

Supplementary report to agenda No 6

AGENDA MANAGEMENT SHEET

Report Title: Finance & Performance Monitoring 2019/20 – Year-End

Name of Committee: Cabinet

Date of Meeting: 1 June 2020

Report Director: Interim Chief Financial Officer

Portfolio: Corporate Resources

Ward Relevance: All Wards

Prior Consultation: None

Contact Officer: Jon Illingworth, Financial Services Manager, and Interim S151 Chief Financial Officer
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Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

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

- To provide excellent, value for money services and sustainable growth
- Achieve financial self-sufficiency by 2020
- Enable our residents to live healthy, independent lives
- 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)

(CR) Corporate Resources
(CH) Communities and Homes
(EPR) Environment and Public Realm
(GI) Growth and Investment

- 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: This report has been submitted in accordance with the Financial Standing Orders.

Summary: This report sets out the 2019/20 Year-End financial and performance position for the Council.
The report also presents proposed budget adjustments as required by Financial Standing Orders including carry-forward and other budget requests for 2019/20.

Financial Implications: As detailed in the main report.

Risk Management Implications: This report is intended to give Cabinet an overview of the Council's spending and performance position for 2019/20 to inform future decision-making.

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: No new or existing policy or procedure has been recommended.

Options: Members can elect to approve, amend or reject the supplementary budget requests, carry forwards or reserve contributions as listed at recommendations 1 to 10.

Recommendation:

- 1) The Council's anticipated financial position for 2019/20 in Sections 1, 2 and 3 and Appendices 1 and 2 be considered;
- 2) Performance summary & performance data included in Section 6 and Appendix 3 be considered & noted;

IT BE RECOMMENDED TO COUNCIL THAT:

- 3) Supplementary revenue budgets of £0.331m for 2020/21 as a result of carry forwards from 2019/20 at Appendix 4 be approved;
- 4) General Fund transfer of business rates surplus (£0.634m) to the Business Rates Equalisation Reserve as per section 2.3 be approved;
- 5) General Fund Movement in Reserves as detailed in Tables 4 to 6 and Appendix 6 be approved;
- 6) Supplementary capital budgets for 2020/21, as a result of carry forwards from 2019/20 as follows (see Appendices 1 & 2) be approved;
 - a) General Fund - £3.445m
 - b) HRA - £12.349m
- 7) A supplementary General Fund capital budget of £0.250m for 2020/21 for Queens Diamond Jubilee Leisure Centre Athletics Track Renovation to be met from S106 contributions be approved;
- 8) A supplementary General Fund capital budget of £0.601m for 2019/20 for Long Lawford Sports Pavilion and Cawston Community Hall to be met from S106 contributions be approved;
- 9) Estimated amount to be provided to mitigate future risks – See section 2.5 and Reserves Risk Assessment at Appendix 7 be approved;
- 10) Reserves forecast at Appendix 5 be noted.

Reasons for Recommendation: A strong financial and performance management framework, including oversight by Members and senior management, is an essential part of delivering the Council's priorities and statutory duties

Supplementary report to agenda No 6

Cabinet - 1 June 2020

Finance & Performance Monitoring 2019/20 – Year-End

Report of the Interim Chief Financial Officer

Recommendation

- 1) The Council's anticipated financial position for 2019/20 in Sections 1, 2 and 3 and Appendices 1 and 2 be considered;
- 2) Performance data included in Section 6 and Appendix 3 be considered & noted;

IT BE RECOMMENDED TO COUNCIL THAT:

- 3) Supplementary revenue budgets of £0.331m for 2020/21 as a result of carry forwards from 2019/20 at Appendix 4 be approved;
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- 5) General Fund Movement in Reserves as detailed in Tables 4 to 6 and Appendix 6 be approved;
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 - a. General Fund - £3.445m
 - b. HRA - £12.349m
- 7) A supplementary General Fund capital budget of £0.250m for 2020/21 for Queens Diamond Jubilee Leisure Centre Athletics Track Renovation to be met from S106 contributions be approved;
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- 9) Estimated amount to be provided to mitigate future risks – See section 2.5 and Reserves Risk Assessment at Appendix 7 be approved;
- 10) Reserves forecast at Appendix 5 be noted

1. INTRODUCTION

This is an update to item 6 on the published agenda and is the version to be used for decision making purposes, all recommendations remain the same as the original document.

This is the final outturn finance and performance monitoring report for 2019/20, which combines finance (revenue and capital) as well as performance for General Fund (GF) and Housing Revenue Account (HRA). The year-end position for 2019/20 are based on expenditure accounted for from 01 April 2019 to 31 March 2020. The report also includes proposed 2019/20 budget adjustments which are recommended for approval by Members. Please note that this financial position is subject to change from the outcome of the closure of accounts and audit review.

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

- General Fund (GF) Revenue Budgets and Performance - Section 2 & Appendix 1;
- Carry forward requests Section 2.4 and Appendix 4
- General Fund Reserves – Section 2.5 & Appendices 5,6 & 7
- Housing Revenue Account (HRA) Revenue Budgets & Performance- Section 3 & Appendix 2;
- Capital Budgets - Section 4 and Appendices 1 (GF) & 2 (HRA);
- Performance- Section 6 and Appendix 3

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

2. GENERAL FUND (GF) REVENUE BUDGETS

2.1 GF Overview and Key Messages:

The Final Outturn reported against an Approved Budget of for the General Fund budget of £16.740m is reporting an overall underspend of £0.050m which includes proposed service net transfer to the budget stability reserves of £0.094m and service carry forwards totalling £0.331m full details of the movement in reserves and closing balances of earmarked reserves are included in Appendix 5

Further details of portfolio variances and key performance indicators can be seen in Appendix 1.

Within the portfolios and corporate items, the following significant variances should be noted-

- A pressure of £0.042m from GF portfolios with significant variances in Environment and Public Realm of £0.220m pressure which has increased by £0.036m from quarter 3 reporting because of increased costs of agency requirement and lower than anticipated income received. This is largely offset by savings in Communities and Homes of (£0.149m) following the reduction in B&B/Temporary Accommodation costs prior to the onset of coronavirus, and Corporate Resources of (£0.039m) from increased income and staffing vacancies within the Revenues team.
- As previously reported Net Cost of Borrowing (the difference between interest payable on borrowing and interest received on investments) provided a saving of (£0.123m) which is in line with quarter 3 reporting after taking in account the

saving of (£0.072m) transferred to contribute towards the corporate savings target. This is due to revisions in the use of cash-backed balances and more favourable interest rates prior to recent cuts in Bank Rate.

- There is a reported variance in Government Grants of £0.022m due to the Business Rates “Levy Account” grant being less than estimated when the budget was set in February 2019.

2019/20 Savings Target

Total savings of (£0.603m) have been identified for 2019/20.

- (£0.343m) - Corporate, Salary and Digitalisation savings - the target of has now been fully achieved.
- (£0.260m) – (other) has been delivered with the exception of (£0.105m) in relation to kerbside collections. This was set out in previous reports and has been addressed as part of the budget setting process for 2020/21. The in-year impact was mitigated by a supplementary budget approved at quarter two.

Assessment of General Fund Financing

2.2 Council Tax

The council tax requirement for 2019/20 was approved by Council in February 2019. The total budgeted council tax income was £70.123m of which Rugby Borough Council’s share is £7.914m.

The amount of council tax income credited to the General Fund in 2019/20 is fixed to the original budgeted amount, not the actual amount billed during the year. Any difference between the actual amount and the original budget will feed through into a surplus or deficit on the Collection Fund, to be met from or credited to future years’ budgets.

Actual council tax income in 2019/20 exceeded the budget and this is mainly due to the removal of the discount on empty properties in 2019/20.

This has resulted in a council tax surplus on the Collection Fund of £0.604m which will be distributed between the authorities and credited to the General Fund budget in 2021/22 in the following proportions.

Collection Fund Surplus 2019/20	2019/20 £000s
Warwickshire County Council	(462)
Police and Crime Commissioner for Warwickshire	(74)
Rugby Borough Council	(68)
Total	(604)

Table 1 – Summary of collection fund surplus shares for 2019/20

2.3 Business Rate Retention

The Council sets its business rates income budget based on the NNDR1 form that is submitted to Government on 31 January each year. It was forecast that the Council would collect £48.800m of business rates during 2019/20, of which Rugby Borough Council would retain £6.269m.

The following table details the Council's outturn position and a budget surplus of (£0.634m) for 2019/20 which is proposed to be transferred into the business rates equalisation reserve.

This is a provisional outturn position pending the final submission of the 2019/20 NNDR3 to government which has been delayed by MHCLG as a result of COVID-19 with a revised submission date of 31 July 2020.

Business Rates Income	2019/20 Budget £000s	2019/20 Outturn £000s	Variance £000s
RBC share of NDR Income @ 40% (as per the NNDR1 forecast)	(21,025)	(21,025)	0
Less Tariff	13,050	13,060	10
Gross Amount Retained	(7,975)	(7,965)	10
Section 31 Grants	(1,527)	(1,568)	(41)
Levy Payment	3,433	3,259	(174)
Net Retained Income	(6,069)	(6,274)	(205)
Coventry & Warks' BR Pool Income	(200)	(629)	(429)
Total Business Rates Income	(6,269)	(6,903)	(634)

Table 2 – Summary of Business Rates outturn for 2019/20

The 2019/20 budget surplus of (£0.634m) is due to the reasons below:

- It is the budgeted business rates income per the NNDR1 that is charged to the General Fund with any actual cash variance being managed through the Collection Fund (see note 1 below).
- Additional s31 grant funding has been received in year to meet new business rate schemes introduced by central government. The loss of business rates income from these schemes is reflected in the Collection Fund. However, the actual s31 grant income to compensate losses is credited to the General Fund at the end of the year.
- The 50% levy on business rates growth is lower than estimated. The levy is calculated on actual business rates income received in the Collection Fund, but the levy payment hits the General Fund in full at the end of the year.

- A higher gain from pooling of (£0.429m) with the Coventry & Warwickshire Business Rates Pool than estimated. The estimated amount was based on previous years income but actual business rates growth overall in Coventry & Warwickshire is above baseline level.

It is requested that budget surplus of (£0.634m) is approved to be transferred to the Business Rates Equalisation Reserve to manage any future risk and volatility in cashflow.

Note 1:

The **actual** business rates income billed and accounted for in the Collection Fund is less than the budgeted amount in 2019/20. This is because the financial benefits from growth were lower than estimated and there have been additional mandatory reliefs claimed that do not receive any compensation grant.

This has resulted in a deficit on the Collection Fund of £0.714m of which the relevant shares are shown in table below.

Collection Fund Deficit 2019/20	2019/20 £000s
Central Government	893
Warwickshire County Council	178
Rugby Borough Council	714
Total	1,785

Table 3 – Summary of collection fund deficit shares for 2019/20

**This is a provisional figure pending the final submission of the NNDR3 to government by 31 July 2020.*

2.4 Carry forwards

A total of £0.331m has been requested to be carried forward into 2020/21 to mitigate risks and manage slippage during next financial year. This includes anticipated grants to be paid to voluntary bodies alongside the balance of £0.204m remaining from the supplementary request previously approved for the Mixed Recycling Facility (MRF) Full details are included in Appendix 4.

It is requested that Carry forwards of £0.331m are approved by Full Council to be transferred to the specific Earmarked Reserves with full details in Appendix 4.

2.5 Corporate and General Fund Reserves as at 31 March 2020

As part of the budget setting process for 2020/21 a reserves risk assessment was completed for the main corporate reserves set aside to respond and manage financial risks in the medium term. However, the Coronavirus pandemic has required this assessment to be reviewed and updated based on the current known assumptions on the financial impact. The detailed risk assessment is included as appendix 7 and a graph summarising the information is shown below.

The Corporate and General Fund Reserves considered in this analysis are the General Fund itself, the Budget Stability Reserve, the Business Rates Equalisation Reserve, and the Welfare Support Reserve.

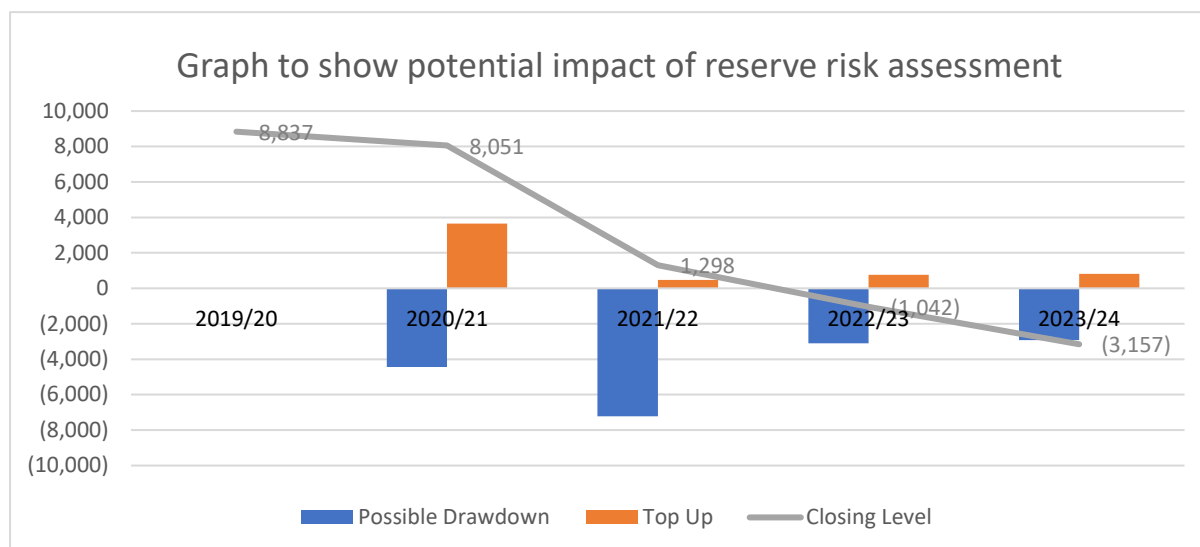


Chart 1 – Impact of Reserve Risk Assessment

What the risk assessment shows is that there is potentially a funding gap of £3.157m in our corporate reserves if all the risks crystallised, particularly the funding risks. At this stage the true cost of coronavirus and the medium-term impact on the financial position is still being established, therefore this will be continually monitored throughout 2020/21 as the recovery develops with any updates reflected in future Cabinet reports.

The assessment identifies that in 2020/21 a potentially significant contribution could be required from reserves of £4.443m to mitigate against pressures and it is expected that the 31 March 2020 balance of the General Fund (£2.256m) the Budget Stability reserve (£2.495m) will have a total remaining balance of (£1.643m) compared with potential risks identified of £5.922m.

The forecast balance of reserves at 31 March 2021 includes a contribution to the business relates equalisation reserve of £2.862m which incorporates an unwinding of a volatility reserve held with the Warwickshire business rates pool. Any further delay to the planned business rates reset will mean that this contribution would be delayed. This combined with a reduction in the business rates growth generated in the year will have a significant impact on the Authority’s ability to mitigate against the 2021/22 pressures identified in this assessment.

If the funding outcomes are not as bad as currently forecast, the reserves could be used for other purposes.

General Fund Reserves

The Council budgeted for contributions from reserves of £0.588m. As a result of reviewing the balances held in revenue grants received in advance and other areas of the balance sheet, it is proposed that reserve levels will rise by (£0.541m) to ensure that it funds are made available to manage risks in 2020/21 and future years following the risk assessment. This is summarised in the table below.

Full details of the Reserves can be seen in Appendices 5, 6 and 7

Notes	£000s
GF Balance at 01 April 2019	(2,253)
Other proposed budgeted contributions to/from reserves approved in Feb. 2019	588
Reported underspend within general fund balances for 2019/20	(50)
Proposed transfer from business rates equalisation reserve following risk assessment review	(541)
Total	(2,256)

Table 4 - Summary of transfers to/from the General Fund reserve for 2019/20

It is requested the transfer of (£0.541m) following the risk assessment to increase the General Fund Reserve is approved by Full Council

Budget Stability

There are various items within the Council's budget that are subject to significant degrees of volatility or variation from one year to another, often due to factors that are outside the Council's control or influence; this reserve assists the mitigation of such volatility by allowing the Council to call upon it in years where budget overspends occur and conversely replenish it in years where favourable variances arise.

	£000s
Balance at 1 April 2019	(2,145)
In year transfers previously approved by Cabinet - Budget Setting Feb. 2019	(256)
In year 2019/20 transfer of surplus income from planning applications	(193)
Draw down of funds to cover the cost of the equipment refresh within the contract agreement with the provider of the services for the leisure centre	99
Balance at 31 March 2020	(2,495)

Table 5 – Summary of transfers to/from the Budget Stability reserve

The transfers to the budget stability reserve will initially be earmarked to support the shortfall between government grant received and the financial impact of the Coronavirus pandemic

It is requested the transfers to and from the Budget Stability Reserve as detailed in Table 5 are approved by Full Council

Business Rates Equalisation Reserve

This reserve is established to mitigate future fluctuations in the business rates base alongside the risks faced by the Council through the anticipated changes in business rates baseline and fair funding.

	£000s
Balance at 1 April 2019	(1,716)
Planned in year transfer to/ from reserve	(1,838)
Additional contribution from in year surplus from Business Rates income (explained in section 2.3)	(634)
Proposed transfer to the General Fund reserve following risk assessment review (See corresponding entry in table 4)	541
Balance at 31 March 2020	(3,647)

Table 6 – Summary of transfers to/from the Business Rates reserve

As previously highlighted in section 2.3, the collection fund for business rates is currently reporting a deficit of £0.714m. This deficit will be charged to the General Fund in 2020/21, but the balance on this earmarked reserve will be used in 2020/21 to mitigate the deficit.

In addition, following the risk assessment, funds will be transferred to the General Fund Reserve to mitigate risks arising from funding changes and Covid19.

It is requested the transfers to and from the Business Rates Equalisation Reserve as detailed in Table 6 are approved by Full Council

Other Earmarked Service Reserves

The overall total earmarked reserves managed within services is £3.282m which has reduced since 31 March 2019 by £0.675m. This is mainly due to continued use conditional grants, revenue funded improvements to the Council Chamber and the service request to draw down funds from reserves within Environment and Public Realm to cover increased costs for land fill tax and the overall review of Waste Services.

It is requested that all transfers to and from Service Earmarked Reserves as detailed in Appendix 6 are approved by Full Council

3 HOUSING REVENUE ACCOUNT (HRA) REVENUE BUDGETS

3.1 Context

Housing Rents were set by Council on 5 February 2019, in the context of rent policy changes from government, most notably the imposition of 1% rent reductions for the period 2016/17 until 2019/20. Council responded to a consultation document on Social Rent policy for the period 2020/21 to 2024/25 in the autumn. Government has now confirmed that the application of a CPI + 1% annual rise will be allowed during this

period and a 2.7% increase was agreed by Council in February for financial year 2020/21.

Biart Place/Rounds Gardens

Council received three reports in 2018/19 concerning the condition and potential options for both Biart Place and Rounds Gardens. Approval was given to proceed with the decant and demolition of the sites, and for redevelopment design and procurement to take place.

In all the sites account for almost 10% of total HRA stock. The measures required to respond to these findings will have an extraordinary impact on the HRA's financial resources, in turn impacting on its ability to meet to both current and emerging housing needs, where unmet housing need has to be increasingly met via temporary accommodation. The Council is continuing to liaise with national (MHCLG / Homes England) and regional (West Midlands Combined Authority) bodies to establish what financial support they can provide to respond to these issues. In addition, c.£66m of PWLB borrowing has been secured as at April 2020 at an average rate of 1.36% to cover estimated financing costs of these projects and maturing HRA self-financing settlement debt.

To alleviate potential temporary accommodation cost pressures noted above, a Housing Acquisition Fund of £13.000m was approved in December 2018 for capital investment in acquisitions and new build housing. This boosts numbers lost through Right to Buy, prevents existing HRA stock from being utilised for temporary accommodation, and facilitates the movement of customers from temporary into long-term, sustainable tenancies. Over the last financial year, the council has purchased or exchanged contracts on 20 brand new section 106 houses (houses designated affordable units under planning consents) from developers and purchased a further 18 houses in the open market.

3.2 HRA Overview and Key Messages

The total approved HRA budget is £17.177m. As part of rent setting for 2019/20 Council also agreed to a recommendation that £3.713m previously set aside for the repayment of debt within the HRA medium term financial plan is now utilised as Revenue Contributions to Capital Expenditure. After accounting adjustments, £3.817m will be set aside to bolster HRA Capital investment balances providing initial financing for the multi-storey flats' redevelopment sites. Significant in-year variances to the original budget are made up of the following items:

- An income shortfall of £0.611m predominantly related to the decant of properties at the Rounds Gardens site. As at 20 April 2020, 135 flats and low-level properties are empty. It is anticipated that all properties at the site will be vacated by 31 March 2022 but the timing of the decant process will be driven by variable dynamic factors including the availability and suitability of alternative accommodation for tenants, particularly in light of the COVID-19 pandemic;
- A reduction in security costs at the Biart Place / Rounds Gardens sites of (£0.331m); and

- Additional investment income / reduction in interest payment costs attributable to the HRA of (£0.346m) is forecast based on revised projections of interest rates and cash-backed balances.

The table below shows the balance in the Housing Revenue Account at 31 March 2020 remains unaltered following the contribution to Housing Capital Investment balances:

	Forecast in-year change £000s	Balance £000s
HRA Balance at 01 April 2019		(5,085)
Supplementary Budget & In-Year Approvals	0	
Variance at the end of 2019/20 (excluding movement in Revenue Contributions to Capital Expenditure)	(104)	
Additional Revenue Contributions to Capital Expenditure	104	
Net amount to be added to/taken from balances		0
Anticipated HRA Balance at 31 March 2020		(5,085)

Table 7 – Housing Revenue Account at 31 March 2020

4 Capital

Due to present uncertainties in the property market the Royal Institute of Chartered Surveyors (RICS) have recommended that valuers issue a ‘material uncertainty’ clause as a disclosure relating to valuations in progress. This disclosure is due to the potential effects of Coronavirus on the market. The valuation date for the residential property within the Council’s portfolio was 1 January 2020 and our valuers prepared their work based on comparable evidence available up to, and around that date.

The disclosure is to comply with Valuation Performance Standards VPS 3 of the RICS Valuation – Global. (Red Book).

The outbreak of the Novel Coronavirus (COVID-19), declared by the World Health Organisation as a “Global Pandemic” on 11 March 2020, has impacted global financial markets. Travel restrictions have been implemented by many countries.

Market activity is being impacted in many sectors. As at the present date we consider that we can attach less weight to previous market evidence for comparison purposes, to inform opinions of value. Indeed, the current response to COVID-19 means that we are faced with an unprecedented set of circumstances on which to base a judgement.

Our valuations are therefore reported on the basis of ‘material valuation uncertainty’ as per VPS 3 and VPGA 10 of the RICS Red Book Global. Consequently, less certainty – and a higher degree of caution – should be attached to our valuation than would normally be the case. Given the unknown future impact that COVID-19 might have on the real estate market, we recommend that you keep the valuation of the properties under frequent review.

The revised approved capital programme (GF and HRA) is £27.525m. The outturn position, prior to the adoption of carry-forward, supplementary, and refinancing requests, is a variance of (£16.006m) against the budget.

4.1 General Fund Capital – Overview (Appendix 1)

The revised approved GF capital programme for 2019/20 is £5.304m. The programme shows a net variance, prior to carry-forward, supplementary, and refinancing budget requests, to year-end of (£2.800m). Explanations for in-year variances are detailed in Appendix 1.

The variance is made up of the following key items:

- (£1.959m) -Slippage relating to the Purchase of Vehicles scheme to reflect delays in delivery of refuse freighters and vans (expected summer 2020);
- (£0.406m) Slippage relating to Rainsbrook Crematorium (car park development) and Cemetery (groundworks) projects; and
- (£0.301m) Slippage relating to Whinfield Recreation Ground Play Area, Rokeby Play Area and Whinfield Recreation Ground Bandstand following consultation delays during the General Election purdah period.

4.2 Housing Revenue Account – Capital (Appendix 2)

The revised approved HRA capital programme for 2019/20 is £22.221m. The programme shows a net variance, prior to carry-forward, supplementary, and refinancing requests, to year-end of (£13.205m). Explanations for in-year variances are detailed in Appendix 2.

The variance includes the following key items:

- (£8.483m) Slippage of relating to profile of funding for the Housing Acquisitions Fund into Year 2 of the programme.
- (£3.217m) Slippage relating to Biart Place deconstruction and capital design works budgets to 2020/21 to reflect revised project profiling.
- (£0.331m) Slippage relating to Housing Management System scheme to 2020/21 to reflect profiling of implementation of new modules; and
- (£0.300m) Slippage relating to Purchase of Property Repairs Service Vehicles to 2020/21 to reflect revised delivery schedule (expected summer 2020).

5. CORONAVIRUS UPDATE

The impact of the pandemic is likely to have a significant impact on the financial position in local government for several years ahead, with the following financial challenges being faced by the authority:

- Increased demand for services.
- Increased risk to funding from both Council Tax and Business Rates and.
- Reduced income from Fees and Charges.

The full impact financial of this pandemic is being regularly reported to government and the authority's response to these challenges are detailed within a separate report elsewhere on the Agenda.

However, there is a relatively small impact on 2019/20. New costs as a direct consequence of the pandemic were marginal at £4,000.

6. PERFORMANCE SUMMARY

The data 2019/20 can be seen in Appendix 3.

Training on the RPMS is available to Members and can be requested by contacting the Corporate Assurance & Improvement team. Training involves learning how to navigate the system, how to interpret the data and development of personalised performance dashboards. This can be arranged for a time to suit Members, either during the day or evening. If you wish to request training or if there is specific piece of performance data not covered in the appendix on a particular subject matter that you wish to review, then please request a performance report from the Corporate Assurance & Improvement team by emailing rpmssupport@rugby.gov.uk.

Name of Meeting: Cabinet

Date of Meeting: 1 June 2020

Subject Matter:

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:

Doc No	Relevant Paragraph of Schedule 12A

Appendix 1 - Cabinet Summary at Final Outturn 2019 - General Fund

Revenue Forecasts - Key variance information										
Service	Current Net Budget	Total Net Expenditure	Employee Variance	Running Cost Variance	Income Variance	Pending Supplementary Budget /Virement	Pending Carry forward Requests	Pending Reserve Movement Requests	Revised Total Variance	Key reasons for variances
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Growth & Investment	2,956	2,812	58	280	(343)		38	102		Key Variances (£193,000) - Planning income above target and requested to be transferred to the budget Stability Reserve. £70,000 staffing underspend within Economic Development due to recruitment difficulties of which £24,000 requested to be carried forward to cover initial salary costs of the new Funding Officer post. £99,000 overspend due to the equipment refresh as part of the contract agreement in 2018/19 and transferred to reserves to be spent in future years. It is requested to be transferred back out from the budget stability reserve. £102,000 is requested to be transferred to service earmarked reserves. see appendix 6. £38,000 is requested as a carry forward see Appendix 4.
Environment & Public Realm	7,673	7,640	(29)	646	(396)		243	10	220	Key Variances £102,000 - Pressure from underachievement of Car Parking income compared to budget, partly due to the impact of free evening and weekend parking. £99,000 overspends in Refuse; mainly due to vehicle repair costs and hire costs, agency staff and higher haulage & recycling costs compared to budget. (£58,000) underspend within the Highways team. (£18,000) of this is due to underspends on external contractors and consultants working within the WCC bridge inspections and maintenance framework. There is also (£40,000) of additional income from recharges due to more internal and external works being completed than anticipated. £42,000 overspend in Street Cleansing due to £26,000 overspend on staffing and agency, £19,000 less income received for internal works and £15,000 additional spend on contract hire because of an aging fleet. £10,000 is requested to be transferred to service earmarked reserves see appendix 6. £243,000 is requested as a carry forward see Appendix 4.
Communities & Homes	2,158	2,038	161	(3,677)	3,367		42	(71)	(149)	Key Variances (£265,000) -Saving due to continued reduction in B & B and Nightly Self-Contained Accommodation and SWEP costs in 2019/20 £53,000 -Warwickshire direct partnership- Additional costs from moving to a single instance database which will provide additional technical support. £53,000 - pressure against the forecast Housing Benefit overpayment provision for bad debt offset, by a reduction in level overpayment income £58,000 overspend in Customer and Information Services (IT services) due to additional/increased costs for various software licences and underachievement of income for street name and numbering. (£33,000) underspend for Customer Support Services due to vacancies and high turnover of staff during 2019/20. Also, there was the removal of a part time PA post. £42,000 to be requested to be carried forward into 2020/21 and approval for (£71,000) of transfers to be made from the Reserves to cover additional costs within the services see appendices 4 & 6.
Executive Director's Office	1,951	1,905	37	285	(308)		0	60	14	Key Variances £22,000 overspend relating to legal services due to Honorarium payments and costs for legal support provided by Nuneaton Council prior to legal manager being in post. (£27,000) underspend due to publicity and advertising costs. £15,000 overspend in Democratic services due to redundancy costs. £60,000 of Grants have been received but not spent therefore it is requested these to be transferred into the unconditional Grants reserve see appendix 6
Corporate Resources	1,051	1,013	90	139	(269)		8	(9)	(39)	Key Variances £42,000 - Corporate Property: Increase in R & M costs following re-opening of Lawn / Retreat in Q4; delays in processing One Serve costs to financial approval status (£62,000) - This is mainly due to underspends in salaries due to vacant post and maternity leave and the impact of increased income from costs recovered from Council Tax Collection £30k. (£24,000) - allocation of pension costs to the HRA. £9,000 is requested to be transferred from Reserves to cover additional costs within the services. £8,000 is requested as a carry forward see Appendix 4.
Corporate Items - MRP, Net cost of Borrowing, RCCO and Investment Income	1,927	1,804	0	(123)	0				(123)	Key Variances (£203,000) Saving anticipated against Net Cost of Borrowing due to revisions in the use of cash-backed balances & more favourable interest rates of which £72,000 has been offset against the Corporate Savings target as approved in previous reports. £8,000 - Pressure against MRP budget
Other - Corporate Items	(2,217)	(2,208)	0	9	0				9	The variance of £9,000 includes the impact of additional costs seen for covid-19 seen on 2019/20
Total Approved Budget	15,499	15,004	317	(2,441)	2,052	0	331	92	(72)	
Funding										
Grants	(2,462)	(2,440)			22				22	£22,000 due to the impact of the Business Rates Levy grant being less than initial estimates when the budget was set in February 2019.
Business Rates	(6,143)	(6,776)			(634)			634	0	This includes the In year Collection of (£6.269m) less a collection fund deficit of £126,000
Council Tax	(7,943)	(7,943)			0				0	This includes the In year Collection of (£7.914m) plus a collection fund surplus of (£29,000)
Total Funding	(16,547)	(17,159)	0	0	(612)	0	0	634	22	

Revenue Forecasts - Key variance information										
Service	Current Net Budget	Total Net Expenditure	Employee Variance	Running Cost Variance	Income Variance	Pending Supplementary Budget /Virement	Pending Carry forward Requests	Pending Reserve Movement Requests	Revised Total Variance	Key reasons for variances
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Transfers to/from Reserves and Balances	Impact to Revenue					Impact to Reserves			Final Variance	
Transfer to/from Carry Forward Reserve	(125)	206					(331)		0	£125,000 - Approved carry forwards approved from 2018/19 transferred from the carry forward reserve and £331,000 carry forwards into 2020/21 to be approved see Appendix 4
Transfer to/from Budget Stability Reserves	256	350						(94)	0	£256,000 budgeted transfer to reserves in 2019/20. £99,000 requested to be transferred out to cover the cost of the leisure centre equipment refresh and the additional planning income received in the current year of £193,000 to be transferred in to manage the potential risks of income receipts in future years see appendix 6
Budgeted Transfer to/from Earmarked Reserves	(333)	(335)						2	0	Total additional material transfers to/from Earmarked Reserves See Appendix 6
Transfer to/from Business Rates Equalisation Reserve	1,838	2,472						(634)	0	£1.964m - budgeted transfer to reserves. (£126,000) - budgeted transfer from reserves to cover the budgeted business rates deficit in 2019/20. (£634,000) represents the estimated in year benefit of the dividend from the business rates pooling arrangement see appendix 6 for details
Transfer from GF as per approved Budget Resolution	(66)	(66)							0	£66,000 - budgeted benefit from the removal of the empty homes discount which is drawn down from the general fund reserves in year 1.
Transfer from GF Balances - In year Supplementary	(522)	(522)							0	£522,000 - Total supplementary requests from General Fund Earmarked Reserves previously approved in 2019/20 by Cabinet.
Total Transfers	1,048	2,105					(331)	(726)	0	
Overall Total Variance	(0)	(50)				0	0	0	(50)	

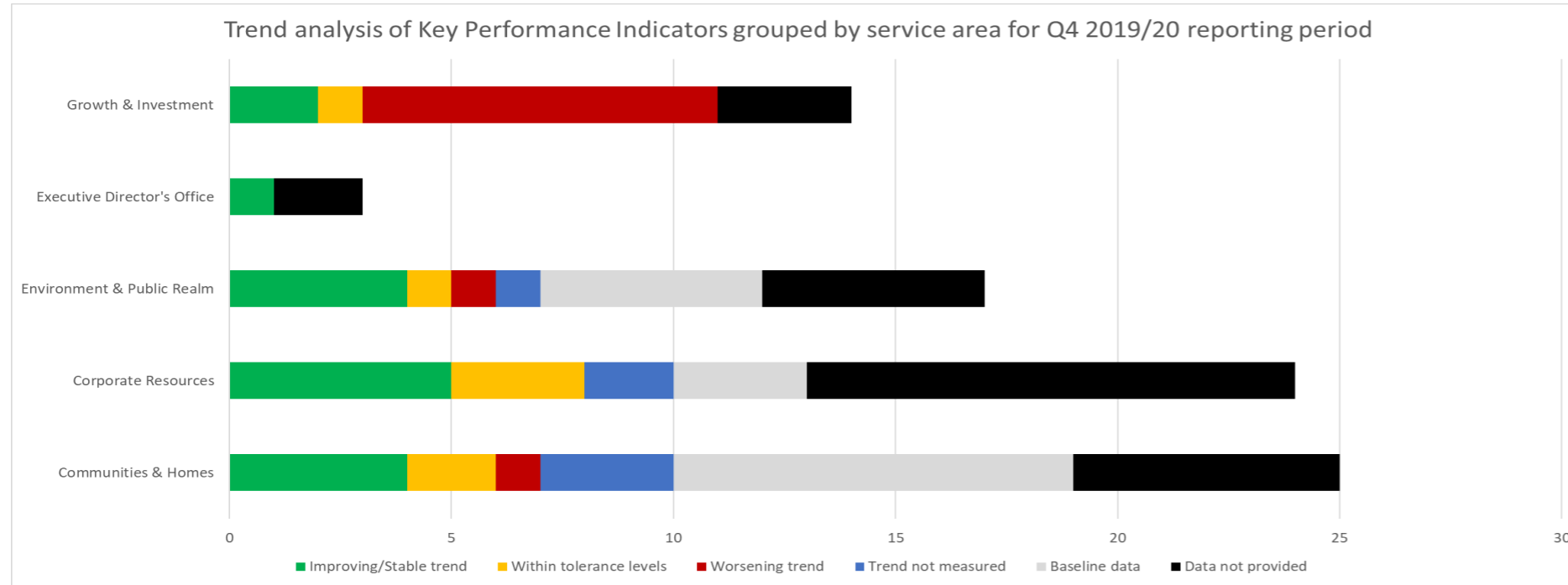
Capital Forecasts - Key variance information										
Portfolio	Current Budget	Total Net Expenditure	Total Expenditure Variance			Pending Supplementary Budget/Virement	Pending Carry forward Requests	Pending Reserve Movement Requests	Revised Total Variance	Key reasons for variances
	£000s	£000s	£000s			£000s	£000s	£000s	£000s	
Growth & Investment	0	19	19			(19)			(0)	Virement from Corporate Property Enhancements to Queens Diamond Jubilee Centre for replacement LED lighting (£0.019m)
Environment & Public Realm	3,224	982	(2,242)				2,886	(602)	42	Carry forward budget requests for Vehicle Purchases (£1.959m) Whitehall Rec Bandstand (£0.193m); Hollowell Way Play Area (£0.56m) and Brownsver Footpaths (£0.100m). Cemetery and Crematorium works (£0.466m) following delays in delivery timetables and ongoing consultation exercises; supplementary budget for capital S106 projects at Long Lawford / Cawston (£0.602m) to be met from external contributions
Communities & Homes	1,317	1,192	(124)				110		(14)	Carry-forward requests for Disabled Facilities Grant (£0.089m) to meet home adaptation projects requirements and ICT Digitalisation (£0.012m) and other minor ICT schemes (£0.010m)
Corporate Resources	763	310	(453)			3	449		(0)	Carry forward of Housing Acquisition Fund - GF Temp Accommodation (£0.294m); Corporate Asset Mgt System for further module development (£0.098m) and minor property enhancement / refurbishment schemes (£0.057m)
Overall Total	5,304	2,503	(2,800)			(16)	3,445	(602)	27	

Performance Monitoring Information

The information has been downloaded directly from the RPMS system.

Appendix 3 contains more detailed information around each Portfolio's Key Performance Indicators. Communities & Homes, Corporate Resources and Environment & Public Realm still have baseline trends for their new measures introduced in the 2019/20 financial year. Please note; There are a few areas where data has not been able to be provided by services and these will be followed up and the data will be made available in the RPMS. The data quality assurance programme for 2019/20 has been completed and the results of this will be presented by the Corporate Assurance & Improvement Manager to the Audit & Ethics Committee.

Councillors have begun to devise their own personalised performance dashboards within the Rugby Performance Management System (RPMS) and these are bespoke to the particular needs or interests of the Councillor. If you have not yet created your own dashboard then please get in touch with the Corporate Assurance & Improvement team on the email below. If you would like training on the RPMS and interpreting data then please contact rpmsupport@rugby.gov.uk to arrange a session that suits you. This can be during core hours or with at least a week's advanced notice after core hours.



Appendix 2- Cabinet Summary at Final Outturn 2019/2020 - Housing Revenue Account (HRA)

Revenue Outturn - Key variance info

Service	Current Budget	Total Net Expenditure	Employee Variance	Running Cost Variance	Income Variance	Supplementary Budget /Virement	Pending Carryforward Requests	Pending Reserve Movement Requests	Total Variance	Reason for variance
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Rent income from dwellings	(15,658)	(15,046)	0	0	612	0	0	0	612	
Rent income from land and buildings	(138)	(106)	0	0	31	0	0	0	31	
Charges for services	(1,047)	(987)	0	0	60	0	0	0	60	
Contributions towards expenditure	(163)	(256)	0	0	(93)	0	0	0	(93)	
Total Income	(17,006)	(16,395)	0	0	611	0	0	0	611	An income shortfall of £0.611m predominantly related to the decant of properties at the Rounds Gardens site. As at 20th April 2020, 135 flats and low-level properties are empty. It is anticipated that all properties at the site will be vacated by 31 March 2022 but the timing of the decant process will be driven by variable dynamic factors including the availability and suitability of alternative accommodation for tenants, particularly in light of the COVID-19 pandemic. This variance also includes a higher than budget void of 57 properties as at 31 March compared to the budgeted 1% (approximately 38 properties).
Transfer to Housing Repairs Account	3,769	3,769	0	0	0	0	0	0	0	
Supervision & Management	5,722	5,632	0	(90)	0	0	0	0	(90)	Biart Place security has been reduced to 4 visits per day from June 2019
Rent, rates, taxes and other charges	5	10	0	5	0	0	0	0	5	
Depreciation and impairment	2,075	3,200	0	1,125	0	0	0	0	1,125	The difference between the actual charge for depreciation and the estimate is offset via a contribution from the Major repairs reserve (see below)
Debt management costs	24	88	0	64	0	0	0	0	64	
Provision for bad or doubtful debts	61	118	0	57	0	0	0	0	57	
Total Expenditure	11,656	12,817	0	1,161	0	0	0	0	1,161	
HRA share of CDC costs	224	224	0	0	0	0	0	0	0	
Net cost of HRA services	(5,125)	(3,354)	0	1,161	611	0	0	0	1,772	
Interest payable and similar charges	1,532	1,507	0	(25)	0	0	0	0	(25)	
Interest and Investment Income	(171)	(491)	0	(320)	0	0	0	0	(320)	Additional investment income attributable to the HRA on revised interest rates obtained on investments and levels of cash-backed balances in 2019/20.
Net Operating expenditure	(3,765)	(2,339)	0	816	611	0	0	0	1,426	
Contributions to (+) / from (-) reserves	52	(1,479)	0	(1,531)	0	0	0	0	(1,531)	
Revenue Contributions to Capital Expenditure	3,713	3,817	0	104	0	0	0	0	104	As part of rent setting for 2019/20 Council agreed to a recommendation that £3.713m previously set aside for the repayment of debt within the HRA medium term financial plan is now utilised as Revenue Contributions to Capital Expenditure. After accounting adjustments, £3.817m will be set aside to bolster HRA Capital investment balances providing initial financing for the multi-storey flats' redevelopment sites.
(Surplus) / Deficit for the Year on HRA Services	0	(0)	0	(611)	611	0	0	0	(0)	

Capital Outturn - Key variance info


Service	Original Budget	Total Net Expenditure	Total Variance			Pending Supplementary / Virement / Carry Forward	Pending Carryforward / Broughtforward Requests	Pending Reserve Movement Requests	Total Variance	Comments
	£000s	£000s	£000s			£000s	£000s	£000s	£000s	
Housing Management System	404	73	(331)				331		(0)	Carry forward to 2020/21 for implementation of further Housing management system modules
Property Repairs Team Vehicle	300	0	(300)				300		0	Carry forward to 2020/21 for delivery of new Property Repairs Services vehicles (summer 2020)
Lifeline Renewal Programme	67	33	(34)				34		0	Carry forward to 2020/21 for continuing stock replenishment / move to digital receivers
Disabled Adaptations	278	323	45				0		45	
Kitchen Modifications	109	62	(47)				47		0	Carry forward to 2020/21 for outstanding installation (tenant refusals)
Heating Upgrades	869	1,181	312				(312)		0	Brought forward expenditure from 2020/21 budget allocation to match revised expenditure profile of overall scheme
Fire Risk Prevention Works	68	72	4				0		4	
Rewiring	0	87	87				0		87	Full rewire works following voids inspections
Finlock Gutter Improvements	57	3	(54)				54		0	
Rebuilding Retaining Walls	50	11	(39)				39		0	
Roof Refurbishment - Lesley Souter House	70	0	(70)				70		0	
Replacement Footpaths	20	0	(20)				20		0	
Door Security Systems	292	273	(19)				19		0	
Electrical Upgrades - Community Rooms	36	0	(36)				36		0	
LED lighting	37	21	(16)				16		0	
Bathroom Modifications	222	373	151				(151)		0	Brought forward expenditure from 2020/21 budget allocation to match revised expenditure profile of overall scheme
Patterdale sheltered scheme improvements	70	33	(37)				37		0	
Purchase of Council Houses	10,243	2,689	(7,554)			(930)	8,483		(0)	Carry forward to 2020/21 to profile funding for the Housing Acquisitions Fund into Year 2 of the programme;
Cawston Meadows Houses	1,756	826	(930)			930			0	Acquisition programme now complete. Residual budget to be transferred to primary Purchase of Homes budget (see above)
Rugby Gateway - Bloor Homes	675	631	(44)				44		0	Acquisition programme now complete. Residual budget to be returned to balances less retention fees.
Rugby Gateway - Cala Homes	0	0	0				0		0	Budget of £0.434m carry forward to 2020/21 to reflect delivery schedule.
Energy Efficiency Phase 2	900	0	(900)				0		(900)	Government subsidy has been withdrawn from this scheme (External Wall Insulation). A revised business case will be presented at a later date.
Housing Window Replacement	60	26	(34)				34		0	
Carbon Management Plan (HRA)	12	10	(2)				0		(2)	
Rounds Gardens Capital	955	891	(64)				64		0	The budget for survey and design works costs has been reprofiled as project timelines are reviewed. Further revisions are likely as scheme options are presented to members for approval. The forecast outturn for 2019/20 provides provision for a further 30 decants prior to March 31 2020.
Fire Alarms at Rounds Gardens	179	80	(99)				0		(99)	Scheme now complete. Residual budget to be returned to capital investment balances.
Biart Place - Capital	1,533	399	(1,134)				1,134		(1)	
Biart Place Demolition	2,870	787	(2,083)				2,083		0	The specialist deconstruction contract will entail works spanning financial years 2019/20 and 2020/21.
Garage Site HRA	48	71	23				(23)		0	Budget brought forward from 2020/21 for consultancy and associated costs reviewing schemes.
Bell House Redevelopment	40	49	9				(9)		0	
Strategic Land Acquisition	0	11	11				0		11	Capitalised repair works at Victoria House, Albert Street
Overall Total	22,221	9,016	(13,205)			0	12,349	0	(856)	

Performance Appendix Q4 2019/202

Trend Key


	Improving/Stable trend
	Within tolerance levels
	Worsening trend
N/A	Trend is not measured
BASELINE	This is baseline data

Communities & Homes Service

Performance Indicator	Service Area	Current Value		Trend
Number of affordable homes delivered	Community & Projects	Q4 2019/20	63	
		Q3 2019/20	81	
		Q4 2018/19	91	

Latest Note

Acquisitions by RBC - 6, Registered Providers delivery - 56 Properties

Performance Indicator	Service Area	Current Value		Trend
Number of homeless preventions and reliefs made by Rugby Borough Council	Community Advice and Support Team	Q4 2019/20	125	
		Q3 2019/20	130	
		Q4 2018/19	120	

Latest Note

The team continues to work with clients and implement the requirements of the Homelessness Reduction Act, this will at times be more or less successful depending on the circumstances of the client

Performance Indicator	Service Area	Current Value		Trend
Number of households where homeless preventions and reliefs have not been possible that RBC have a duty to rehouse	Community Advice and Support Team	Q4 2019/20	64	N/A
		Q3 2019/20	63	
		Q4 2018/19	20	

Latest Note

The number of main duty acceptances has increased. There are some cases for whom it has not been possible to provide a prevention or relief solution. When this happens we are obliged to provide a main duty decision. These households are invariably housed in social housing.

Performance Indicator	Service Area	Current Value		Trend
Number of households in Bed & Breakfast at the end of Quarter	Community Advice and Support Team	Q4 2019/20	2	N/A
		Q3 2019/20	4	
		Q4 2018/19	3	


Latest Note

The use of bed and breakfast accommodation remains low and reflects the Councils strategy to provide good quality alternative interim accommodation.

Performance Indicator	Service Area	Current Value		Trend
Number of households in other types of temporary accommodation	Community Advice and Support Team	Q4 2019/20	175	N/A
		Q3 2019/20	138	
		Q4 2018/19	142	

Latest Note

There has been a slight decrease in occupation of interim accommodation but there continues to be high demand for homelessness services. This is the case both locally and nationally.

Performance Indicator	Service Area	Current Value		Trend
Benefits - average end to end time for claims (days)	Community Advice and Support Team	March 2020	30.97	
		February 2020	35.08	
		January 2020	37.27	

Latest Note

Performance Indicator	Service Area	Current Value	Trend
Percentage of employees at Rugby Borough Council identifying as disabled	Equality & Diversity	2019/20	23.00% BASELINE
Latest Note			

Performance Indicator	Service Area	Current Value	Trend
Percentage of residents identifying as disabled within the Borough of Rugby	Equality & Diversity	2019/20	16.10% BASELINE
Latest Note			

Performance Indicator	Service Area	Current Value	Trend
Percentage of employees at Rugby Borough Council who identify as male	Equality & Diversity	2019/20	51.90% BASELINE
Latest Note			

Performance Indicator	Service Area	Current Value	Trend
Percentage of employees at Rugby Borough Council who identify as female	Equality & Diversity	2019/20	48.08% BASELINE
Latest Note			

Performance Indicator	Service Area	Current Value	Trend
Percentage of employees at Rugby Borough Council in the age bracket 15-24	Equality & Diversity	2019/20	4.24% BASELINE
Latest Note			

Performance Indicator	Service Area	Current Value	Trend
Percentage of employees at Rugby Borough Council in the age bracket 25-44	Equality & Diversity	2019/20	40.61% BASELINE
Latest Note			

Performance Indicator	Service Area	Current Value	Trend
Percentage of employees at Rugby Borough Council in the age bracket 45-59	Equality & Diversity	2019/20	43.23% BASELINE
Latest Note			

Performance Indicator	Service Area	Current Value	Trend
Percentage of employees at Rugby Borough Council in the age bracket 60-64	Equality & Diversity	2019/20	9.09% BASELINE
Latest Note			

Performance Indicator	Service Area	Current Value	Trend
Percentage of employees at Rugby Borough Council in the age bracket 65+	Equality & Diversity	2019/20	2.83% BASELINE
Latest Note			

Performance Indicator	Service Area	Current Value	Trend
Proportion of current rent arrears caused by Universal Credit	Housing Management & Tenancy Sustainment	Q4 2019/20	47%
		Q3 2019/20	36.6%
		Q4 2018/19	48%
Latest Note			

There is a notable increase in this percentage in comparison with last month. This is attributed to the DWP payment schedule, the data being used for the report having no validation in with regard to customers still being on UC or that they are all HRA customers. This is also the percentage that UC arrears make up of all housing related debt. Our intention is to split our reporting around arrears and housing related debt out further in the coming financial year to give a more holistic and detailed view.

Performance Indicator	Service Area	Current Value		Trend
Average number of days to allocate void property	Housing Management & Tenancy Sustainment	March 2020	13	
		February 2020	23.46	
		January 2020	30.5	

Latest Note

In March a total of 14 properties were let of which 11 were temporary / PSL accommodation. Due to the impact of COVID 19 only 6 general needs properties were let until 13th March when it was agreed that it was not appropriate to ask people to move. We have continued to allocate properties when they have become available but will see a significant impact on days to allocate in the next few months.

Performance Indicator	Service Area	Current Value		Trend
Average void rent loss	Housing Management & Tenancy Sustainment	March 2020	£459	
		February 2020	£906	
		January 2020	£982	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
Current position of rent arrears	Housing Management & Tenancy Sustainment	Q4 2019/20	£843,959	
		Q3 2019/20	£1,140,470	
		Q4 2018/19	£920,238	

Latest Note

Whilst this is still a significant amount of debt it is £76k less than our year end figure last year. This also includes all TEMP arrears, court costs and overpayments. The total of HRA arrears is £647,607.

Performance Indicator	Service Area	Current Value		Trend
Service Delivery Metric: Number of tickets	Information & Communications Technology	Dec-19	1,090	Improving

Latest Note

Q4 2019/20 data not able to be provided

Performance Indicator	Service Area	Current Value		Trend
Service Delivery Metric: Average resolution time of Service Delivery Team Tickets (1st fix)	Information & Communications Technology	Dec-19	2.24	Getting Worse

Latest Note

Q4 2019/20 data not able to be provided

Performance Indicator	Service Area	Current Value		Trend
Service Delivery Metric: Average resolution time of all IT services tickets	Information & Communications Technology	Dec-19	5.56	Getting Worse

Latest Note

Q4 2019/20 data not able to be provided

Performance Indicator	Service Area	Current Value		Trend
Service Delivery Metric: Customer satisfaction	Information & Communications Technology	Dec-19	48%	Getting Worse

Latest Note

Q4 2019/20 data not able to be provided

Performance Indicator	Service Area	Current Value		Trend
Critical systems downtime	Information & Communications Technology	Q3 2019/20	0	No Change

Latest Note

Q4 2019/20 data not able to be provided

Performance Indicator	Service Area	Current Value		Trend
Internet downtime	Information & Communications Technology	Q3 2019/20	0	No Change

Latest Note

Q4 2019/20 data not able to be provided

Corporate Resources Service

Performance Indicator	Service Area	Current Value		Trend
Total number of insurance claims	Corporate Assurance & Improvement	2019/20	25	BASELINE
		2018/19	22	

Latest Note

The data shows there has been a substantial, and sustained, reduction in claims over recent years. This is due to effective management of the risk of claims and an increase in the use of technology.

Performance Indicator	Service Area	Current Value		Trend
The % of total suppliers 'In Scope'	Procurement Services	Q3 2019/20	10.11%	BASELINE
		Q2 2019/20	19.9%	
		Q1 2019/20	18.7%	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
The % of total spend with suppliers 'In Scope'	Procurement Services	Q3 2019/20	81.11%	BASELINE
		Q2 2019/20	86.09%	
		Q1 2019/20	77.08%	

Latest Note

Although there is a 5% drop from Q2 the value is still 4% higher than when data started being recorded for this indicator in Q1 2019/20

Latest Note

Performance Indicator	Service Area	Current Value		Trend
Number of working days lost due to long term sickness absence	Human Resources	Q4 2019/20	473	
		Q3 2019/20	467	
		Q4 2018/19	791	

Latest Note

Although slightly higher than last quarter it is a significant improvement on the same period last in 2018/19.

Performance Indicator	Service Area	Current Value		Trend
Number of working days lost due to short term sickness absence	Human Resources	Q4 2019/20	652	
		Q3 2019/20	817	
		Q4 2018/19	934	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
Number of staff (Headcount)	Human Resources	March 2020	495	N/A
		February 2020	491	
		January 2020	483	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
Number of staff full time equivalents (FTE)	Human Resources	March 2020	454.81	N/A
		February 2020	451.47	
		January 2020	442.05	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
% of Staff turnover	Human Resources	Q4 2019/20	10.64%	
		Q3 2019/20	12.30%	
		Q4 2018/19	13.10%	

Latest Note

Public Sector median for employee turnover is 17.9%. Our employee turnover is low currently as there have been no major restructures recently.

Performance Indicator	Service Area	Current Value	Trend
Number of recruitment applicants aged under 30 years	Human Resources	2019/20	384 BASELINE
Latest Note			

Performance Indicator	Service Area	Current Value	Trend
Number of internal promotions	Human Resources	2019/20	10 BASELINE
Latest Note			


Performance Indicator	Service Area	Current Value	Trend
Number of training courses run internally	Human Resources	2019/20	1506 BASELINE
Latest Note			
These are training places (not whole courses)			

Performance Indicator	Service Area	Current Value	Trend
Number of recruitment vacancies filled	Human Resources	2019/20	73 BASELINE
Latest Note			

Performance Indicator	Service Area	Current Value	Trend
Number of flexible working requests approved	Human Resources	2019/20	36 BASELINE
Latest Note			


Performance Indicator	Service Area	Current Value	Trend
Number of disciplinary cases	Human Resources	Q4 2019/20	13 BASELINE
Latest Note			


Performance Indicator	Service Area	Current Value	Trend
Number of grievances including bullying, harassment and recruitment complaints.	Human Resources	Q4 2019/20	6 BASELINE
Latest Note			

Performance Indicator	Service Area	Current Value	Trend
Tenant feedback on the Oneserve repairs survey as a % responding as satisfied or better.	Property Repairs Services	March 2020 94% February 2020 83% January 2020 85%	
Latest Note			


Performance Indicator	Service Area	Current Value	Trend
Number of repairs appointments made	Property Repairs Services		
Latest Note			
Baseline data unable to be provided			

Performance Indicator	Service Area	Current Value	Trend
Number of repairs appointments kept	Property Repairs Services		
Latest Note			
Baseline data unable to be provided			


Performance Indicator	Service Area	Current Value	Trend
Average number of days to complete a repair	Property Repairs Services	March 2020 February 2020 January 2020	6 
Latest Note			

Performance Indicator	Service Area	Current Value		Trend
Energy Efficiency of Housing Stock	Property Services	2019/20	68	
		2018/19	68	

Latest Note

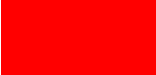
Performance Indicator	Service Area	Current Value		Trend
% of Council Tax collected	Revenues Services	Q4 2019/20	96.7%	
		Q3 2019/20	86.7%	
		Q4 2018/19	98.1%	

Latest Note


Performance Indicator	Service Area	Current Value		Trend
Percentage of Non-domestic Rates collected	Revenues Services	Q4 2019/20	98.9%	
		Q3 2019/20	85.5%	
		Q4 2018/19	99.0%	

Latest Note

Environment & Public Realm Service

Performance Indicator	Service Area	Current Value		Trend
% of local deceased usage through Rainsbrook Crematorium	Bereavement Services	Q4 2019/20	22.67%	
		Q3 2019/20	62.64%	
		Q4 2018/19	47.63%	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
% of premises within the Rugby Borough that have attained the Food Hygiene Rating 5	Commercial Regulation	Q4 2019/20	70.1%	
		Q3 2019/20	70%	
		Q4 2018/19	68.8%	

Latest Note


Performance Indicator	Service Area	Current Value		Trend
% of premises within the Rugby Borough that have attained the Food Hygiene Rating 4 and above	Commercial Regulation	Q4 2019/20	86.9%	
		Q3 2019/20	86.9%	
		Q4 2018/19	83.9%	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
% of premises within the Rugby Borough that have attained the Food Hygiene Rating 3 and above	Commercial Regulation	Q4 2019/20	93.1%	
		Q3 2019/20	94.1%	
		Q4 2018/19	91.8%	

Latest Note

There is a 1% decrease in the data. This is not significant as it represents a very small number of food premises

Performance Indicator	Service Area	Current Value		Trend
Number of volunteer hours on RBC green space	Parks and Open Spaces	2019/20	15,765	
		2018/19	11,727	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
Number of trees planted on RBC green space	Parks and Open Spaces	2019/20	113	
		2018/19	100	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
Number of Green Flags awarded	Parks and Open Spaces	2019/20	5	
		2018/19	5	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
Percentage of household waste sent for reuse, recycling and composting	Refuse & Recycling	Q4 2019/20	45.6%	N/A
		Q3 2019/20	41.1%	
		Q2 2019/20	39.5%	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
Total number of bin collections	Refuse & Recycling	Q4 2019/20	688,200	BASELINE
		Q3 2019/20	685,500	
		Q2 2019/20	684,225	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
Number of Missed Refuse Bins	Refuse & Recycling	Q4 2019/20	169	BASELINE
		Q3 2019/20	147	
		Q2 2019/20	213	

Latest Note

Source; Contact centre (Debbie M)

Performance Indicator	Service Area	Current Value		Trend
Number of Missed Recycling Bins	Refuse & Recycling	Q4 2019/20	165	BASELINE
		Q3 2019/20	187	
		Q2 2019/20	201	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
Number of Missed Green Waste Bins	Refuse & Recycling	Q4 2019/20	105	BASELINE
		Q3 2019/20	71	
		Q2 2019/20	111	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
% of contamination in collected recycling	Refuse & Recycling	Q4 2019/20	13.26%	BASELINE
		Q3 2019/20	12.5%	
		Q2 2019/20	12.5%	

Latest Note

adjusted down based on revised tonnage and contamination information

Performance Indicator	Service Area	Current Value		Trend
Number of tagged contaminated recycling bins	Refuse & Recycling	Q4 2019/20	163	BASELINE
		Q3 2019/20	3420	
		Q2 2019/20	3213	

Latest Note

This is based on the daily reports from the recycling collection crew. Reporting still remains an area that requires a lot of consideration

Performance Indicator	Service Area	Current Value	Trend
Number of Complaints	Refuse & Recycling	Q4 2019/20	33
		Q3 2019/20	29
		Q4 2018/19	38

Latest Note

Although Q4 has seen a slight rise in complaints since last quarter the number is down from the same period last year.

Performance Indicator	Service Area	Current Value	Trend
Bulky Waste Complaints	Refuse & Recycling	Q4 2019/20	6
		Q3 2019/20	11
		Q4 2018/19	1

Latest Note

Performance Indicator	Service Area	Current Value	Trend
Number of members of the public recorded in an accident	Safety & Resilience Team	Q4 2019/20	3
		Q3 2019/20	4
		Q4 2018/19	11

Latest Note

Executive Director's Office

Performance Indicator	Service Area	Current Value	Trend
Number of data breaches reported to the Information Commissioner's Office (ICO)	Communications, Consultation & Information	Q3 2019/20	0
		Q2 2019/20	0

Latest Note

Q4 data unavailable to be provided

Performance Indicator	Service Area	Current Value	Trend
Member attendance at Committee meetings	Democratic Services	March 2020	92.85%
		February 2020	83.3%
		January 2020	87.9%

Latest Note

Please note that only two meetings were held in March due to the COVID19 crisis.

Performance Indicator	Service Area	Current Value	Trend
Electoral registrations within the borough of Rugby as a percentage of eligible population	Electoral Services	2019/20	98%
		2018/19	97%

Latest Note

Growth & Investment Service

Performance Indicator	Service Area	Current Value	Trend
Benn Hall overall income	Benn Hall	Q4 2019/20	£35,683.65
		Q3 2019/20	£68,765.99
		Q4 2018/19	£46,580.90

Latest Note

There is always a drop in overall income during Q4, the last time it was this low was back in 2016/17

Performance Indicator	Service Area	Current Value	Trend
Average end to end time for Land Charge Searches (in days)	Development & Enforcement	March 2020	8.52
		February 2020	4.4
		January 2020	3.22

Latest Note

The average end to end time for Land Charges Searches increased significantly this month and was higher than target as the Land Charges Officer, along with the rest of the Planning department, was asked to work from home for 12 weeks from 17th March due to the Coronavirus pandemic. Following this, searches could not be completed for approximately 3 to 4 days due to IT issues and a backlog of emails to be caught up with once these had been resolved. Also, even with the IT issues resolved searches take longer to complete from home due to only having one screen to work from and lack of access to hard copy maps in the office. The Land Charges Officer also has additional work to do now as Personal Search results now have to be emailed out on request as companies can not carry these out themselves. The Land Charges Officer was out of the office for 4 days in March due to annual leave and the annual Land Charges conference.

Please note the Government has set an expectation that all local authorities respond to search requests within 10 working days.

Performance Indicator	Service Area	Current Value		Trend
Percentage of major planning applications determined within statutory time frame	Development & Enforcement	Q4 2019/20	100%	
		Q3 2019/20	100%	
		Q4 2018/19	100%	

Latest Note

-Ref designation report 6 out of 6 major planning applications were determined within the statutory time frame

Performance Indicator	Service Area	Current Value		Trend
Percentage of non-major planning applications determined within statutory time frame	Development & Enforcement	Q4 2019/20	94%	
		Q3 2019/20	93%	
		Q4 2018/19	90%	

Latest Note

-Ref designation report 163 out of 173 non-major planning applications were determined within the statutory time frame

The main cause for any reduction in performance on this measure is when either the time frame exceeded and the applicants are willing to grant the Local Planning Authority an extension of time to determine the application. The Government designation target for this threshold is 70%. It can be seen from the data that Rugby Borough Council are well in excess of this threshold.

Performance Indicator	Service Area	Current Value		Trend
The number of new homes built within the year.	Development Strategy	2018/19	939	

Latest Note

Reported in arrears. 2019/20 data to be included in the Authority Monitoring Report to be published December/January.

Significant increase compared to previous year as development of strategic allocated sites has progressed.

Performance Indicator	Service Area	Current Value		Trend
No. of visits to Rugby Art Gallery & Museum in person	Art Gallery, Museum, Visitor Centre & Hall of Fame	March 2020	1,880	
		February 2020	5,779	
		January 2020	3,322	

Latest Note

As well as an obvious drop in footfall due to the COVID-19 crisis, March usually shows a fall in visits compared to February.

Performance Indicator	Service Area	Current Value		Trend
No. of visits to the Hall of Fame in person	Art Gallery, Museum, Visitor Centre & Hall of Fame	March 2020	168	
		February 2020	385	
		January 2020	293	

Latest Note

-Significantly lower numbers due to building lockdown following the Coronavirus outbreak. All group visits cancelled.

Performance Indicator	Service Area	Current Value		Trend
Leisure Centre Visits	Sport & Recreation	Q4 2019/20	166,668	
		Q3 2019/20	147,508	
		Q4 2018/19	180,908	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
Total grants income from external funding	Sport & Recreation	H2 2019/20	£131,572.00	
		H1 2019/20	£188,107.00	
		H2 2018/19	£161,860.00	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
Number of participants - Family Weight Management	Sport & Recreation	Q4 2019/20	20	
		Q3 2019/20	222	
		Q4 2018/19	483	

Latest Note

The programme transferred to a new provider and Quarter 4 was used for programme development and redesign. Minimal group delivery with small trials of new delivery methods

Performance Indicator	Service Area	Current Value		Trend
Visitor Centre overall retail sales	Visitor Centre	Q4 2019/20	£4,238.02	
		Q3 2019/20	£15,575.33	
		Q4 2018/19	£48,573.21	

Latest Note

Performance Indicator	Service Area	Current Value		Trend
Visitor Centre online retail sales - excl. Hall of Fame	Visitor Centre	Q4 2019/20	£8.10	
		Q3 2019/20	£5,677.94	
		Q4 2018/19	£669.10	

Latest Note

-There is a further amount of £ 109.89 which was not paid through the till and banked due to the rapidly evolving course of events which brought us to close down on 20th March. As per Financial Services' advice, the amount is currently being held in our PayPal account. This figure will be added to Q1 20-21.

Performance Indicator	Service Area	Current Value		Trend
Visitor Centre count of enquiries	Visitor Centre	Q4 2019/20	3,511	
		Q3 2019/20	4,293	
		Q4 2018/19	4,925	

Latest Note

Significant drop due to COVID-19 outbreak. Closed from 20th March, only a few customer visited from week beginning 16th March. 4 group visits cancelled.

N.B: figures between 15-19 March are an estimate based on number of transactions.

Performance Indicator	Service Area	Current Value		Trend
Visitor Centre count of International Visitors	Visitor Centre	Q4 2019/20	151	
		Q3 2019/20	253	
		Q4 2018/19	334	

Latest Note

Significant drop due to COVID-19 outbreak. Closure implemented from 20th March meant cancellation of 4 group visit from the US and Canada.

N.B: figures between 15-19 March are an estimate based on Hall of Fame bookings details.

Performance Indicator	Service Area	Current Value		Trend
Visitor Centre overall sales - Hall of Fame	Visitor Centre	Q4 2019/20	£3,400.22	
		Q3 2019/20	£4,458.83	
		Q4 2018/19	£6,891.76	

Latest Note

General Fund Service Carryforwards 2019/20

Appendix 4

Portfolio	Service	Proposed Carry Forward (£000s)	Description
Communities & Homes	Community Grants	42	Grants are allocated by the Grants Working Party each year, requests relates to grants awarded but yet to paid as conditions may not yet of been reached or claimed by the organisations
	Portfolio Total	42	
Corporate Resources	Resources	8	Fire Marshall Training - not possible to run in 2019/20 due to high level of other internal training being carried out. £144 x 80 people.
	Portfolio Total	8	
Environment & Public Realm	Waste Collection & Recycling	204	MRF initial setup costs- funds required for agreed partner contributions in 2020/21
Environment & Public Realm	Car Parks & Parking	25	Delay in Installation of Car Park charging points- this was requested in the 2019/20 Resolution but has not yet been carried out. Bid with WCC no longer in place but discussions with Corporate Property to complete internally.
Environment & Public Realm	Safety & Resilience	14	Required for health and safety adaptations identified as part of an audit; work has been identified but some are still in the process of being completed
	Portfolio Total	243	
Growth & Investment	Economic Development	24	Salary underspend from the Economic Development manager post to be used to fund the Funding Officer for one year
Growth & Investment	Leisure Grants	14	Grants are allocated by the Grants Working Party each year, the carry forward relate to grants awarded but yet to paid as conditions may not yet of been reached or claimed by the organisations
	Portfolio Total	38	
	Grand Total	331	

General Fund (GF) & HRA Reserves and Balances

	Balance at 1st April 2019	Outturn Actual transfers in/out	Balance at 31st March 2020	Net Transfers in Year 2020/21	Net Transfers in Year 2021/22	Net Transfers in Year 2022/23	Net Transfers in Year 2023/24	Balance at 31st March 2024	Description and Comments
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Gen Fund Revenue Acc (Note 1)	(2,253)	(3)	(2,256)	1,739	250	250	17	0	This is set aside to meet non expected emergency risks. (There is a total risk of £1,523k for 2023/24 of which £1,506k is not being met from existing general fund reserves).
Corporate Reserves									
Business Rates Equalisation Reserve (Note 1)	(1,716)	(1,931)	(3,647)	(2,112)	3,569	546	522	(1,122)	To help mitigate the anticipated reduction in funding from business rates reset and fair funding in future years
Budget Stability Reserve (Note 1)	(2,145)	(350)	(2,495)	1,368	1,127	0	0	(0)	Assists the mitigation of in year volatility in the budget. (There is a total risk of £2,773k in 2021/22 and future years which are not being met from existing reserves).
GF Revenue Carry Forward Reserve	(125)	(206)	(331)	331	0	0	0	0	This reflects the carryforward requests into 2020/21 as per the Carry forward Appendix.
Subtotal Corporate Reserves	(3,985)	(2,487)	(6,473)	(413)	4,696	546	522	(1,122)	
Grants and S106 Contributions									
Non-Conditional Revenue Grants	(585)	176	(409)	0	0	0	0	(409)	Grants received that have not been utilised and held in reserves until cost incurred and conditions are met.
Revenue Section Agreements	(1,153)	1	(1,152)	149	0	0	0	(1,003)	For existing and future section 106 schemes in place and will be utilised as costs are incurred.
Insurance / RM Reserve	(30)	20	(10)	0	0	0	0	(10)	Insurance premium rebates from reductions held here to support future volatility.
Subtotal - Organisation Wide Reserves	(1,768)	197	(1,571)	149	0	0	0	(1,422)	
HoF Licence Reserve	(300)	0	(300)	300	0	0	0	0	Linked to MRP of the project plan. These monies are held to account for timing differences between budgeted and actual licence payments.
Acquisition Reserve (AG/M)	(3)	(6)	(9)	3	0	0	0	(6)	For the purchase of Artworks for the RAGM.
Town Centre Improvement Reserve	(325)	(2)	(327)	316	11	0	0	(0)	For the town centre strategy and match funding.
Subtotal - Growth and Investment	(629)	(8)	(636)	619	11	0	0	(6)	
CIPFA Training Reserve	(38)	7	(30)	2	2	3	0	(23)	To use for future CIPFA training.
Corporate Assurance Training Reserve	(6)	1	(5)	0	0	0	0	(5)	To use for future training.
Warwickshire Consortium Reserve	(2)	0	(2)	0	0	0	0	(2)	Monies held for Warwickshire Wide Training joint working.
STW Pensions Reserve	(86)	0	(86)	0	0	0	0	(86)	This relates to a potential liability for outstanding amounts.
Energy Efficiency Investment Fund	(45)	(20)	(65)	(20)	(20)	0	0	(105)	Efficiency funds from existing schemes to be used to promote and develop further energy efficiency measures.
Subtotal - Corporate Resources	(176)	(11)	(188)	(18)	(18)	3	0	(221)	
Digitalisation & Trading Reserve	(123)	102	(21)	0	0	0	0	(21)	To contribute towards projects which are improving the way we work and bringing in new technology to improve processes.
IT Equipment Reserve	(10)	10	0	0	0	0	0	0	Residual balance from projects including the council chamber digitalisation work.
Corporate Apprentice Scheme Reserve	(31)	0	(31)	0	0	0	0	(31)	Contribution towards the Corporate Apprentice Scheme.
Woodside Park R & M Reserve	(24)	24	0	(16)	(8)	3	2	(19)	Created for Gypsy and Traveller Site (Woodside Park) to provide additional funding for repairs and maintenance when required or a transfer from the service when repair and maintenance requirements are lower.
Welfare Support Reserve	(500)	61	(439)	(53)	(13)	(13)	(13)	(531)	Only Flexible Homelessness expected to continue post 2020/21.
Welfare Support IT Reserve	(100)	0	(100)	0	0	0	0	(100)	Additional non conditional resources to help fund CAS team (eg Homelessness, staffing, SWEP payments).
Subtotal - Communities and Homes	(787)	197	(591)	(69)	(21)	(10)	(11)	(701)	

General Fund (GF) & HRA Reserves and Balances

	Balance at 1st April 2019	Outturn Actual transfers in/out	Balance at 31st March 2020	Net Transfers in Year 2020/21	Net Transfers in Year 2021/22	Net Transfers in Year 2022/23	Net Transfers in Year 2023/24	Balance at 31st March 2024	Description and Comments
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Works Services Unit operational reserve	(320)	320	0	0	0	0	0	0	Reserve to be used fully in 19/20 for pressures in the Refuse service, Works service unit and Corporate Property Service.
Emergency Climate Reserve	0		0	(333)	167	166	0	0	To support the work on the Climate Change emergency- as approved at Full Council in February 2020.
Hackney Carriages Reserve	(59)	0	(59)	0	0	0	0	(59)	Licenses are cyclical- therefore rather than increase and decrease budgets every 3 years, reserve is used to assist with in year volatility.
Crematorium Replacement Reserve	(40)	(10)	(50)	(15)	(15)	(15)	(15)	(110)	For planned long-term replacement of the cremators.
Crematorium Cameo Reserve	(12)	(14)	(26)	(2)	(2)	(2)	(2)	(34)	Monies held for future investment in memorialisation.
Environmental Crimes Reserve	(14)	(5)	(19)	0	0	0	0	(19)	Ring-fenced surplus from Environmental Crime Fixed Penalty Notices. This income can only be used for related educational or preventative works.
Licensing Reserve	(32)	7	(25)	0	0	0	0	(25)	Over-achievement of income, to be used to mitigate budget volatility in future years.
Waste Reserve	(48)	0	(48)	0	0	0	0	(48)	Created to help fund any unexpected pressures in future years, mainly Gate Fees which may increase depending on usage/tonnages.
Land Drainage Reserve	(16)	(8)	(24)	2	2	2	2	(16)	To response to emergency drainage solutions.
Graves In Perpetuity	(11)	0	(11)	11	0	0	0	0	For use in Cemeteries service.
HMO License Reserve	(44)	10	(34)	16	12	0	(44)	(50)	Income received in Y1 for a 5 year licence- and will be used to fund the HMO officer over the period
Subtotal - Environment and Public Realm	(597)	300	(296)	(321)	164	151	(59)	(361)	
Total Earmarked Reserves	(7,943)	(1,812)	(9,755)	(53)	4,832	690	452	(3,834)	
TOTAL General Fund Reserves	(10,196)	(1,815)	(12,011)	1,686	5,082	940	469	(3,833)	

Note 1 - This include impact of the Risk Assessment where funds available.

Housing Revenue Account Balances	(5,085)	0	(5,085)	0	0		0	(5,085)	The level of the HRA Revenue balance was re-assessed in light of the unprecedented requirements arising from the redevelopment of the high rise sites in 2018/19 and in considering potential risks arising from the Council's capacity to manage in-year budget pressures and the wider reform and regulatory environment
HRA Balances (Capital)	(15,854)	1,395	(14,459)	10,544	1,009	1,042	(983)	(2,847)	Amounts set aside for capital investment in prior years to fund new build, estate regeneration and other works, for example, upgrades to the Housing Management System software.
Housing Repairs Account	(1,021)	215	(806)	0	0	0	0	(806)	To mitigate the risks associated with cyclical and responsive repairs over time.
Sheltered Housing Rent Reserve	(160)	(52)	(212)	(52)	(52)	(52)	(52)	(420)	Following introduction of 1% rent cut in 2016/17, exemption from the policy was granted for one year for sheltered accommodation. Special Council on 1st March 2016 therefore recommended that rents for properties in this group were frozen and the subsequent difference in rent charged set aside to an earmarked reserve. The impact in 2019/20 is £52,050.
HRA Major Repairs Reserve	(2,544)	355	(2,190)	1,038	604	(1,178)	(1,235)	(2,961)	The Major Repairs Reserve (MRR) reflects the need to replace major components as they wear out. This funding, together with previous allocations of supported borrowing and revenue contributions, has enabled the Council to maintain the housing stock in a good condition.
Subtotal - HRA	(19,578)	1,912	(17,667)	11,530	1,561	(188)	(2,270)	(7,034)	

Movement in General Fund Earmarked Reserves 2019/20

Reserve	Opening Balance 2019/20	Contribution from Reserves	Contribution (to) Reserves	Transfer to/(from) other reserves	Closing Balance	Description
	£000	£000	£000	£000	£000	
Corporate Reserves						
Business Rates Equalisation Reserve <i>Note 1</i>	(1,716)	126	(2,598)	541	(3,647)	This includes the Budgeted transfer of a net (£1.838m) and in year surplus of (£0.634m) as detailed within the main report. This also includes the transfer of £541,000 following the risk assessment to the General Fund Balances as detailed in Appendix 7.
Budget Stability Reserve	(2,145)	99	(449)	0	(2,495)	This includes the Budgeted transfer of (£0.256m) and in year transfers of £0.099m to cover the cost of the equipment refresh in the leisure centre contract and surplus of (£0.193m) Planning income to help manage potential risks in future years.
GF Revenue Carry Forward Reserve	(125)	125	(331)	0	(331)	The balance reflects the Carry forwards requested to manage any slippage of cost and risks on spend in 2020/21
Graves In Perpetuity	(11)		0	0	(11)	
STW Pensions Reserve	(86)		0	0	(86)	
Subtotal Corporate Reserves	(4,083)	350	(3,378)	541	(6,570)	
Operational Reserves						
HoF Licence Reserve	(300)	0	0	0	(300)	
Works Services Unit operational reserve	(320)	320	0	0	0	Utilised in 2019/20 and approval given in previous reports
Welfare Support Reserve	(500)	385	(324)	0	(439)	Grants drawn down of £385,000 included £294,000 which was assumed in the budget. The amount transferred to Reserves of £324,000 relates to grants received and not yet fully utilised.
Welfare Support IT Reserve	(100)	0	0	0	(100)	
Insurance / RM Reserve	(30)	38	(18)	0	(10)	This reserve was reviewed earlier in the year with £0.038m released to contribution towards the in year corporate savings target.
Acquisition Reserve (AG/M)	(3)	0	(6)	0	(9)	
Environmental Crimes Reserve	(14)	0	(5)	0	(19)	
Hackney Carriages Reserve	(59)	0	0	0	(59)	
Licensing Reserve	(32)	7	0	0	(25)	
Waste Reserve	(48)	0	0	0	(48)	
Town Centre Improvement Reserve	(325)	0	(2)	0	(327)	
IT Equipment Reserve	(10)	10	0	0	0	
HMO License Reserve	(44)	10	0	0	(34)	
Land Drainage Reserve	(16)	0	(8)	0	(24)	
Woodside Park R & M Reserve	(24)	24	0	0	0	
Energy Efficiency Investment Fund	(45)	0	(20)	0	(65)	Funds achieved through efficiencies to be set aside to invest in future schemes
Warwickshire Consortium Reserve	(2)	0	0	0	(2)	
Corporate Assurance Training Reserve	(6)	1	0	0	(5)	Funds drawn down to support in year costs of professional training.
CIPFA Training Reserve	(38)	15	(7)	0	(30)	Funds drawn down to support in year costs of professional training.
Corporate Apprentice Scheme Reserve	(31)	0	0	0	(31)	Set aside to cover potential risks and costs associated with apprenticeship training in future years.
Crematorium Replacement Reserve	(40)	0	(10)	0	(50)	This is managed by the Joint Committee with Daventry District Council
Crematorium Cameo Reserve	(12)	0	(14)	0	(26)	This is managed by the Joint Committee with Daventry District Council
Digitalisation & Trading Reserve	(123)	102	0	0	(21)	This was approved as part of the budget resolution in 2019/20
Revenue Section Agreements	(1,153)	151	(150)	0	(1,152)	
	0	0	0	0	0	
Non-Conditional Revenue Grants	(585)	332	(156)	0	(409)	In year Grants received of £155,000 have been set aside and will be drawn down in future years when conditions are met.
Subtotal Operational Reserves	(3,861)	1,395	(719)	0	(3,185)	
TOTAL GF EARMARKED RESERVES	(7,943)	1,746	(4,097)	541	(9,755)	

Risk Assessment review of Corporate Reserves

Appendix 7

Risks	General Fund £000	Business Rates Equalisation Reserve £000	Budget Stability Reserve £000	Emergency Climate Reserve £000	Welfare Support £000	TOTAL £000
Opening Balance 1 April 2019	(2,253)	(1,716)	(2,145)	0	(500)	(6,614)
Contribution (to) / from reserve	538	(2,472)	(350)		61	(2,223)
Proposed transfer between funds	(541)	541	0	0	0	0
Closing Balance 31 March 2020	(2,256)	(3,647)	(2,495)	0	(439)	(8,837)
forecast contribution (to) / from 2020/21	0	(2,862)	(242)	(500)	(53)	(3,657)
forecast contribution (to)/ from 2021/22	0	(461)	0	0	(13)	(474)
forecast contribution (to)/ from 2022/23	0	(750)	0	0	(13)	(763)
forecast contribution (to)/ from 2023/24	0	(800)	0	0	(13)	(813)
Closing Balance 31 March 2024	(2,256)	(8,520)	(2,737)	(500)	(531)	(14,544)
Potential Future Risks:						
Emergency - up to 1% of gross budget requirement and/or one month of salary (ASSUMED USED TO SUPPORT COVID -19)	1,506	0	0	0	0	1,506
New Emergency - up to 1% of gross budget requirement and/or one month of salary	1,506	0	0	0	0	1,506
Net Fees and Charges/cost pressure as a result of COVID-19(after excluding £1.1m government grant)	0	0	1,200	0	0	1,200
Potential reduction in council tax collection as a result of COVID-19	0	0	200	0	0	200
Risk of delivery of 2021/22 current budget shortfall as a result of COVID-19 recovery planning	0	0	850	0	0	850
Borrowing and interest rate exposure	50	0	0	0	0	50
Unexpected in year service demand: demographic growth, economic factors creating need	250	0	0	0	0	250
Unfunded new burdens e.g. separate food waste collection	200	0	0	0	0	200
Pay structure and Employment Market	100	0	0	0	0	100
Legal challenge	150	0	0	0	0	150
Loss of Business Rates growth included in Base Budget: timing risk of baseline reset	0	3,648	0	0	0	3,648
Total loss of income based on negative outcome option	0	3,000	0	0	0	3,000
Risk of a significant employer or business leaving the borough	0	750	0	0	0	750
Transformation or service improvement initiatives	0	0	600	0	0	600
New Homes Bonus - no legacy payments	0	0	1,700	0	0	1,700
Non achievement of savings plans from digitalisation or commercialisation	0	0	130	0	0	130
Income not achieved for traded and commercial services including parking and green waste	0	0	250	0	0	250
Planning fees income reduction	0	0	500	0	0	500
Potential loss of contract income from services at risk or being retendered	0	0	80	0	0	80
Action Plan to respond to Emergency Climate requirements as per paper Feb. 2020.	0	0	0	500	0	500
In year service demand: economic factors creating need in housing, homelessness	0	0	0	0	531	531
SUBTOTAL	3,762	7,398	5,510	500	531	17,701
Shortfall/(surplus)	1,506	(1,122)	2,773	0	0	3,157

Profiled impact of forecast reserve movement			
2020/21 £000	2021/22 £000	2022/23 £000	2022/24 £000
(6,614)			
(2,223)			
(8,837)	(8,051)	(1,298)	1,042
(3,657)			
	(474)		
		(763)	
			(813)
(12,494)	(8,525)	(2,061)	229
1,506	0	0	0
0	0	0	1,506
1,200	0	0	0
0	200	0	0
0	850	0	0
0	17	17	17
83	83	83	0
67	67	67	0
33	33	33	0
50	50	50	0
0	1,030	1,296	1,322
0	3,000	0	0
750	0	0	0
200	200	200	0
	1,020	680	0
130	0	0	0
0	83	83	83
0	250	250	0
80	0	0	0
167	167	167	0
177	177	177	0
4,443	7,227	3,103	2,928