallery)			26.00			26.50
Children's workshops - 2 hours			10.00			10.20
Children's workshops - 10 - 4			25.00			25.50
Baby Splats			5.50			5.60
Tripontium - Roman Britain school workshop			100.00			102.00
Roman Day			215.00			219.30
Arts Award 'Discover in a Day' school session per child			7.00			7.10
Sketch book journey school workshop			100.00			102.00
Historic loans box hire			7.00			7.10
Magic Carpet			115.00			117.30
Draw, Draw, Draw			100.00			102.00
Rugby Collection			95.00			96.90
Archaeological archive deposits, per box			300.00			300.00
Centre supervisor to stay after hours (hourly rate)			41.60			42.40
Gallery Assistant (per hour)			31.20			31.80
Education Room 1 - hire charges						
Per hour			23.50			24.00
National Charities/Education			18.80			19.20
Local Groups/Charities/Education			16.40			16.70
Education Room 2 - hire charges						
Per hour			16.60			16.90
National Charities/Education			13.40			13.70
Local Groups/Charities/Education			11.60			11.80
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			7.00			7.10
Rugby Open fee - three artworks			18.00			18.40
Rugby Open late collection of artwork fee (per artwork per day)			5.00			5.10
Rugby Open commission on artwork sales			25% commission			25% commission
The Benn Hall						
Monday - Thursday per hour						
Main Hall			30.00			35.00
Rokeby Room			20.00			25.00
Bar			15.00			15.00
Whole Building			50.00			60.00
Friday - Sunday & Bank Holidays per hour						
Main Hall			60.00			65.00
Rokeby Room			35.00			40.00
Bar			20.00			20.00
Whole Building			100.00			100.00
Wedding hire						
With exclusive use of whole building including kitchen from 10am - 1am			695.00			1,250.00
With exclusive use of whole building including kitchen from 5pm - 1am			695.00			730.00
Use of Kitchen Facilities for the provision of:-						
Tea/Coffee/Squash/Biscuits			35.00			40.00
All other catering per hour			20.00			25.00
Show Packages						
Monday - Wednesday						400.00
Thursday to Sunday						600.00
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			16.80			17.10
Use of a Play Ranger			16.80			17.10
Use of On Track Sports Leaders						
Schools (PPA/Lunch)			16.80			17.10
Sport Specific			20.40			20.80
Mentoring			20.40			20.80
Small Group Work			30.60			31.20
Youth Club			17.30			17.60
Sport Leader Courses			30.60			31.20
Boxing Leader Courses			30.60			31.20

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees A	2020/21 Fees B	2020/21 Fees C	2021/22 Fees A	2021/22 Fees B	2021/22 Fees C
	£	£	£	£	£	£
Planning Services						
Pre-application Charges						
10 - 49 Dwellings; or Site Area 0.5 - 0.99 ha; or gross floor area between 1,000 - 2,499m ²			1,440.00			1,470.00
50 - 199 Dwellings; or Site Area 1 - 1.99 ha; or gross floor area between 2,500 - 9,999m ²			2,880.00			2,940.00
200+ Dwellings; or Site Area greater than 2 ha; or gross floor area greater than 10,000m ²			4,320.00			4,410.00
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)			8.40			8.60
Size A0			6.20			6.30
Size A1			4.20			4.30
Size A2			2.00			2.00
Size A3			1.00			1.00
Size A4			1.00			1.00
Planning Decision Notices (including appeal decisions)						
Per copy			15.60			15.90
Miscellaneous Documentation						
First copy from each file			1.00			1.00
Subsequent copies (black and white) per side			0.10			0.10
Subsequent copies (colour) per side			0.20			0.20
Local Development Scheme			no charge			no charge
Supplementary Planning Documents						
Housing Needs SPD March 2012			no charge			no charge
Planning Obligations March 2012			no charge			no charge
Sustainable Design and Construction March 2012			no charge			no charge
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)			109.00			111.20
Additional Questions each			36.00			36.70
Additional Parcels each			23.00			23.50
LLC1 (search only)			25.00			25.50
Con29			84.00			85.70
Con29 O - Optional Enquiries, except ones listed below			12.00			12.20
Con29 O - Optional Enquiry 22			14.40			14.70
Personal Search - free to view in reception						
Other CON29 questions						
Question 1.1 j, k, l			16.50			16.80
Question 2			32.40			33.00
Question 3.7			14.40			14.70
Question 3.8			4.80			4.90
Question 3.9			5.10			5.20
Question 3.11			15.60			15.90
Question 3.13			1.44			1.50
We DO NOT answer Questions 4 & 16						

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees	2020/21 Fees	2020/21 Fees	2021/22 Fees	2021/22 Fees	2021/22 Fees
	A	B	C	A	B	C
	£	£	£	£	£	£
Bereavement Services						
Adult rates apply to persons aged 18 or over						
Rainsbrook Crematorium						
Cremation Fees inclusive of Organist fee, scattering fee & Environmental Levy						
Child - up to and including 17 years of age			no charge			no charge
Adult - service 9.00am - 4.45pm			835.00			835.00
Adult - no service 8.15am - 8.45am, 5.00pm - 5.30pm			550.00			550.00
Cremation of body parts (<i>Free of charge if we cremated deceased</i>)			200.00			200.00
Weekend Surcharge						
Saturday cremation 10.00am - 12 noon - strict rotation			600.00			600.00
Saturday interment of cremated remains (am only)			150.00			150.00
Saturday scattering of cremated remains (am only)			75.00			75.00
Scattering of ashes when cremation has taken place elsewhere			50.00			50.00
Supply of casket (with name plate)			60.00			60.00
Forwarding cremated remains by post (inland)			price on application			price on application
Audio recording of services			50.00			50.00
DVD recording of service			65.00			65.00
Subsequent copies			40.00			40.00
Slideshow / Visual Tribute			25.00			25.00
Webcast			75.00			75.00
Use of Rainsbrook Ceremony Room (for a memorial service- no cremation)			250.00			250.00
Bearer's fee (advance booking only)			40.00			40.00
Memorial flowers medium			40.00			40.00
Memorial flowers large			60.00			60.00
Late arrival / overrun per 15 minutes			275.00			275.00
Book of Remembrance						
Two line entry			75.00			75.00
Five line entry			125.00			125.00
Five line entry with emblem			175.00			175.00
Eight line entry			195.00			195.00
Eight line entry with emblem			225.00			225.00
Memorial Tree (Bronze Plaque only, 10 year lease)			395.00			395.00
Memorial Barbican Plaque (5 year lease)			375.00			375.00
Memorial Bench (Bronze Plaque only, 10 year lease)			250.00			250.00
Desk Vase Tablet Package (50 year lease, inclusive price)			2250.00			2,250.00
Memorial Kerb (5 year lease)			250.00			250.00
Tree of Life (10 year lease)			450.00			450.00
Memorial Boulder (10 year lease)			575.00			575.00
Armed Forces Wall (Inclusive of Regimental Badge, perpetuity)			250.00			250.00
Reservation fee: Granite Memorial Annual Charge for Space only			100.00			100.00
Rugby Borough Council Cemeteries						
Croop Hill Cemetery, Whinfield Cemetery, Watts Lane Cemetery, Clifton Road Cemetery						
Burial Charges						
Non-residents of Rugby are subject to triple fees in respect of Exclusive Right of Burial and Interment fees						
Purchase of Exclusive Right of Burial for 50 years						
Adult's Plot			1,200.00			1,200.00
Reservation Fee			500.00			500.00
Adult's Plot - Watts Lane Green Burial area (single depth only)			1,200.00			1,200.00
Reservation Fee			500.00			500.00
Interment fees - preparation and backfilling of grave						
Babies & children up to 17yrs – all areas including Cloverleaf Memorial Garden			no charge			no charge
Adult grave			800.00			800.00
Stepped single grave - for burial without coffin			900.00			900.00
Weekend surcharge - Saturday 9.30am to 12.00 noon (when agreed)			650.00			650.00
Construction of vault			price on application			price on application
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)			500.00			500.00
Cremation plot for 4 caskets (Croop Hill Cemetery)			700.00			700.00
Reservation Fee			350.00			350.00

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees A	2020/21 Fees B	2020/21 Fees C	2021/22 Fees A	2021/22 Fees B	2021/22 Fees C
	£	£	£	£	£	£
Rugby Borough Council Cemeteries						
Interment fees - preparation and backfilling of grave						
Babies and children up to 17 yrs – all areas including Cloverleaf Memorial Garden			no charge			no charge
Adult - interment of cremated remains			350.00			350.00
Adult - strewing of cremated remains under turf			200.00			200.00
Scattering of ashes on the surface is not permitted						
Use of Cemetery Chapel at Watts Lane or Croop Hill Cemeteries			100.00			100.00
Use of Rainsbrook Ceremony Room (no cremation)			250.00			250.00
Cemetery Memorial Tree with bronze plaque			275.00			275.00
Cemetery Memorial Bench			price on application			price on application
Family History Search - Detailed genealogy research			25.00			25.00
Exhumation			price on application			price on application
Plaque on Whinfield Memorial Scrolls			150.00			150.00
Plaque on Watts Lane Memorial Book			150.00			150.00
Plaque on Child in Hand Memorial at Clifton Road			150.00			150.00
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			250.00			250.00
Vase Up to 1'3" high and 1'0" diameter			150.00			150.00
Plaque/tablet - Main Cemetery Section Up to 2'0" (h) x 2'6" (w) x 1'6" (d)			150.00			150.00
Plaque/tablet - Whinfield Cremation Section Up to 2'0" (h) x 2'0" (w) x 2'0" (d)			150.00			150.00
Plaque/tablet - Watts Lane Cremation Section Up to 2'0" (h) x 2'3" (w) x 2'0" (d)			150.00			150.00
Plaque/tablet - Croop Hill Cremation Section Up to 1'6" (h) x 1'6" (w) x 3'0" (d)			150.00			150.00
Added inscription to any memorial			150.00			150.00
Replacement of existing memorial where no amendment to previous approval			no charge			no charge
Kerbstones including headstone (where permitted)			450.00			450.00
Kerbstones only (where permitted)			300.00			300.00
Oversized headstone			500.00			500.00
Cloverleaf Memorial Garden						
Contact Bereavement Services 01788 533715						
Pest Control						
	Advance payment	Pay by Invoice		Advance payment	Pay by Invoice	
Domestic Pest Control						
Rats - up to 3 visits	33.00	52.00		33.70	53.00	
Mice - up to 4 visits	67.00	89.00		68.30	90.80	
Bedbugs - up to 2 visits	100.00	120.00		102.00	122.40	
Fleas - up to 2 visits	78.00	99.00		79.60	101.00	
Cockroaches - up to 3 visits	100.00	120.00		102.00	122.40	
Wasps and Hornets - up to 2 visits						
General charge	58.00	78.00		59.20	79.60	
Additional wasp nest (no concessions)	10.00	10.00		10.20	10.20	
Squirrels- up to 3 visits	66.00	87.00		67.30	88.70	
Commercial Pest Control						
Wasps (non contract)	83.00	104.00		84.70	106.10	
Wasps (contract)	62.00	83.00		63.20	84.70	
Additional wasp nests - £10.00						
	Advance payment	Pay per hour		Advance payment	Pay per hour	
Minimum charge 1 hour, charged per 30 minutes thereafter.						
Bedbugs, fleas and cockroaches	42.00	104.00		42.80	106.10	
Rats and Mice	42.00	99.00		42.80	101.00	
Contracts (additional treatment over and above agreed contracts terms and conditions)						
Bedbugs, fleas and cockroaches	40.00	83.00		40.80	84.70	
Rats and Mice	40.00	78.00		40.80	79.60	

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees A	2020/21 Fees B	2020/21 Fees C	2021/22 Fees A	2021/22 Fees B	2021/22 Fees C
	£	£	£	£	£	£
Miscellaneous		Advance payment	Pay per hour		Advance payment	Pay per hour
Fumigation void premises		42.00	83.00		42.80	84.70
House clearance		42.00	52.00		42.80	53.00
Key collections (Rugby area only)		n/a	52.00		n/a	53.00
Reclamation of Stray Dogs						
Untagged						
First Offence			95.00			95.00
Subsequent Offence			105.00			105.00
Tagged						
First Offence			70.00			70.00
Subsequent Offence			90.00			90.00
Kennel costs (per day)			13.20			13.20
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 at £15 per dog (inclusive of VAT)						
Handy Person Service						
Handy Person Service			Price on Application			Price on Application
Waste Collection						
Bulky Waste Collection - up to 3 items			26.00			26.50
Each Additional Item:						
Up to a maximum of 6			6.00			6.00
Over 6 household items or any number of garden items (sheds, play equipment)						
Cancellation Fee			3.50			3.50
Domestic Garden Waste Collection (annual subscription)- charge per bin			40.00			40.00
Abandoned Vehicles - removal			105.00			105.00
Abandoned Vehicles - disposal			50.00			50.00
Trade Waste			Price On Application			Price On Application
Licences and Permits						
Animal Licences						
House to House Licence			no charge			no charge
Pet Shops/Selling of animals						
1 Year Licence			195.00			195.00
2 Year Licence			320.00			320.00
3 Year Licence			467.00			467.00
Renewal			145.00			145.00
Animal Boarding Establishments (large establishments- 7 and over)						
1 Year Licence			210.00			210.00
2 Year Licence			367.00			367.00
3 Year Licence			525.00			525.00
Renewal			160.00			160.00
Animal Boarding Establishments (small establishments- 6 and under)						
1 Year Licence			180.00			180.00
2 Year Licence			315.00			315.00
3 Year Licence			450.00			450.00
Renewal			130.00			130.00
Dog day care						
1 Year Licence			175.00			175.00
2 Year Licence			300.00			300.00
3 Year Licence			425.00			425.00
Renewal			130.00			130.00
Hiring of horses (plus annual vet's fee- payable separately)						
1 Year Licence			220.00			220.00
2 Year Licence			385.00			385.00
3 Year Licence			550.00			550.00
Renewal			170.00			170.00
Breeding of Dogs (plus vet's fee- payable separately)						
1 Year Licence			240.00			240.00
2 Year Licence			420.00			420.00
3 Year Licence			600.00			600.00
Renewal			190.00			190.00

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees A	2020/21 Fees B	2020/21 Fees C	2021/22 Fees A	2021/22 Fees B	2021/22 Fees C
	£	£	£	£	£	£
Licences						
Keeping or training animals for exhibition (3 year licence)			180.00			180.00
Keeping or training animals for exhibition (renewal)			130.00			130.00
Re-rating visits			175.00			175.00
Variation of a licence			130.00			130.00
Dangerous Wild Animals Act (excluding vet fees)			315.00			315.00
Zoo Licence (excluding vet fees)			625.00			625.00
Skin Piercing etc., Acupuncture, tattooing, electrolysis and ear piercing (per practitioner)			165.00			165.00
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
Ear piercing only (per practitioner)			85.00			85.00
Food Premises Registration			No charge			No charge
Street Traders Licence (per pitch per day - issued by Rugby First)			32.00			32.00
Sex Establishment Licence			4,700.00			4,700.00
Hypnotism			100.00			100.00
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
Renewal			20.00			20.00
Licensing Act 2003						
Main Application Fee - per Rateable Band						
Band A			100.00			100.00
Band B			190.00			190.00
Band C			315.00			315.00
Band D			450.00			450.00
Band E			635.00			635.00
Band D X (2)			900.00			900.00
Band E X (3)			1,905.00			1,905.00
Main Annual Charge						
Band A			70.00			70.00
Band B			180.00			180.00
Band C			295.00			295.00
Band D			320.00			320.00
Band E			350.00			350.00
Band D X (2)			640.00			640.00
Band E X (3)			1,050.00			1,050.00
Variation						
Band A			100.00			100.00
Band B			190.00			190.00
Band C			315.00			315.00
Band D			450.00			450.00
Band E			635.00			635.00
Personal Licences, Temporary Events and Other Fees						
Application for a grant or renewal of personal licence			37.00			37.00
Temporary event notice			21.00			21.00
Theft, loss etc. of premises licence or summary			10.50			10.50
Application for a provisional statement where premises being built etc.			Varies			Varies
Notification of change of name or address			10.50			10.50
Application to vary licence to specify individual as premises supervisor			23.00			23.00
Application for transfer of premises licence			23.00			23.00
Theft, loss etc. of certificate or summary			10.50			10.50
Notification of change of name alteration of rules of club			10.50			10.50
Change of relevant registered address of club			10.50			10.50
Theft, loss etc. of temporary event notice			10.50			10.50
Theft, loss etc. of personal licence			10.50			10.50
Duty to notify change of name or address			10.50			10.50
Right of freeholder etc. to be notified of licensing matters			21.00			21.00
Interim Authority notice following death etc. of licence holder			23.00			23.00

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees	2020/21 Fees	2020/21 Fees	2021/22 Fees	2021/22 Fees	2021/22 Fees
	A	B	C	A	B	C
	£	£	£	£	£	£
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
Scrap metal dealer site licence renewal fee			250.00			250.00
Scrap metal dealer site licence variation fee			90.00			90.00
Scrap metal dealer collector licence fee			250.00			250.00
Scrap metal dealer collector renewal fee			230.00			230.00
Scrap metal dealer collector variation fee			90.00			90.00
Replacement licence			30.00			30.00
Fees for Mobile Homes Act 2013 licence applications and incidental costs						
Application			250.00			250.00
Annual fee 2 to 10 residential units			150.00			150.00
Annual fee 11 to 30 residential units			220.00			220.00
Annual fee 31+ residential units			300.00			300.00
Compliance notice			335.00			335.00
Transfer of licence			72.00			72.00
Variation of licence			215.00			215.00
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
Existing operator grant			100.00			100.00
Variation			100.00			100.00
Transfer			25.00			25.00
Annual fee			50.00			50.00
Change of name			25.00			25.00
Copy of permit			15.00			15.00
Licensed premises automatic notification process						
On Notification			50.00			50.00
Club gaming permits						
Grant			200.00			200.00
Grant (club premises certificate holder)			100.00			100.00
Existing operator grant			100.00			100.00
Variation			100.00			100.00
Renewal			200.00			200.00
Renewal (club premises certificate holder)			100.00			100.00
Annual fee			50.00			50.00
Copy of permit			15.00			15.00
Club machine permits						
Grant			200.00			200.00
Grant (club premises certificate holder)			100.00			100.00
Existing operator grant			100.00			100.00
Variation			100.00			100.00
Renewal			200.00			200.00
Renewal (club premises certificate holder)			100.00			100.00
Annual fee			50.00			50.00
Copy of permit			15.00			15.00
Family entertainment centre gaming machine permits						
Grant			300.00			300.00
Renewal			300.00			300.00
Existing operator grant			100.00			100.00
Change of name			25.00			25.00
Copy of permit			15.00			15.00
Prize gaming permits						
Grant			300.00			300.00
Renewal			300.00			300.00
Existing operator grant			100.00			100.00
Change of name			25.00			25.00
Copy of permit			15.00			15.00

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees	2020/21 Fees	2020/21 Fees	2021/22 Fees	2021/22 Fees	2021/22 Fees
	A	B	C	A	B	C
	£	£	£	£	£	£
Gambling Act Licences						
Converted Casino						
Non-conversion provisional statement			no charge			no charge
Non-conversion application			no charge			no charge
1st Annual fee			2,400.00			2,400.00
Annual fee			2,400.00			2,400.00
Vary licence			1,600.00			1,600.00
Transfer licence			1,080.00			1,080.00
Reinstatement of licence			1,080.00			1,080.00
Provisional			no charge			no charge
Bingo						
Non conversion provisional statement			960.00			960.00
Non conversion application			2,800.00			2,800.00
1st annual fee			800.00			800.00
Annual fee			800.00			800.00
Vary Licence			1,400.00			1,400.00
Transfer Licence			960.00			960.00
Reinstatement of licence			960.00			960.00
Provisional			2,800.00			2,800.00
Gambling Act Permit Fees						
Adult Gaming Centre						
Non conversion provisional statement			960.00			960.00
Non conversion application			1,600.00			1,600.00
1st annual fee			800.00			800.00
Annual fee			800.00			800.00
Vary licence			800.00			800.00
Transfer licence			960.00			960.00
Reinstatement of licence			960.00			960.00
Provisional			1,600.00			1,600.00
Track betting						
Non conversion provisional statement			790.00			790.00
Non conversion application			2,050.00			2,050.00
1st annual fee			830.00			830.00
Annual fee			830.00			830.00
Vary licence			1,050.00			1,050.00
Transfer Licence			790.00			790.00
Reinstatement of licence			790.00			790.00
Provisional			2,100.00			2,100.00
Betting (other)						
Non conversion provisional statement			1,000.00			1,000.00
Non conversion application			2,500.00			2,500.00
1st annual fee			500.00			500.00
Annual fee			500.00			500.00
Vary licence			1,250.00			1,250.00
Transfer licence			1,000.00			1,000.00
Re-instatement of licence			1,000.00			1,000.00
Provisional			2,500.00			2,500.00
Family Entertainment Centre						
Non conversion provisional statement			790.00			790.00
Non conversion application			1,650.00			1,650.00
1st annual fee			625.00			625.00
Annual fee			625.00			625.00
Vary licence			830.00			830.00
Transfer licence			790.00			790.00
Re-instatement of licence			790.00			790.00
Provisional			1,650.00			1,650.00
Temporary Use Notices			500.00			500.00
Copy of Licences			25.00			25.00
Notification of Change of Licence			50.00			50.00

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees	2020/21 Fees	2020/21 Fees	2021/22 Fees	2021/22 Fees	2021/22 Fees
	A	B	C	A	B	C
	£	£	£	£	£	£
Hackney Carriages						
Vehicle Licence			145.00			145.00
Transfer of Vehicle Licence			12.50			12.50
Replacement Plates			34.00			34.00
DBS checks			44.00			44.00
Knowledge Test			30.00			30.00
Vehicle Safety Check (Carried out by Rugby Borough Council Work Services)			40.00			40.00
Private Hire Vehicles						
Vehicle Licence			145.00			145.00
Operator's Licence:						
New Applications (valid for 5 years):						
1-4 Vehicles			380.00			380.00
5-10 Vehicles			680.00			680.00
10 or more Vehicles			974.00			974.00
Application Renewal (valid for 5 years)						
1-4 Vehicles			344.00			344.00
5-10 Vehicles			642.00			642.00
10 or more Vehicles			940.00			940.00
Driver's Licence - Dual Hackney and PHV Licence:						
New Application (Valid for 3 years)			370.00			370.00
Application Renewal (Valid for 3 years)			220.00			220.00
Transfer of Vehicle Licence			12.50			12.50
Replacement Plates			34.00			34.00
Knowledge Test			30.00			30.00
Vehicle Safety Check (Carried out by Rugby Borough Council Work Services)			40.00			40.00
Car Parks and Parking						
Off Street Parking						
John Barford Car Park						
Up to 3 hours			1.00			1.00
Up to 5 hours			2.50			2.50
Up to 11 hours			5.00			5.00
Sunday			1.00			1.00
Railway Terrace/Gas Street/Old Market Place						
Up to 3 hours			1.00			1.00
Up to 5 hours			4.00			4.00
Up to 11 hours			10.00			10.00
Sunday			no charge			no charge
Chestnut Field/North Street/Little Church Street/Evreux Way						
Up to 2 hours			1.00			1.00
Up to 3 hours			1.30			1.30
Sunday			1.00			1.00
Westway						
Up to 5 hours			2.50			2.50
Up to 11 hours			5.00			5.00
Sunday			no charge			no charge
Newbold Road						
Up to 3 hours			1.00			1.00
Up to 5 hours (weekdays only)			4.00			4.00
Up to 11 hours			10.00			10.00
Saturday up to 11 hours			3.00			3.00
Sunday			no charge			no charge
Penalty Charges						
Penalty charge			50.00 or 70.00			50.00 or 70.00
Penalty charge if paid within 14 days			25.00 or 35.00			25.00 or 35.00

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees A	2020/21 Fees B	2020/21 Fees C	2021/22 Fees A	2021/22 Fees B	2021/22 Fees C
	£	£	£	£	£	£
Car Parks and Parking						
Season Tickets - Day Passes						
John Barford/Westway						
3 months			120.00			120.00
6 months			215.00			215.00
Yearly			400.00			400.00
Railway Terrace/Gas Street/Old Market Place						
3 months			180.00			180.00
6 months			325.00			325.00
Yearly			615.00			615.00
Other Charges						
Vehicles over 3 tonnes/Coaches			Not Permitted			Not Permitted
Caravan/trailers and towing vehicles used for exhibitions, trade etc. (per space)			10.00			10.00
Note: Car Park fees are being reviewed for 2021/22 and may be subject to change						
Enforcement Charges						
Fixed Penalty Fines						
The Council has, where possible, determined to set its own level of fines within the standard range of penalties. The general formula is adopted to set the default penalty level to be the maximum possible within the range for that offence. However, this penalty is DISCOUNTED to the minimum penalty possible within the range, IF the penalty is paid within 10 days in the case of Public Space Protection Orders and Fly tipping, and 7 days for all other listed offences.						
	Fixed Penalty	Maximum	Discount	Fixed Penalty	Maximum	Discount
Depositing Litter	80.00	2,500.00	50.00	80.00	2,500.00	50.00
Graffiti and fly posting	80.00	2,500.00	50.00	80.00	2,500.00	50.00
Nuisance parking	100.00	2,500.00	60.00	100.00	2,500.00	60.00
Fly tipping	400.00	Unlimited	300.00	400.00	Unlimited	300.00
Exposing vehicles for sale on a road	100.00	2,500.00	No discount	100.00	2,500.00	No discount
Repairing vehicles on a road	100.00	2,500.00	No discount	100.00	2,500.00	No discount
Abandoning a vehicle	200.00	2,500.00	120.00	200.00	2,500.00	120.00
Unauthorised distribution of free printed matter	80.00	2,500.00	50.00	80.00	2,500.00	50.00
Failure to furnish documentation (Waste Carriers Licence)	300.00	Unlimited	No discount	300.00	Unlimited	No discount
Failure to produce authority (Waste Transfer Note)	300.00	Unlimited	No discount	300.00	Unlimited	No discount
Failure to comply with a Public Space Protection Order	100.00	2,500.00	75.00	100.00	2,500.00	75.00
Failure to comply with a Community Protection Notice (Individual)	100.00	2,500.00	No discount	100.00	2,500.00	No discount
Failure to comply with a Community Protection Notice (Business)	100.00	Unlimited	No discount	100.00	Unlimited	No discount
Failure to comply with noise warning notice (licenced)	500.00	Unlimited	No discount	500.00	Unlimited	No discount
Failure to comply with a Public Space Protection Order (Dogs)	100.00	1,000.00	50.00	100.00	1,000.00	50.00
Landlords						
Implementation of the Smoke and Carbon Monoxide Alarm (England) Regulations 2015 on 1st April 2015 will result in penalty charges being issued against landlords where they have breached their legal duties in relation to offences under the regulations which require landlords to provide smoke alarms and carbon monoxide alarms in rented properties:						
	Charges Imposed	If Paid Within 14 Days		Charges Imposed	If Paid Within 14 Days	
First Offence	1,000.00	750.00		1,000.00	750.00	
Second Offence	2,000.00	n/a		2,000.00	n/a	
Third Offence (and all Consequent Offences)	5,000.00	n/a		5,000.00	n/a	

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees	2020/21 Fees	2020/21 Fees	2021/22 Fees	2021/22 Fees	2021/22 Fees
	A	B	C	A	B	C
	£	£	£	£	£	£
Enforcement Charges						
Officer Rates						
For reclaiming officer costs when investigating matters that result in a legal proceeding being instituted etc.						
Category A - salary grade D and below			47.00			47.90
Category B - salary grade E to F			62.00			63.20
Category C - salary grade G			79.00			80.60
Category D - Heads of Service or above			94.00			95.90
Administration charges for works in default etc.:						
For each property or person responsible, minimum fee to apply until hourly rate and associated costs exceed this figure						
			57.00			58.10
Any associated letters, reports etc.						
			12.00			12.20
Officers statement for solicitors (minimum 1 hour)						
			Officer rates			Officer rates
Mileage charged at current casual user rates						
Note: Fees and Charges marked with an asterisk ** are set by national legislation and will be amended as and when specified charges are amended						
Complete copies of list of Registered Food Premises						
			320.00			326.40
Partial copies of the list of Registered Food Premises						
			£30 + £3 per entry			£30 + £3 per entry
Printed copies of Air Quality Assessment Reports etc						
			50.00			51.00
Copies of or from other Public Registers:						
Complete premises files (printed, plus photocopying charge)						
			40.00			40.80
Partial extracts form premises file (per request, plus copying)						
			20.00			20.40
Information may be available in an electronic format. Prices available on request.						
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
Charitable Events						
			No Charge			No Charge
Dog Shows - per opening day						
			305.00	311		311.00
Fairs/Circuses - per operating day						
			405.00	413		413.00
Fairs/Circuses - per setting up day						
			115.00	117		117.00
Returnable deposit for new fair/circus operator						
			320.00	326		326.00
Commercial Events						
			405.00	415		415.00
Filming rights (per day)						
			215.00	220		220.00
Ice Cream Licence						
			Price on application			Price on application
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.						

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees A	2020/21 Fees B	2020/21 Fees C	2021/22 Fees A	2021/22 Fees B	2021/22 Fees C
	£	£	£	£	£	£
Sports Pitches						
		Normal	Exempt		Normal	Exempt
Senior pitch hire Football, Rugby, Cricket, Gaelic Football		40.00	33.00		41.00	34.00
Intermediate pitch hire Football		31.00	26.00		32.00	27.00
Junior pitch hire Football, Rugby		20.00	17.00		21.00	18.00
Mini pitch hire Football		15.00	12.50		16.00	13.00
UNAUTHORISED USE OF FACILITIES - DOUBLE FEE PAYABLE						
Training (per training session)		10.00	10.00		11.00	11.00
Changing Rooms (subject to change as facilities are refurbished) Charged per session as above. Changing rooms are opened as for Football/Cricket, 30 minutes before kick-off, Rugby/Gaelic 60 minutes before kick-off and early opening - price on application.						
Unattended regular use through the season on specified number of occasions (minimum 10) Seniors £22 per room per occasion (no refunds unless cancelled by Council) Juniors £15 per room per occasion (no refunds unless cancelled by Council)						
			22.00			23.00
			15.00			16.00
Juniors Weekly access to toilets only (For season- dates as agreed)						
			250.00			255.00
Unattended casual use (less than 10 occasions) Seniors £18.00 per room per occasion Juniors £12.50 per room per occasion						
			18.00			19.00
			12.50			13.00
Attended Service Additional £25 payable						
		Additional £25 payable				FALSE
Late Booking Charges Each Pitch (Including VAT) Changing room(s) (plus VAT as appropriate)						
			10.00			11.00
			10.00			11.00
Professional Trainers (per hour)						
			15.00			15.00
Housing						
Private Housing Inspection and Assessment for Immigration and other purposes			120.00			122.40
House in Multiple Occupation Licence fee:						
Where Landlord approaches Council			650.00			663.00
Where Landlord is found to be running an unlicensed HMO			900.00			918.00
Renewal of an HMO Licence			493.00			502.90
Copy of Licence			15.00			15.30
Variation of Licence			110.00			112.20
Revoking licence			110.00			112.20
Service of Hazard awareness notice			0.00			FALSE
Service of formal notice/order.			500.00			510.00
Additional notices/orders for multiple hazards			25.00			25.50
DBS check			44.00			44.00
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	
Complete copies of list of Registered Food Premises						
			320.00			320.00
Partial copies of the list of Registered Food Premises						
			£30 + £3 per entry			£30 + £3 per entry
Copies of or from other Public Registers:						
Complete premises files (printed, plus photocopying charge)						
			40.00			40.00
Partial extracts form premises file (per request, plus copying)						
			20.00			20.00
Information may be available in an electronic format. Prices available on request.						

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees	2020/21 Fees	2020/21 Fees	2021/22 Fees	2021/22 Fees	2021/22 Fees
	A	B	C	A	B	C
	£	£	£	£	£	£
COMMUNITIES & HOMES						
Welfare Services						
Lifeline Personal Alarm Service - weekly charge Some residents may qualify for a VAT exemption.			4.76			Proposed Fee
Emergency Housing						
Housing Guest Bedroom Charges (Including VAT)			15.00			15.00
Street Naming and Numbering						
Add a name to an existing address - Price per address			25.00			25.50
Change an existing address - Price per address			25.00			25.50
Register a new address - Price per address			25.00			25.50
New Addresses on Large Developments - Price per 2 - 5 plots			100.00			102.00
New Addresses on Large Developments - Price per 6 - 10 plots			200.00			204.00
New Addresses on Large Developments - Price per 11 - 19 plots			300.00			306.00
New Addresses on Large Developments - Price per 20+ plots			400.00			408.00
- Price per additional plot over 20 plots			15.00			15.30
Register a new Street - Price per street			100.00			102.00
Rename an existing street - Price per street			200.00			204.00
+ a per address charge - Price per address			25.00			25.50
CORPORATE RESOURCES						
Legal Services						
Copy Document – S106 Agreement: Bilateral Agreement or Unilateral Undertaking*			62.40			63.60
Copy Document – S106 Agreement: Supplemental Deed or Deed of Variation*			32.40			33.00
Copy Document – TPO*			32.40			33.00
Ex-Council House Consent			62.40			63.60
Ex-Council House Consent: Retrospective			92.20			94.00
Copy Document – Lease or Shared Ownership Lease			61.80			63.00
Copy Document – Enforcement Notices			18.40			18.80
Copy Document – Smoke Control Order			30.60			31.20
Ex-Council House Deed of Postponement			62.40			63.60
Ex-Council House Letter of Compliance			62.40			63.60
Leasehold Enquiries			92.20			94.00
* 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.						
EXECUTIVE DIRECTOR						
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						
Fee for paper copy £10.00 plus £5.00 for every 1,000 entries or part thereof purchased						
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.						
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, we won't charge you.						

Government Support Funding to Rugby Borough Council in response to COVID-19 Pandemic

To date, Rugby Borough Council has been allocated (£41.212m) to pass directly to residents and businesses as follows:

Body	COVID-19 Funding Type	£000s	Notes
MHCLG	Council Tax Hardship Fund	(651)	Council tax relief to support vulnerable people and householders in the local area
MHCLG	Rough Sleeping Initiative	(9)	Funding to provide accommodation and support to vulnerable people, including rough sleepers, who do not have anywhere to self-isolate.
BIES	Small Business Grant Fund and Retail, Leisure and Hospitality Fund	(20,044)	Cash grants for small business, and businesses in the retail, hospitality and leisure
BIES	Local Authority Discretionary Grants Fund	(985)	Cash grants paid to small and micro businesses not eligible for the grants above
MHCLG	Expanded Business Rates Relief	(11,727)	Initial allocation to fund the increase in business rates retail relief to 100% to eligible retail, leisure and hospitality properties.
MHCLG	Business Improvement District Support (BIDS) Grant	(31)	Passed to Rugby BID to contribute to their operational losses
MHCLG	Expanded Business Rates Relief	(4,129)	Second allocation to fund the increase in business rates retail relief to 100% to eligible retail, leisure and hospitality properties.
DHSC	Test and Trace Support Payments	(62)	Initial cash allocations for support payments (including discretionary allocation) as published on 30 th September 2020.
BIES	Local Restrictions Support Grants and Additional Restrictions Grant	(3,574)	Initial allocation of grant funding to support local businesses during the national lockdown and local restrictions.
	TOTAL	(41,212)	

Plus (£1.129m) targeted COVID-19 support grants for General Fund services:

Body	COVID-19 Funding Type (excluding emergency funding)	£000s	Notes
MHCLG	Next Steps Accommodation Programme	(212)	Funding to support emergency accommodation and private rented sector accommodation pressures
BIES	New Burdens – Local Authority Discretionary Grants Fund	(130)	To support the costs of administering the scheme
ERDF	Reopening of the High Streets Safety Fund	(96)	As reported to Cabinet in September 2020 – see recommendation 6
DHSC	Test and Trace Support Payments	(26)	To support the costs of administering the scheme
Arts Council	Arts Council Culture Recovery Fund	(78)	Announced 14 October funds to support loss of income within Benn Hall, which will be factored into future forecasts and will replace MHCLG sales fees and charges income recovery from MHCLG
MHCLG	Compliance and enforcement	(46)	Announced 8 October to support measures to control the spread of COVID-19 across individuals, businesses and in the community. This will be factored into future forecasts
MHCLG	COVID Outbreak Management Funding	(30)	Paid to the County Council and distributed between Warwickshire local authorities to support local measures to protect public health and local economies.
MHCLG	New Burdens – Council Tax Hardship and Business Rates Relief	(22)	To support the costs of administering the scheme
MHCLG	Sales, Fees and Charges Support Grant	(511)	Compensation for Sales, fees and charges income losses for April to June 2020 (quarter 1)
	TOTAL	(1,151)	

Plus (£1.499) emergency funding for local government to address pressures of COVID-19:

Body	COVID-19 Emergency Funding	£000s
MHCLG	Tranche 1 of Emergency Funding	(43)
MHCLG	Tranche 2 of Emergency Funding	(1,079)
MHCLG	Tranche 3 of Emergency Funding	(163)
MHCLG	Tranche 4 of Emergency Funding	(214)
	TOTAL	(1,499)

The following funding was announced in the SR20 for the pandemic response in 2021/22. Cabinet will be updated with the specific allocations to RBC as they become known.

An additional £1.55bn of grant funding to local authorities to meet additional expenditure pressures as a result of COVID-19

An additional £670m in grant funding to support residents claiming Council Tax Support

An estimated £762m to compensate for 75% of unrecoverable losses in business rates and council tax

An additional £151m to tackle rough sleeping and homelessness

MHCLG Ministry of Housing, Communities and Local Government

BIES Department for Business, Energy & Industrial Strategy

DHSC Department of Health & Social Care

ERDF European Regional Development Fund

AGENDA MANAGEMENT SHEET

Report Title: Community Grants 2021/22

Name of Committee: Cabinet

Date of Meeting: 4 January 2021

Report Director: Head of Communities and Homes

Portfolio: Communities and Homes

Ward Relevance: All

Prior Consultation: WCAVA

Contact Officer: Michelle Dickson (Communities & Projects Manager) tel: (01788) 533843 email: michelle.dickson@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

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

(CR) Corporate Resources To provide excellent, value for money services and sustainable growth

(CH) Communities and Homes Achieve financial self-sufficiency by 2020

(EPR) Environment and Public Realm Enable our residents to live healthy, independent lives

(GI) Growth and Investment Optimise income and identify new revenue opportunities (CR)

Prioritise use of resources to meet changing customer needs and demands (CR)

Ensure that the council works efficiently and effectively (CR)

Ensure residents have a home that works for them and is affordable (CH)

Deliver digitally-enabled services that residents can access (CH)

Understand our communities and enable people to take an active part in them (CH)

Enhance our local, open spaces to make them places where people want to be (EPR)

- Continue to improve the efficiency of our waste and recycling services (EPR)
- Protect the public (EPR)
- Promote sustainable growth and economic prosperity (GI)
- Promote and grow Rugby's visitor economy with our partners (GI)
- Encourage healthy and active lifestyles to improve wellbeing within the borough (GI)
- This report does not specifically relate to any Council priorities but

Statutory/Policy Background:

These are discretionary grants to the voluntary and community sector.

Summary:

This report sets out proposals for one-off community grants for 2021/22, as well as modest proposed changes to the qualifying criteria.

The report also contains a proposal, along with potential time frames, for reviewing the grants process. This is a timely opportunity to ensure that the grants funding, moving forward, is aligned to:

- i) delivering on the priorities identified in the new corporate strategy
- ii) support wider recovery post Covid-19
- iii) meeting the needs of communities

Financial Implications:

This report sets out an indication of budget requirements to be considered as part of the wider corporate budget setting process for 2021/22.

Risk Management Implications:

Providing funding to third-party organisations poses a risk that council funds will not be spent appropriately. However, these risks are substantially reduced by established monitoring mechanisms.

There will be a modest delay in allocating the grants for 2021/22, to allow for the progress of the review. However, the impact of this will be off-set by the fact that groups, that are awarded funding, will be allowed two-years to deliver projects.

The proposed review of the grants process will ensure that funding is targeted towards:

- i) projects that support the priorities of the Council, as set out in the new corporate strategy
- ii) meeting the wider needs of the community

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

Legal Implications: Applicants will be required to agree to adhering to conditions of payment of grant as part of the process for allocating funding.

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

In addition to the 'well-being power' the Council is also able to utilise the General Power of Competence under the Localism Act 2011. This represents a more recent statutory power and further strengthens the ability of the Council to provide financial assistance as set out within this report.

Equality and Diversity: An equality impact assessment has been carried out and forms appendix 1 to this report.

- Options:**
1. Approve recommendations
 - clear budgetary requirements in preparation for budget setting
 - clarity for applicants that they have 2 years to complete the delivery of their projects, in response to the current challenges posed by Covid-19
 - ensure that funding is targeted towards projects that support the priorities of the council and meet the wider needs of the community
 2. Do not approve recommendations
 - Opportunity to align the grant funding to support corporate

priorities, post Covid-19 recovery and meet the wider needs of the community is not capitalised on

Recommendation:

- 1) The proposals related to the Council's funding of one-off community grants, as identified in table 1, be endorsed for implementation in 2021/22, subject to budget setting;
- 2) the proposals set out in section 2 of this report, relating to the under allocation of grants for 2019/20 and 2020/21, be endorsed;
- 3) the proposed amendments to eligibility criteria, set out in section 3 of the report be approved;
- 4) a review of the community grants programme be undertaken by a cross-party working group led by the Portfolio Holder, in consultation with the Head of Communities and Homes, with support from the Communities and Projects Manager, ahead of the opening of the 2021/22 grants round. This will ensure that resources are aligned to meet the priorities outlined in the new Corporate Strategy, support post Covid-19 recovery and meet the wider needs of the community; and
- 5) delegated authority be given to the Portfolio holder, in consultation with the Head of Communities and Homes, to establish a cross party Working Group to agree terms of reference and undertake the review.

Reasons for Recommendation: To ensure the effective use of the Council's community grant funds for 2021/22.

Cabinet - 4 January 2021

Community Grants 2021/22

Public Report of the Head of Communities and Homes

Recommendation

1. The proposals related to the Council's funding of one-off community grants, as identified in table 1, be endorsed for implementation in 2021/22, subject to budget setting;
2. the proposals set out in section 2 of this report, relating to the under allocation of grants for 2019/20 and 2020/21, be endorsed;
3. the proposed amendments to eligibility criteria, set out in section 3 of the report be approved;
4. a review of the community grants programme be undertaken by a cross-party working group led by the Portfolio Holder, in consultation with the Head of Communities and Homes, with support from the Communities and Projects Manager, ahead of the opening of the 2021/22 grants round. This will ensure that resources are aligned to meet the priorities outlined in the new Corporate Strategy, support post Covid-19 recovery and meet the wider needs of the community; and
5. delegated authority be given to the Portfolio holder, in consultation with the Head of Communities and Homes, to establish a cross party Working Group to agree terms of reference and undertake the review.

1. BACKGROUND

The Council provides significant funding to the voluntary and community sector through its community grants programme, and this continued commitment will form part of the proposals for consideration at budget setting in 2021/22.

The availability of funding encourages organisations to bid for one-off funding to enable the delivery of projects of benefit to the local community.

This report outlines proposals for the Council's one-off grant funds for 2021/22.

2. CURRENT AND PROPOSED LEVELS OF ONE-OFF GRANT FUNDING

The current funding for 2019/20, along with the proposed level of funding for 2020/21 is identified in table 1, below.

There are no proposals to vary the grants process regarding conditions and eligibility, which were substantially amended in preparation for the 2019/20 bidding round. The application process will continue to be fully digital.

Grant Fund	Current 2020/21	Proposal 2021/22
Community Projects Grant	£38,410	£38,410
Rural Development Fund	£25,000	£25,000
Total	£63,410	£63,410*

*It should be noted that there was an under allocation of grant funding for 2018/19 of £17,581.70 and a further £2,439.64 in 2020/21. In addition, one organisation that was allocated £8,634 in the 2020/21 funding round has handed back their allocation as they are no longer going to pursue their project. The total of the under allocations of funding is £28,655.34.

Efforts were made to allocate this combined funding through a second round of advertising, which took the form of inviting expressions of interest for the potential funding of projects that would support the community and voluntary sector in developing their plans for post Covid-19 recovery. The resulting expressions of interest received, amounting to £6,312.33 are in the process of being evaluated. If all of these projects are funded then the remaining £12,343.01 will be returned to balances, along with any additional under allocation. The remaining £10,000 will be made available as a surplus should the 2021/22 round be over subscribed. If this is not fully utilised then the remaining surplus, will also be returned to balances.

3. PROPOSED AMENDMENTS TO THE ELIGIBILITY CRITERIA FOR PROJECTS

- The delivery time for funded projects to be completed be extended from 12 months to 24 months, due to the impact of the current Covid-19 crisis.
- Applications that are incomplete or are not supported by the full suite of required supporting documents, as set out in the Grants Guidance document, which is provided to applicants will not progress for consideration by the Grants Working Party. WCAVA will continue to provide support to groups to enable them to be eligible to apply for grants, by having the correct documents and processes in place.

4. PROPOSED REVIEW OF THE ONE-OFF COMMUNITY GRANTS PROCESS IN PREPARATION FOR 2022/23

It is proposed that a review of the Community Grants programme be undertaken ahead of the opening of the 2021/22 grants round. This review will be an opportunity to ensure that limited resource is aligned to achieving the objectives outlined in the emerging new Corporate Strategy, support post Covid-19 recovery and be responsive to the needs of communities.

The review will be a strategic one and will not focus on operational detail in terms of the application process itself. Such a review was carried out during 2018, resulting in the digitalisation of the application process. This process, together with the requirement for supporting documentation, including quotes, to be submitted at the time of application, will remain unchanged.

Due to the time needed to carry out the review and to allow for the adoption of the new strategy, there will be a revised timetable in relation to the grants application process for 2021/22. Grant applications typically open in January / February and close in early April, with successful grants being announced in June.

For 2021/22 it is anticipated that this will shift to applications opening in June/July, closing September and with grants being announced in November.

This will also allow for the Council to consult with the voluntary and community sector, and to consider their feedback as part of the review process. This is in keeping with our commitment, as a signatory of the Warwickshire Compact, to consult with the sector on issues that impact on them.

With the borough still likely to be affected by some form of Covid restrictions into the earlier part of the year, this shifting of the application process will allow organisations more time to prepare applications with less restrictions. In addition, the proposed extension of the delivery period for projects from one to two years from allocation of funding means that there should be sufficient time for organisations to roll out projects as they move into the recovery period following the pandemic.

4. CONCLUSION

The proposed funding for 2021/22 demonstrates the Council's continued commitment to supporting the work of the voluntary and community sector, to deliver outcomes to improve both the quality of life and well-being for the residents of Rugby.

Name of Meeting: Cabinet
Date of Meeting: 4 January 2021
Subject Matter: Community Grants 2021/22
Originating Department: Communities and Homes

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

AGENDA MANAGEMENT SHEET

Report Title: Council Tax Base 2021/22

Name of Committee: Cabinet

Date of Meeting: 4 January 2021

Report Director: Interim Chief Financial Officer

Portfolio: Corporate Resources

Ward Relevance: All Wards

Prior Consultation: None

Contact Officer: Chryssa Burdett Revenues Manager

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: Yes

Forward Plan: Yes

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

(CR) Corporate Resources To provide excellent, value for money services and sustainable growth

(CH) Communities and Homes Achieve financial self-sufficiency by 2020

(EPR) Environment and Public Realm Enable our residents to live healthy, independent lives

(GI) Growth and Investment Optimise income and identify new revenue opportunities (CR)

Prioritise use of resources to meet changing customer needs and demands (CR)

Ensure that the council works efficiently and effectively (CR)

Ensure residents have a home that works for them and is affordable (CH)

Deliver digitally-enabled services that residents can access (CH)

Understand our communities and enable people to take an active part in them (CH)

Enhance our local, open spaces to make them places where people want to be (EPR)

Continue to improve the efficiency of our waste and recycling services (EPR)

Protect the public (EPR)

- Promote sustainable growth and economic prosperity (GI)
- Promote and grow Rugby's visitor economy with our partners (GI)
- Encourage healthy and active lifestyles to improve wellbeing within the borough (GI)
- This report does not specifically relate to any Council priorities but

Statutory/Policy Background: The Council has a statutory duty to calculate the Tax Base for its area under The Local Authorities (Calculation of Tax Base) (England) Regulations 2012

Summary: This report specifies the Council Tax Base for each part of the council's area for 2021/22.

Financial Implications: The Council Tax Base within this report will be used to generate council tax revenues for 2021/22.

Risk Management Implications: There are no risk management implications arising from this report

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

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

Equality and Diversity: There are no implications arising from this report

Options: Not applicable

- Recommendation:**
- (1) Following publication of the Provisional Local Government Finance Settlement and funding allocations for 2021/22, it be recommended that the Council Tax Base 2021/22 be approved or;
 - (2) Subject to consultation with the Executive Director, Monitoring Officer and the Leader of the Council, Delegated Authority be given to the Chief Finance Officer to amend the Council Tax Base, subject to the details of funding allocations for 2021/22 having an impact on the calculation used in this report.

Reasons for Recommendation: The Council must set a Tax Base by 31 January each year

Cabinet - 4 January 2021

Council Tax Base 2021/22

Public Report of the Interim Chief Financial Officer

Recommendation

- (1) Following publication of the Provisional Local Government Finance Settlement and funding allocations for 2021/22, it be recommended that the Council Tax Base 2021/22 be approved or;
- (2) Subject to consultation with the Executive Director, Monitoring Officer and the Leader of the Council, Delegated Authority be given to the Chief Finance Officer to amend the Council Tax Base, subject to the details of funding allocations for 2021/22 having an impact on the calculation used in this report.

1. INTRODUCTION

The Local Authorities (Calculation of Tax Base) (England) Regulations 2012 require the billing authority (Rugby Borough Council) to calculate its Council Tax Base for the following year and to notify the Tax Base to Warwickshire County Council and Police Authority by 31 January. All Parish Councils are also to be provided with the information for their particular area. The regulations prescribe the rules for making the calculations. The Tax Base is expressed in terms of an equivalent number of band D properties for the whole area and for parts of the area as appropriate.

For the purpose of Section 33 of the Local Government Finance Act 1992 and in accordance with the Local Authorities (Calculation of Tax Base) (England) Regulations 2012 the amounts calculated by the Council as its Tax Base for the whole area for the financial year beginning 1st April 2021 is 38,735.48 and for those parts of its area mentioned below shall be:

Parish of	Ansty	128.36
	Binley Woods	987.77
	Birdingbury	162.22
	Bourton & Draycote	141.27
	Brandon & Bretford	294.03
	Brinklow	453.73
	Burton Hastings	94.58
	Cawston	1,955.45
	Church Lawford	154.88
	Churchover	772.74
	Clifton-upon-Dunsmore	1,220.11
	Combe Fields	66.94
	Copston Magna	21.02
	Cosford	7.46

Dunchurch	1,719.74
Easehall	104.10
Frankton	172.52
Grandborough	216.77
Harborough Magna	181.53
Kings Newnham	29.37
Leamington Hastings	234.18
Long Lawford	1,389.68
Marton	214.90
Monks Kirby	217.43
Newton & Biggin	460.21
Pailton	223.26
Princethorpe	169.37
Ryton-on-Dunsmore	682.28
Shilton & Barnacle	337.06
Stretton Baskerville	8.68
Stretton-on-Dunsmore	514.58
Stretton-under Fosse	96.87
Thurlaston	198.42
Wibtoft	25.23
Willey	39.17
Willoughby	185.34
Withybrook	121.18
Wolfhampcote	152.85
Wolston	981.94
Wolvey	510.08
Rugby Town Area	22,957.18
Contributions in Lieu	131.00
	<u>38,735.48</u>

In the Spending Review, published on 25 November 2020, the government announced £670m in grant funding to support local authorities to meet any reduction in council tax base from additional Local Council Tax Support costs in 2021/22.

Further details and the methodology for allocating this grant are to be published alongside the provisional local government finance settlement due to be released on 17 December 2020, following publication of this report.

Once further details are known and any impact on 2021/22 budgets and council tax setting, the Council Tax Base may be subject to change, as set out in recommendation 2 to this report.

Name of Meeting: Cabinet
Date of Meeting: 4 January 2021
Subject Matter: Council Tax Base 2021/22
Originating Department: Corporate Resources

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:

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