



23 December 2024

## SCRUTINY COMMITTEE – 8 JANUARY 2025

A meeting of the Scrutiny Committee will be held at 6pm on Wednesday 8 January 2025 in the Council Chamber at the Town Hall, Rugby.

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

Mannie Ketley  
Executive Director

### A G E N D A

#### PART 1 – PUBLIC BUSINESS

1. Minutes

To approve the minutes of the meeting held on 19 November 2024.

2. Actions arising from the minutes of the meeting held on 19 November 2024.

3. Apologies

To receive apologies for absence from the meeting.

4. 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;

(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 non-pecuniary interests at the commencement of the meeting (or as soon as the interest becomes apparent). If that interest is a pecuniary 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.***

5. Fees and Charges 2025/26.
6. Draft People Strategy.
7. Overview and Scrutiny Work Programme.

**Membership of the Committee:**

Councillors Timms (Chair), S Edwards, Freeman, Hassell, Lawrence, New, Parker, Sayani and Srivastava.

*If you have any general queries with regard to this agenda please contact Linn Ashmore, Democratic Services Officer on 01788 533522 or email [linn.ashmore@rugby.gov.uk](mailto:linn.ashmore@rugby.gov.uk). Any specific queries concerning reports should be directed to the listed contact officer.*

***AGENDA MANAGEMENT SHEET***

<b>Report Title:</b>	Actions arising from the minutes of the meeting held on 19 November 2024
<b>Name of Committee:</b>	Scrutiny Committee
<b>Date of Meeting:</b>	8 January 2025
<b>Contact Officer:</b>	Linn Ashmore, Democratic Services Officer linn.ashmore@rugby.gov.uk
<b>Summary:</b>	The report details the outcomes and actions from the minutes of the meeting held on 19 November 2024.
<b>Financial Implications:</b>	There are no financial implications arising from this report.
<b>Risk Management Implications:</b>	There are no risk management implications arising from this report.
<b>Environmental Implications:</b>	There are no environmental implications arising from this report.
<b>Legal Implications:</b>	There are no legal implications arising from this report.
<b>Equality and Diversity:</b>	No new or existing policy or procedure has been recommended.

**Scrutiny Committee – 8 January 2025**

**Matters arising from the minutes of the meeting held on 19 November 2024**

**Public Report of the Chief Officer – Legal and Governance**

**Summary**

The report details the outcomes and actions from the minutes of the meeting held on 19 November 2024.

**1. MINUTES OF THE MEETING HELD ON 19 NOVEMBER 2024**

1.2 The minutes of the last meeting are available to download via the following link [Minutes Scrutiny Committee 19 November 2024](#)

1.3 A summary of the outcomes and actions is as follows:

***Minute 16 - Community Safety Annual Report***

Action – A copy of the performance report for Q2 was circulated by email to the Committee following the meeting.

Action – an item on the new strategic priorities for the 2025-2029 plan period has been included in the work programme for April.

***Minute 17 – Draft Homelessness Strategy***

Outcome – the revised draft Strategy, incorporating the feedback from the Committee, will be submitted to Cabinet on 3 March 2025.

***Minute 19 – Overview and Scrutiny Work Programme***

Outcome – a call will be made to all councillors for suggestions of any topics for review by scrutiny will be held following the budget setting process.

**2. RECOMMENDATION**

2.1 The committee is asked to note the report and make any recommendations for further action.

**Name of Meeting:** Scrutiny Committee

**Date of Meeting:** 8 January 2025

**Subject Matter:** Matters arising from the minutes of the meeting held on 19 November 2024

**DO ANY BACKGROUND PAPERS APPLY**       YES       NO

**LIST OF BACKGROUND PAPERS**

Doc No	Title of Document and Hyperlink

***AGENDA MANAGEMENT SHEET***

<b>Report Title:</b>	Fees and Charges 2025/26
<b>Name of Committee:</b>	Scrutiny Committee
<b>Date of Meeting:</b>	8 January 2025
<b>Contact Officer:</b>	Jon Illingworth, Chief Finance Officer Jon.illingworth@rugby.gov.uk
<b>Summary:</b>	The report details the draft 2025/26 fees and charges proposal.
<b>Financial Implications:</b>	There are no direct financial implications arising from this report.
<b>Risk Management Implications:</b>	There are no risk management implications arising from this report.
<b>Environmental Implications:</b>	There are no environmental implications arising from this report.
<b>Legal Implications:</b>	There are no legal implications arising from this report.
<b>Equality and Diversity:</b>	No new or existing policy or procedure has been recommended.

**Scrutiny Committee – 8 January 2025**

**Fees and Charges 2025/26**

**Public Report of the Chief Officer – Finance and Performance**

**Summary**

The report details the proposed fees and charges for 2025/26.

**1. FEES & CHARGES**

- 1.1 As part of the Council's fees and charges policy which can be found within the Medium-Term Financial Strategy (MTFS), the charges levied by the Council need to be approved annually as part of the budget setting process. A schedule of fees and charges is attached at Appendix A to this report. These fees and charges take into account the guidance set out in the Council's policy.
- 1.2 The new MTFS which officers are producing will have an amended fees and charges policy which states that in the event of inflation being lower than the government's 2% target, consideration will be given to an addition 1% increase based on the fact that salaries and goods and services procured by officers often have a higher than CPI increase.
- 1.3 The proposed fees and charges schedule includes a comparison of 1.7% which was CPI in September 2024 and 2.7% taking account of the extra 1%
- 1.4 However, there are exceptions:
  - where fees are set nationally by government and therefore not within the authority's control – examples of this include certain licensing fees and planning fees
  - Using the principles of the Councils commercialisation pillars, a variation is required.
  - 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.

- 1.5 It should also be noted that because fees are rounded to the nearest £0.10 there could be variations to the percentage increase.
- 1.6 The fees and charges schedule will be initially presented to Cabinet on 20 January and then finally recommended to Council for approval on 13 February.

## **2. CONCLUSION**

- 2.1 The committee is asked to consider the fees and charges and provide feedback as required.



**Name of Meeting:** Scrutiny Committee  
**Date of Meeting:** 8 January 2025  
**Subject Matter:** Fees and Charges 2025/26

**DO ANY BACKGROUND PAPERS APPLY**       YES       NO

**LIST OF BACKGROUND PAPERS**

<b>Doc No</b>	<b>Title of Document and Hyperlink</b>

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2025								
	Current Fees		Approved Fees			Reviewed by Budget Manager for 2025/26	VAT Type	VAT Included
	2024/25 Fees C	Increase to be applied 2025/26	PROPOSED 2025/26 Fees Including Sept 1.7% CPI Increase		PROPOSED 2025/26 Fees Including Sept 1.7% +1% Increase			
S	£	Yes/No	£	A	£	Yes/No		
<b>LEISURE AND WELLBEING</b>								
<b>Rugby Art Gallery and Museum (RAGM)</b>								
Floor One Gallery artist exhibition hire 2 weeks	152.50	Yes	155.10		156.60	Yes	VAT Exempt	Excluded
Public Liability Insurance administration fee (Floor One Gallery)	32.40	Yes	33.00		33.30	Yes	VAT Exempt	Excluded
Children's workshops - 2 hours	12.50	Yes	12.70		12.80	Yes	VAT Exempt	Excluded
Children's workshops - 10 - 4	31.20	Yes	31.70		32.00	Yes	VAT Exempt	Excluded
Baby Splats	6.80	Yes	6.90		7.00	Yes		
Tripointium - Roman Britain school workshop	124.60	Yes	126.70		128.00	Yes	VAT Exempt	Excluded
Roman Day	267.90	Yes	272.50		275.10	Yes	VAT Exempt	Excluded
Arts Award 'Discover in a Day' school session per child	8.60	Yes	8.70		8.80	Yes	VAT Exempt	Excluded
Sketch book journey school workshop	124.60	Yes	126.70		128.00	Yes	VAT Exempt	Excluded
Historic loans box hire	8.60	Yes	8.70		8.80	Yes	VAT Exempt	Excluded
Magic Carpet	143.30	Yes	145.70		147.20	Yes	VAT Exempt	Excluded
Draw, Draw, Draw	124.60	Yes	126.70		128.00	Yes	VAT Exempt	Excluded
Rugby Collection	118.40	Yes	120.40		121.60	Yes	VAT Exempt	Excluded
Archaeological archive deposits, per box:								
Large box - £330.30 ( up to 255mm x 405mm x 225mm)	330.30	No	330.30		339.20	Yes	VAT at 20%	Excluded
Small box - £165.15 (up to 268mm x 405mm x 80mm)	165.15	No	165.15		169.60	Yes	VAT at 20%	Excluded
Centre supervisor to stay after hours (hourly rate)	51.90	Yes	52.80		53.30	Yes	VAT at 20%	Excluded
Gallery Assistant (per hour)	38.80	Yes	39.50		39.80	Yes	VAT at 20%	Excluded
<b>Education Room 1 - hire charges</b>								
Per hour	29.30	Yes	29.80		30.10	Yes	VAT Exempt	Excluded
National Charities/Education	23.50	Yes	23.90		24.10	Yes	VAT Exempt	Excluded
Local Groups/Charities/Education	20.50	Yes	20.80		21.10	Yes	VAT Exempt	Excluded
<b>Education Room 2 - hire charges</b>								
Per hour	20.70	Yes	21.10		21.30	Yes	VAT Exempt	N/A
National Charities/Education	16.60	Yes	16.90		17.00	Yes	VAT Exempt	N/A
Local Groups/Charities/Education	14.40	Yes	14.60		14.80	Yes	VAT Exempt	N/A
<b>Note: Room Hire</b>								
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	8.30	Yes	8.40		8.50	Yes	VAT at 20%	Included
Rugby Open fee - three artworks	21.70	Yes	22.10		22.30	Yes	VAT at 20%	Included
Rugby Open late collection of artwork fee (per artwork per day)	6.00	Yes	6.10		6.20	Yes	VAT at 20%	Included
Rugby Open commission on artwork sales	25% commission		commission		commission	Yes	VAT at 20%	Included
<b>The Benn Hall</b>								
<b>Monday - Thursday per hour</b>								
Main Hall	45.00	No	45.80		46.20	Yes	VAT Exempt	N/A
Rokeby Room	30.00	No	30.50		30.80	Yes	VAT Exempt	N/A
Bar	25.00	No	25.40		25.70	Yes	VAT Exempt	N/A
Whole Building	75.00	No	76.30		77.00	Yes	VAT Exempt	N/A
<b>Friday 9-5 per hour</b>								
Main Hall	75.00	No	76.30		77.00	Yes	VAT Exempt	N/A
Rokeby Room	50.00	No	50.90		51.40	Yes	VAT Exempt	N/A
Bar	25.00	No	25.40		25.70	Yes	VAT Exempt	N/A
Whole Building	125.00	No	127.10		128.40	Yes	VAT Exempt	N/A
<b>Friday from 5pm, Saturday, Sunday &amp; Bank Holidays per hour</b>								
Whole Building Only £125								
<b>Use of Kitchen Facilities for the provision of:-</b>								
Tea/Coffee/Squash/Biscuits	45.00	No	45.80		46.20	Yes	VAT Exempt	N/A
All other catering per hour	30.00	No	30.50		30.80	Yes	VAT Exempt	N/A
<b>Show Packages</b>								
Monday - Wednesday	500.00	Yes	508.50	520.00	513.50	Yes	VAT Exempt	N/A
Thursday to Sunday	700.00	Yes	711.90	820.00	718.90	Yes	VAT Exempt	N/A
<b>NOTE:</b>								
(a) Preparation time, if required, must be arranged at time of booking. Please note this cannot always be guaranteed.								
<b>Sports and Recreation</b>								
Use of Community Sports Coach	20.90	Yes	21.30		21.50	Yes	VAT Exempt	N/A
Use of a Play Ranger	20.90	Yes	21.30		21.50	Yes	VAT Exempt	N/A
<b>Use of On Track Sports Leaders</b>								
Schools (PPA/Lunch)	20.90	Yes	21.30		21.50	Yes	VAT Exempt	N/A
Sport Specific	25.40	Yes	25.80		26.10	Yes	VAT Exempt	N/A
Mentoring	25.40	Yes	25.80		26.10	Yes	VAT Exempt	N/A
Small Group Work	38.10	Yes	38.70		39.10	Yes	VAT Exempt	N/A
Youth Club	21.40	Yes	21.80		22.00	Yes	VAT out of Scope	N/A
Sport Leader Courses	38.10	Yes	38.70		39.10	Yes	VAT Exempt	N/A
Boxing Leader Courses	38.10	Yes	38.70		39.10	Yes	VAT Exempt	N/A
<b>Parks</b>								
Caldecott Park - to be fixed with the café leaseholder								
<b>Special Events on Parks and Open Spaces</b>								
Sports Tournaments	price on application		price on application		price on application	Yes	VAT Exempt	N/A
Charitable Events	no charge		no charge		no charge	Yes	N/A	N/A
Dog Shows - per opening day	366.50	Yes	372.70		376.40	Yes	VAT Exempt	N/A
Fairs/Circuses - per operating day	486.30	Yes	494.60		499.40	Yes	VAT Exempt	N/A
Fairs/Circuses - per setting up day	138.60	Yes	141.00		142.30	Yes	VAT Exempt	N/A
Returnable deposit for new fair/circus operator	384.10	Yes	390.60		394.50	Yes	VAT Exempt	N/A
Commercial Events	488.70	Yes	497.00		501.90	Yes	VAT Exempt	N/A
Filming rights (per day)	259.60	Yes	264.00		266.60	Yes	VAT Exempt	N/A
Ice Cream Licence	price on application	Yes	price on application		price on application	Yes	VAT at 20%	N/A
<b>Sports Pitches</b>								
SPORTS PITCHES ARE HIRED PER SESSION (not including time spent changing)								
All hirers must provide evidence of Public Liability insurance of £5 million								

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2025								
S	Current Fees		Approved Fees			Reviewed by Budget Manager for 2025/26	VAT Type	VAT Included
	2024/25 Fees C	Increase to be applied 2025/26 Yes/No	PROPOSED 2025/26 Fees Including Sept 1.7% CPI Increase £	A	PROPOSED 2025/26 Fees Including Sept CPI 1.7% +1% Increase £			
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.								
<b>Senior pitch hire</b>								
Football, Rugby, Cricket, Gaelic Football ( <b>Block Booking, sports teams or coaches</b> )	39.90	Yes	45.80		41.00	Yes	VAT Exempt	Excluded
Football, Rugby, Cricket, Gaelic Football ( <b>Single Booking</b> )	39.90	Yes	54.96		41.00	Yes	VAT at 20%	Included
<b>Intermediate pitch hire</b>								
Football ( <b>Block Booking, sports teams or coaches</b> )	31.70	Yes	35.70		32.60	Yes	VAT Exempt	Excluded
Football, Rugby, Cricket, Gaelic Football ( <b>Single Booking</b> )	31.70	Yes	42.84		32.60	Yes	VAT at 20%	Included
<b>Junior pitch hire</b>								
Football, Rugby ( <b>Block Booking, sports teams or coaches</b> )	31.70	Yes	35.70		32.60	Yes	VAT Exempt	Excluded
Football, Rugby, Cricket, Gaelic Football ( <b>Single Booking</b> )	31.70		42.84		32.60	Yes	VAT at 20%	Included
<b>Mini pitch hire</b>								
Football ( <b>Block Booking, sports teams or coaches</b> )	15.30	Yes	17.90		15.70	Yes	VAT Exempt	N/A
Football, Rugby, Cricket, Gaelic Football ( <b>Single Booking</b> )	15.30	Yes	21.48		15.70	Yes	VAT at 20%	Included
<b>UNAUTHORISED USE OF FACILITIES - DOUBLE FEE PAYABLE</b>								
Training (per training session) ( <b>Block Booking, sports teams or coaches</b> )	12.90	Yes	12.30		13.20	Yes	VAT Exempt	N/A
Training (per training session) ( <b>Single Booking</b> )	12.90	Yes	14.76		13.20	Yes	VAT at 20%	Included
<b>Changing Rooms (subject to change as facilities are refurbished)</b> 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.								
<b>Unattended regular use through the season on specified number of occasions (minimum 10)</b>								
Seniors per room per occasion (no refunds unless cancelled by Council)	27.00	Yes	27.50		27.70	Yes	VAT Exempt	N/A
Juniors per room per occasion (no refunds unless cancelled by Council)	18.80	Yes	19.10		19.30	Yes	VAT Exempt	N/A
<b>Juniors</b> Weekly access to toilets only (For season- dates as agreed)	305.50	Yes	310.70		313.70	Yes	VAT Exempt	N/A
<b>Unattended casual use (less than 10 occasions)</b>								
Seniors £18.00 per room per occasion	22.30	Yes	22.70		22.90	Yes	VAT at 20%	Included
Juniors £12.50 per room per occasion	15.30	Yes	15.60		15.70	Yes	VAT at 20%	Included
<b>Attended Service</b> Additional £25 payable	Additional £25 payable		Additional £25 payable		Additional £25 payable	Yes	VAT Exempt	N/A
<b>Late Booking Charges</b>								
Each Pitch (Including VAT)	12.90	Yes	13.10		13.20	Yes	VAT at 20%	Included
Changing room(s) (plus VAT as appropriate)	12.90	Yes	13.10		13.20	Yes	VAT at 20%	Excluded
<b>Professional Trainers (per hour)</b>	17.60	Yes	17.90		18.10	Yes	VAT Exempt	N/A
<b>GROWTH AND INVESTMENT</b>								
<b>Planning Services</b>								
<b>Pre-application Charges</b>								
Householder Extensions or Outbuildings	106.00	Yes	107.80	110.00 price on application	108.90 price on application	Yes		Included
Other Commercial Development	Price on application					Yes		
1-4 Dwellings, Agriculture, Change of Use or other Minor Development Proposals	460.00	Yes	467.80	470.00	472.40	Yes		Included
Additional Meeting or Advice Notice in regard to above	140.00	Yes	142.40	145.00	143.80	Yes		Included
5-9 Dwellings; or any development with 500m2 to 999m2 of Floor Space	1,235.00	Yes	1,256.00	1,260.00	1,268.30	Yes		Included
Additional Meeting or Advice Notice in regard to above	140.00	Yes	142.40	145.00	143.80	Yes		Included
10 to 49 dwellings; or any development up to 0.49; or 1,000 to 4,999 m2 of floor space	2,820.00	Yes	2,867.90	2,870.00	2,896.10	Yes		Included
Additional Meeting or Advice Notice in regard to above	590.00	Yes	600.00	600.00	605.90	Yes		
50 to 99 dwellings; or development 0.5 to 0.99ha or 5,000 to 9,999 m2 of floor space	4,345.00	Yes	4,418.90	4,420.00	4,462.30	Yes		Included
Additional Meeting or Advice Notice in regard to above	590.00	Yes	600.00	600.00	605.90	Yes		Included
100-199 Dwellings or development 1ha to 2ha	5,500.00	Yes	5,500.00	price on application	5,648.50	Yes		Included
Additional Meeting or Advice Notice in regard to above	1,055.00	Yes	1,055.00	price on application	1,083.50	Yes		Included
200+ Dwellings; or development greater than 2 ha; or gross floor area greater than 10,000m2	6,460.00	Yes	6,569.80	price on application	6,634.40	Yes		Included
Additional Meeting or Advice Notice in regard to above	1,055.00	Yes	1,072.90	price on application	1,083.50	Yes		Included





## FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2025

	Current Fees		Approved Fees			Reviewed by Budget Manager for 2025/26	VAT Type	VAT Included
	2024/25 Fees C	Increase to be applied 2025/26	PROPOSED 2025/26 Fees Including Sept 1.7% CPI Increase		PROPOSED 2025/26 Fees Including Sept CPI 1.7% +1% Increase			
S	£	Yes/No	£	£	£	Yes/No		
Up to 5'6" high x 30" wide x 1'6" deep for Whinfield Cemetery, Watts Lane, Croop Hill and Clifton Road - Rainsbrook Cemetery up to 3ft tall	295.00		A					
Vase								
Up to 1'3" high and 1'0" diameter	180.00	Yes	183.10	200.00	184.90	Yes	VAT out of Scope	N/A
Plaque/tablet - Main Cemetery Section								
Up to 2'0" (h) x 2'6" (w) x 1'6" (d)	180.00	Yes	183.10	200.00	184.90	Yes	VAT out of Scope	N/A
Plaque/tablet - Whinfield Cremation Section	180.00	Yes	183.10	200.00	184.90	Yes	VAT out of Scope	N/A
Up to 2'0" (h) x 2'0" (w) x 2'0" (d)								
Plaque/tablet - Watts Lane Cremation Section								
Up to 2'0" (h) x 2'3" (w) x 2'0" (d)	180.00	Yes	183.10	200.00	184.90	Yes	VAT out of Scope	N/A
Plaque/tablet - Croop Hill Cremation Section								
Up to 1'6" (h) x 1'6" (w) x 3'0" (d)	180.00	Yes	183.10	200.00	184.90	Yes	VAT out of Scope	N/A
Added inscription to any memorial	180.00	Yes	183.10	200.00	184.90	Yes	VAT out of Scope	N/A
Replacement of existing memorial where no amendment to previous approval	50.00	Yes	new	50.00		Yes	VAT out of Scope	N/A
Kerbstones including headstone (where permitted)	550.00	Yes	559.40	600.00	564.90	Yes	VAT out of Scope	N/A
Kerbstones only (where permitted)	355.00	Yes	361.00	400.00	364.60	Yes	VAT out of Scope	N/A
Oversized headstone	1,000.00	Yes	1,017.00	5,000.00	1,027.00	Yes	VAT out of Scope	N/A
<b>Cloverleaf Memorial Garden</b>								
Contact Bereavement Services 01788 533715								
<b>Pest Control</b>								
<b>Domestic Pest Control</b>								
Rats - up to 3 visits	65.09	Yes	65.80		66.80	Yes	VAT at 20%	Included
Mice - up to 3 visits	112.04	Yes	113.40		115.10	Yes	VAT at 20%	Included
Bedbugs - up to 2 visits	150.45	Yes	152.50		154.50	Yes	VAT at 20%	Included
Fleas - up to 2 visits	123.77	Yes	125.30		127.10	Yes	VAT at 20%	Included
Cockroaches - up to 3 visits	150.45	Yes	152.50		154.50	Yes	VAT at 20%	Included
Wasps and Hornets - up to 2 visits								
General charge	94.96	No	96.10		97.50	Yes	VAT at 20%	Included
Additional wasp nest (no concessions)	11.74	No	11.90		12.10	Yes	VAT at 20%	Included
Squirrels- up to 3 visits	107.77	Yes	109.10		110.70	Yes	VAT at 20%	Included
<b>Commercial Pest Control</b>								
Wasps (non contract)	130.17	Yes	131.80		133.70	Yes	VAT at 20%	Included
Wasps (contract)	103.50	Yes	104.70		106.30	Yes	VAT at 20%	Included
Pay per hour					0.00			
<b>Minimum charge 1 hour, charged per 30 minutes thereafter.</b>					0.00			
Bedbugs, fleas and cockroaches	130.17	Yes	131.00		133.70	Yes	VAT at 20%	Included
Rats and Mice	123.77	Yes	125.00		127.10	Yes	VAT at 20%	Included
<b>Contracts (additional treatment over and above agreed contracts terms and conditions)</b>								
Bedbugs, fleas and cockroaches	103.50	Yes	104.30		106.30	Yes	VAT at 20%	Included
Rats and Mice	98.16	Yes	99.00		100.80	Yes	VAT at 20%	Included
<b>Miscellaneous</b>								
Pay per hour					0.00			
Fumigation void premises	99.60	Yes	100.40		102.30	Yes	VAT at 20%	Included
House clearance	62.30	Yes	63.10		64.00	Yes	VAT at 20%	Included
Key collections (Rugby area only)	62.30	Yes	62.30		64.00	Yes	VAT at 20%	Included
<b>Reclamation of Stray Dogs</b>								
Untagged								
First Offence	95.00	No	96.60		97.60	Yes	VAT out of Scope	N/A
Subsequent Offence	105.00	No	106.80		107.80	Yes	VAT out of Scope	N/A
Tagged					0.00			
First Offence	70.00	No	71.20		71.90	Yes	VAT out of Scope	N/A
Subsequent Offence	90.00	No	91.50		92.40	Yes	VAT out of Scope	N/A
Kennel costs (per day) subject to third party increases	14.40	No	14.60		14.80	Yes	VAT at 20%	Included
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								
<b>Licences and Permits</b>								
<b>Animal Licences</b>								
House to House Licence	no charge		no charge		no charge	Yes	VAT out of Scope	N/A
<b>Pet Shops/Selling of animals</b>								
1 Year Licence	195.00	No	195.00		200.30	Yes	VAT out of Scope	N/A
2 Year Licence	320.00	No	320.00		328.60	Yes	VAT out of Scope	N/A
3 Year Licence	467.00	No	467.00		479.60	Yes	VAT out of Scope	N/A
Renewal	145.00	No	145.00		148.90	Yes	VAT out of Scope	N/A
<b>Animal Boarding Establishments (large establishments- 7 and over)</b>								
1 Year Licence	210.00	No	210.00		215.70	Yes	VAT out of Scope	N/A
2 Year Licence	367.00	No	367.00		376.90	Yes	VAT out of Scope	N/A
3 Year Licence	525.00	No	525.00		539.20	Yes	VAT out of Scope	N/A
Renewal	160.00	No	160.00		164.30	Yes	VAT out of Scope	N/A
<b>Animal Boarding Establishments (small establishments- 6 and under)</b>								
1 Year Licence	180.00	No	180.00		184.90	Yes	VAT out of Scope	N/A
2 Year Licence	315.00	No	315.00		323.50	Yes	VAT out of Scope	N/A
3 Year Licence	450.00	No	450.00		462.20	Yes	VAT out of Scope	N/A
Renewal	130.00	No	130.00		133.50	Yes	VAT out of Scope	N/A
<b>Dog day care</b>								
1 Year Licence	175.00	No	175.00		179.70	Yes	VAT out of Scope	N/A
2 Year Licence	300.00	No	300.00		308.10	Yes	VAT out of Scope	N/A
3 Year Licence	425.00	No	425.00		436.50	Yes	VAT out of Scope	N/A
Renewal	130.00	No	130.00		133.50	Yes	VAT out of Scope	N/A
<b>Hiring of horses (plus annual vet's fee- payable separately)</b>								
1 Year Licence	220.00	No	220.00		225.90	Yes	VAT out of Scope	N/A
2 Year Licence	385.00	No	385.00		395.40	Yes	VAT out of Scope	N/A
3 Year Licence	550.00	No	550.00		564.90	Yes	VAT out of Scope	N/A

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2025									
S	Current Fees		Approved Fees				Reviewed by Budget Manager for 2025/26	VAT Type	VAT Included
	2024/25 Fees £	Increase to be applied 2025/26 Yes/No	PROPOSED 2025/26 Fees Including Sept 1.7% CPI Increase £	PROPOSED 2025/26 Fees Including Sept 1.7% +1% Increase £	PROPOSED 2025/26 Fees Including Sept 1.7% +1% Increase £	Yes/No			
Renewal	170.00	No	170.00		174.60	Yes	VAT out of Scope	N/A	
<b>Breeding of Dogs (plus vet's fee- payable separately)</b>									
1 Year Licence	240.00	No	240.00		246.50	Yes	VAT out of Scope	N/A	
2 Year Licence	420.00	No	420.00		431.30	Yes	VAT out of Scope	N/A	
3 Year Licence	600.00	No	600.00		616.20	Yes	VAT out of Scope	N/A	
Renewal	190.00	No	190.00		195.10	Yes	VAT out of Scope	N/A	
<b>Licences</b>									
Keeping or training animals for exhibition (3 year licence)	180.00	No	180.00		184.90	Yes	VAT out of Scope	N/A	
Keeping or training animals for exhibition (renewal)	130.00	No	130.00		133.50	Yes	VAT out of Scope	N/A	
Re-rating visits	175.00	No	175.00		179.70	Yes	VAT out of Scope	N/A	
Variation of a licence	130.00	No	130.00		133.50	Yes	VAT out of Scope	N/A	
Dangerous Wild Animals Act (excluding vet fees)	315.00	No	315.00		323.50	Yes	VAT out of Scope	N/A	
Zoo Licence (excluding vet fees)	625.00	No	625.00		641.90	Yes	VAT out of Scope	N/A	
Skin Piercing etc., Acupuncture, tattooing, electrolysis and ear piercing (per practitioner)	165.00	No	167.80		169.50	Yes	VAT out of Scope	N/A	
Skin Piercing etc., Acupuncture, tattooing, electrolysis and ear piercing (temporary events e.g. conventions and guest tattooists. Limited to 2 weeks and only if registered with another local authority - proof required.)	40.00	No	40.70		41.10	Yes	VAT out of Scope	N/A	
Ear piercing only (per practitioner)	85.00	No	86.40		87.30	Yes	VAT out of Scope	N/A	
Food Premises Registration	4700.00		4,779.90		4,826.90		VAT out of Scope	N/A	
Sex Establishment Licence	100.00	No	100.00		102.70	Yes	VAT out of Scope	N/A	
Hypnotism	60.00	No	60.00		61.60	Yes	VAT out of Scope	N/A	
Pavement Licence									
Note: all animal licenses may be subject to further vet fees in accordance with the relevant legislation. All fees stated exclude vet fees.									
<b>Pollution Prevention and Control</b>									
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 <a href="http://www.defra.gov.uk/environment/ppc/localauth/fees-risk/fees.htm">www.defra.gov.uk/environment/ppc/localauth/fees-risk/fees.htm</a>									
<b>Lotteries and Amusement</b>									
Initial	40.00	No	40.00		41.10	Yes	VAT out of Scope	N/A	
Renewal	20.00	No	20.00		20.50	Yes	VAT out of Scope	N/A	
<b>Licensing Act 2003</b>									
Main Application Fee - per Rateable Band									
Band A	100.00	No	100.00		102.70	Yes	VAT out of Scope	N/A	
Band B	190.00	No	190.00		195.10	Yes	VAT out of Scope	N/A	
Band C	315.00	No	315.00		323.50	Yes	VAT out of Scope	N/A	
Band D	450.00	No	450.00		462.20	Yes	VAT out of Scope	N/A	
Band E	635.00	No	635.00		652.10	Yes	VAT out of Scope	N/A	
Band D X (2)	900.00	No	900.00		924.30	Yes	VAT out of Scope	N/A	
Band E X (3)	1,905.00	No	1,905.00		1,956.40	Yes	VAT out of Scope	N/A	
Main Annual Charge									
Band A	70.00	No	70.00		71.90	Yes	VAT out of Scope	N/A	
Band B	180.00	No	180.00		184.90	Yes	VAT out of Scope	N/A	
Band C	295.00	No	295.00		303.00	Yes	VAT out of Scope	N/A	
Band D	320.00	No	320.00		328.60	Yes	VAT out of Scope	N/A	
Band E	350.00	No	350.00		359.50	Yes	VAT out of Scope	N/A	
Band D X (2)	640.00	No	640.00		657.30	Yes	VAT out of Scope	N/A	
Band E X (3)	1,050.00	No	1,050.00		1,078.40	Yes	VAT out of Scope	N/A	
Variation									
Band A	100.00	No	100.00		102.70	Yes	VAT out of Scope	N/A	
Band B	190.00	No	190.00		195.10	Yes	VAT out of Scope	N/A	
Band C	315.00	No	315.00		323.50	Yes	VAT out of Scope	N/A	
Band D	450.00	No	450.00		462.20	Yes	VAT out of Scope	N/A	
Band E	635.00	No	635.00		652.10	Yes	VAT out of Scope	N/A	
<b>Personal Licences, Temporary Events and Other Fees</b>									
Application for a grant or renewal of personal licence	37.00	No	37.00		38.00	Yes	VAT out of Scope	N/A	
Temporary event notice	21.00	No	21.00		21.60	Yes	VAT out of Scope	N/A	
Theft, loss etc. of premises licence or summary	10.50	No	10.50		10.80	Yes	VAT out of Scope	N/A	
Application for a provisional statement where premises being built etc.	varies	No	varies		varies	Yes	VAT out of Scope	N/A	
Notification of change of name or address	10.50	No	10.50		10.80	Yes	VAT out of Scope	N/A	
Application to vary licence to specify individual as premises supervisor	23.00	No	23.00		23.60	Yes	VAT out of Scope	N/A	
Application for transfer of premises licence	23.00	No	23.00		23.60	Yes	VAT out of Scope	N/A	
Theft, loss etc. of certificate or summary	10.50	No	10.50		10.80	Yes	VAT out of Scope	N/A	
Notification of change of name alteration of rules of club	10.50	No	10.50		10.80	Yes	VAT out of Scope	N/A	
Change of relevant registered address of club	10.50	No	10.50		10.80	Yes	VAT out of Scope	N/A	
Theft, loss etc. of temporary event notice	10.50	No	10.50		10.80	Yes	VAT out of Scope	N/A	
Theft, loss etc. of personal licence	10.50	No	10.50		10.80	Yes	VAT out of Scope	N/A	
Duty to notify change of name or address	10.50	No	10.50		10.80	Yes	VAT out of Scope	N/A	
Right of freeholder etc. to be notified of licensing matters	21.00	No	21.00		21.60	Yes	VAT out of Scope	N/A	
Interim Authority notice following death etc. of licence holder	23.00	No	23.00		23.60	Yes	VAT out of Scope	N/A	
<b>Licences</b>									
<b>Fees for Scrap Metal Dealers Act 2013 scrap metal licence applications and incidental costs</b>									
Scrap metal dealer site licence application fee	350.00	No	350.00		359.50	Yes	VAT out of Scope	N/A	
Scrap metal dealer site licence renewal fee	250.00	No	250.00		256.80	Yes	VAT out of Scope	N/A	
Scrap metal dealer site licence variation fee	90.00	No	90.00		92.40	Yes	VAT out of Scope	N/A	
Scrap metal dealer collector licence fee	250.00	No	250.00		256.80	Yes	VAT out of Scope	N/A	
Scrap metal dealer collector renewal fee	230.00	No	230.00		236.20	Yes	VAT out of Scope	N/A	
Scrap metal dealer collector variation fee	90.00	No	90.00		92.40	Yes	VAT out of Scope	N/A	
Replacement licence	30.00	No	30.00		30.80	Yes	VAT out of Scope	N/A	
<b>Fees for Mobile Homes Act 2013 licence applications and incidental costs</b>									
Application	250.00	No	254.30		256.80	Yes	VAT out of Scope	N/A	
Annual fee 2 to 10 residential units	150.00	No	152.60		154.10	Yes	VAT out of Scope	N/A	
Annual fee 11 to 30 residential units	220.00	No	223.70		225.90	Yes	VAT out of Scope	N/A	
Annual fee 31+ residential units	300.00	No	305.10		308.10	Yes	VAT out of Scope	N/A	
Compliance notice	335.00	No	340.70		344.00	Yes	VAT out of Scope	N/A	
Transfer of licence	72.00	No	73.20		73.90	Yes	VAT out of Scope	N/A	
Variation of licence	215.00	No	218.70		220.80	Yes	VAT out of Scope	N/A	
Fees only apply to relevant mobile homes sites. If exempt, licence fee £nil, no annual fee, compliance notices do not apply and transfer or variation fees £nil.									



FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2025								
S	Current Fees		Approved Fees			Reviewed by Budget Manager for 2025/26 Yes/No	VAT Type	VAT Included
	2024/25 Fees C £	Increase to be applied 2025/26 Yes/No	PROPOSED 2025/26 Fees Including Sept 1.7% CPI Increase £		PROPOSED 2025/26 Fees Including Sept CPI 1.7% +1% Increase £			
			A					
<b>Gambling Act permit fees</b>								
Licensed premises gaming machines permits:								
Grant	150.00	No	150.00		154.10	Yes	VAT out of Scope	N/A
Existing operator grant	100.00	No	100.00		102.70	Yes	VAT out of Scope	N/A
Variation	100.00	No	100.00		102.70	Yes	VAT out of Scope	N/A
Transfer	25.00	No	25.00		25.70	Yes	VAT out of Scope	N/A
Annual fee	50.00	No	50.00		51.40	Yes	VAT out of Scope	N/A
Change of name	25.00	No	25.00		25.70	Yes	VAT out of Scope	N/A
Copy of permit	15.00	No	15.00		15.40	Yes	VAT out of Scope	N/A
<b>Licensed premises automatic notification process</b>								
On Notification	50.00	No	50.00		51.40	Yes	VAT out of Scope	N/A
<b>Club gaming permits</b>								
Grant	200.00	No	200.00		205.40	Yes	VAT out of Scope	N/A
Grant (club premises certificate holder)	100.00	No	100.00		102.70	Yes	VAT out of Scope	N/A
Existing operator grant	100.00	No	100.00		102.70	Yes	VAT out of Scope	N/A
Variation	100.00	No	100.00		102.70	Yes	VAT out of Scope	N/A
Renewal	200.00	No	200.00		205.40	Yes	VAT out of Scope	N/A
Renewal (club premises certificate holder)	100.00	No	100.00		102.70	Yes	VAT out of Scope	N/A
Annual fee	50.00	No	50.00		51.40	Yes	VAT out of Scope	N/A
Copy of permit	15.00	No	15.00		15.40	Yes	VAT out of Scope	N/A
<b>Club machine permits</b>								
Grant	200.00	No	200.00		205.40	Yes	VAT out of Scope	N/A
Grant (club premises certificate holder)	100.00	No	100.00		102.70	Yes	VAT out of Scope	N/A
Existing operator grant	100.00	No	100.00		102.70	Yes	VAT out of Scope	N/A
Variation	100.00	No	100.00		102.70	Yes	VAT out of Scope	N/A
Renewal	200.00	No	200.00		205.40	Yes	VAT out of Scope	N/A
Renewal (club premises certificate holder)	100.00	No	100.00		102.70	Yes	VAT out of Scope	N/A
Annual fee	50.00	No	50.00		51.40	Yes	VAT out of Scope	N/A
Copy of permit	15.00	No	15.00		15.40	Yes	VAT out of Scope	N/A
<b>Family entertainment centre gaming machine permits</b>								
Grant	300.00	No	300.00		308.10	Yes	VAT out of Scope	N/A
Renewal	300.00	No	300.00		308.10	Yes	VAT out of Scope	N/A
Existing operator grant	100.00	No	100.00		102.70	Yes	VAT out of Scope	N/A
Change of name	25.00	No	25.00		25.70	Yes	VAT out of Scope	N/A
Copy of permit	15.00	No	15.00		15.40	Yes	VAT out of Scope	N/A
<b>Prize gaming permits</b>								
Grant	300.00	No	300.00		308.10	Yes	VAT out of Scope	N/A
Renewal	300.00	No	300.00		308.10	Yes	VAT out of Scope	N/A
Existing operator grant	100.00	No	100.00		102.70	Yes	VAT out of Scope	N/A
Change of name	25.00	No	25.00		25.70	Yes	VAT out of Scope	N/A
Copy of permit	15.00	No	15.00		15.40	Yes	VAT out of Scope	N/A
<b>Gambling Act Licences</b>								
<b>Converted Casino</b>								
Non-conversion provisional statement	no charge	No	no charge		no charge	Yes	VAT out of Scope	N/A
Non-conversion application	no charge	No	no charge		no charge	Yes	VAT out of Scope	N/A
1st Annual fee	2,400.00	No	2,400.00		2,464.80	Yes	VAT out of Scope	N/A
Annual fee	2,400.00	No	2,400.00		2,464.80	Yes	VAT out of Scope	N/A
Vary licence	1,600.00	No	1,600.00		1,643.20	Yes	VAT out of Scope	N/A
Transfer licence	1,080.00	No	1,080.00		1,109.20	Yes	VAT out of Scope	N/A
Reinstatement of licence	1,080.00	No	1,080.00		1,109.20	Yes	VAT out of Scope	N/A
Provisional	no charge	No	no charge		no charge	Yes	VAT out of Scope	N/A
<b>Bingo</b>								
Non conversion provisional statement	960.00	No	960.00		985.90	Yes	VAT out of Scope	N/A
Non conversion application	2,800.00	No	2,800.00		2,875.60	Yes	VAT out of Scope	N/A
1st annual fee	800.00	No	800.00		821.60	Yes	VAT out of Scope	N/A
Annual fee	800.00	No	800.00		821.60	Yes	VAT out of Scope	N/A
Vary Licence	1,400.00	No	1,400.00		1,437.80	Yes	VAT out of Scope	N/A
Transfer Licence	960.00	No	960.00		985.90	Yes	VAT out of Scope	N/A
Reinstatement of licence	960.00	No	960.00		985.90	Yes	VAT out of Scope	N/A
Provisional	2,800.00	No	2,800.00		2,875.60	Yes	VAT out of Scope	N/A
<b>Gambling Act Permit Fees</b>								
<b>Adult Gaming Centre</b>								
Non conversion provisional statement	960.00	No	960.00		985.90	Yes	VAT out of Scope	N/A
Non conversion application	1,600.00	No	1,600.00		1,643.20	Yes	VAT out of Scope	N/A
1st annual fee	800.00	No	800.00		821.60	Yes	VAT out of Scope	N/A
Annual fee	800.00	No	800.00		821.60	Yes	VAT out of Scope	N/A
Vary licence	800.00	No	800.00		821.60	Yes	VAT out of Scope	N/A
Transfer licence	960.00	No	960.00		985.90	Yes	VAT out of Scope	N/A
Reinstatement of licence	960.00	No	960.00		985.90	Yes	VAT out of Scope	N/A
Provisional	1,600.00	No	1,600.00		1,643.20	Yes	VAT out of Scope	N/A
<b>Track betting</b>								
Non conversion provisional statement	790.00	No	790.00		811.30	Yes	VAT out of Scope	N/A
Non conversion application	2,050.00	No	2,050.00		2,105.40	Yes	VAT out of Scope	N/A
1st annual fee	830.00	No	830.00		852.40	Yes	VAT out of Scope	N/A
Annual fee	830.00	No	830.00		852.40	Yes	VAT out of Scope	N/A
Vary licence	1,050.00	No	1,050.00		1,078.40	Yes	VAT out of Scope	N/A
Transfer Licence	790.00	No	790.00		811.30	Yes	VAT out of Scope	N/A
Reinstatement of licence	790.00	No	790.00		811.30	Yes	VAT out of Scope	N/A
Provisional	2,100.00	No	2,100.00		2,156.70	Yes	VAT out of Scope	N/A
<b>Betting (other)</b>								
Non conversion provisional statement	1,000.00	No	1,000.00		1,027.00	Yes	VAT out of Scope	N/A
Non conversion application	2,500.00	No	2,500.00		2,567.50	Yes	VAT out of Scope	N/A
1st annual fee	500.00	No	500.00		513.50	Yes	VAT out of Scope	N/A
Annual fee	500.00	No	500.00		513.50	Yes	VAT out of Scope	N/A
Vary licence	1,250.00	No	1,250.00		1,283.80	Yes	VAT out of Scope	N/A
Transfer licence	1,000.00	No	1,000.00		1,027.00	Yes	VAT out of Scope	N/A
Re-instatement of licence	1,000.00	No	1,000.00		1,027.00	Yes	VAT out of Scope	N/A
Provisional	2,500.00	No	2,500.00		2,567.50	Yes	VAT out of Scope	N/A
<b>Family Entertainment Centre</b>								
Non conversion provisional statement	790.00	No	790.00		811.30	Yes	VAT out of Scope	N/A
Non conversion application	1,650.00	No	1,650.00		1,694.60	Yes	VAT out of Scope	N/A
1st annual fee	625.00	No	625.00		641.90	Yes	VAT out of Scope	N/A
Annual fee	625.00	No	625.00		641.90	Yes	VAT out of Scope	N/A
Vary licence	830.00	No	830.00		852.40	Yes	VAT out of Scope	N/A
Transfer licence	790.00	No	790.00		811.30	Yes	VAT out of Scope	N/A
Re-instatement of licence	790.00	No	790.00		811.30	Yes	VAT out of Scope	N/A
Provisional	1,650.00	No	1,650.00		1,694.60	Yes	VAT out of Scope	N/A
Temporary Use Notices	500.00	No	500.00		513.50	Yes	VAT out of Scope	N/A
Copy of Licences	25.00	No	25.00		25.70	Yes	VAT out of Scope	N/A
Notification of Change of Licence	50.00	No	50.00		51.40	Yes	VAT out of Scope	N/A
<b>Hackney Carriages</b>								



FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2025								
S	Current Fees		Approved Fees			Reviewed by Budget Manager for 2025/26	VAT Type	VAT Included
	2024/25 Fees C	Increase to be applied 2025/26	PROPOSED 2025/26 Fees Including Sept 1.7% CPI Increase	2025/26 Fees Including Sept 1.7% CPI Increase	PROPOSED 2025/26 Fees Including Sept 1.7% CPI Increase			
	£		£		£			
		Yes/No	A		£	Yes/No		
Vehicle Licence- New (valid for one year)	200.00	No	200.00		205.40	Yes	VAT out of Scope	N/A
Vehicle Licence- Renewal (valid for one year)	190.00	No	190.00		195.10	Yes	VAT out of Scope	
Vehicle Licence- if vehicle six years + (valid for 6 months)	100.00	No	100.00		102.70	Yes	VAT out of Scope	
Transfer of Vehicle Licence	190.00	No	190.00		195.10	Yes	VAT out of Scope	N/A
Replacement Vehicle Plate	20.00	No	20.00		20.50	Yes	VAT out of Scope	N/A
Replacement Vehicle Plate Bracket	10.00	No	10.00		10.30	Yes	VAT out of Scope	
DBS checks	50.00	No	50.00		51.40	Yes	VAT out of Scope	N/A
Knowledge Test	40.00	No	40.00		41.10	Yes	VAT out of Scope	N/A
DVLA check	10.00	No	10.00		10.30	Yes	VAT out of Scope	
Transfer of Proprietor	10.00	No	10.00		10.30	Yes	VAT out of Scope	
Vehicle Safety Check (Carried out by Rugby Borough Council Work Services)	50.00	No	50.00		51.40	Yes	VAT at 20%	Included
Vehicle Safety Check cancellation fee	10.00	No	10.00		10.30	Yes	VAT out of Scope	
<b>Private Hire Vehicles</b>								
Vehicle Licence- New (valid for one year)	200.00	No	200.00		205.40	Yes	VAT out of Scope	N/A
Vehicle Licence- Renewal (valid for one year)	190.00	No	190.00		195.10	Yes	VAT out of Scope	
Vehicle Licence- if vehicle six years + (valid for 6 months)	100.00	No	100.00		102.70	Yes	VAT out of Scope	
Transfer of Vehicle Licence	190.00	No	190.00		195.10	Yes	VAT out of Scope	
Operator's Licence: New Applications (valid for 5 years):						Yes	VAT out of Scope	
1-4 Vehicles	790.00	No	790.00		811.30	Yes	VAT out of Scope	N/A
5-9 Vehicles	860.00	No	860.00		883.20	Yes	VAT out of Scope	N/A
10-19 Vehicles	970.00	No	970.00		996.20	Yes	VAT out of Scope	N/A
20+ Vehicles	1,130.00	No	1,130.00		1,160.50	Yes	VAT out of Scope	
Application Renewal (valid for 5 years)					0.00			
1-4 Vehicles	790.00	No	790.00		811.30	Yes	VAT out of Scope	N/A
5-10 Vehicles	860.00	No	860.00		883.20	Yes	VAT out of Scope	N/A
10 or more Vehicles	970.00	No	970.00		996.20	Yes	VAT out of Scope	N/A
20+ Vehicles	1,130.00	No	1,130.00		1,160.50	Yes	VAT out of Scope	
Driver's Licence - Dual Hackney and PHV Licence: New Application (Valid for 3 years)	480.00	No	480.00		493.00	Yes	VAT out of Scope	N/A
Application Renewal (Valid for 3 years)	480.00	No	480.00		493.00	Yes	VAT out of Scope	N/A
Transfer of Vehicle Licence	190.00	No	190.00		195.10	Yes	VAT out of Scope	N/A
Replacement Vehicle Plate	20.00	No	20.00		20.50	Yes	VAT out of Scope	N/A
Replacement Vehicle Plate Bracket	10.00	No	10.00		10.30	Yes	VAT out of Scope	
Knowledge Test	40.00	No	40.00		41.10	Yes	VAT out of Scope	N/A
Replacement Operators License	10.00	No	10.00		10.30	Yes	VAT out of Scope	
Transfer of Proprietor	10.00	No	10.00		10.30	Yes	VAT out of Scope	
Replacement of Dual Drivers License/PHV License (Badge)	20.00	No	20.00		20.50	Yes	VAT out of Scope	
Vehicle Safety Check (Carried out by Rugby Borough Council Work Services)	50.00	No	50.00		51.40	Yes	VAT out of Scope	N/A
Vehicle Safety Check cancellation fee	10.00	No	10.00		10.30	Yes	VAT out of Scope	
<b>Car Parks and Parking</b>								
<b>Off Street Parking</b>								
<b>John Barford Car Park</b>								
Up to 3 hours	1.00	No	1.00		1.00	Yes	VAT at 20%	Included
Up to 5 hours	2.50	No	2.50		2.60	Yes	VAT at 20%	Included
Up to 11 hours	5.00	No	5.00		5.10	Yes	VAT at 20%	Included
Sunday	1.00	No	1.00		1.00	Yes	VAT at 20%	Included
<b>Railway Terrace/Gas Street/Old Market Place</b>								
Up to 3 hours	1.00	No	1.00		1.00	Yes	VAT at 20%	Included
Up to 5 hours	4.00	No	4.00		4.10	Yes	VAT at 20%	Included
Up to 11 hours	10.00	No	10.00		10.30	Yes	VAT at 20%	Included
Sunday	no charge	No	no charge		no charge	Yes	VAT at 20%	Included
<b>Chestnut Field/North Street/Little Church Street/Evreux Way</b>								
Up to 2 hours	1.00	No	1.00		1.00	Yes	VAT at 20%	Included
Up to 3 hours	1.30	No	1.30		1.30	Yes	VAT at 20%	Included
Sunday	1.00	No	1.00		1.00	Yes	VAT at 20%	Included
<b>Westway</b>								
Up to 5 hours	2.50	No	2.50		2.60	Yes	VAT at 20%	Included
Up to 11 hours	5.00	No	5.00		5.10	Yes	VAT at 20%	Included
Sunday	no charge	No	no charge		no charge	Yes	VAT at 20%	Included
<b>Newbold Road</b>								
Up to 3 hours	1.00	No	1.00		1.00	Yes	VAT at 20%	Included
Up to 5 hours (weekdays only)	4.00	No	4.00		4.10	Yes	VAT at 20%	Included
Up to 11 hours	10.00	No	10.00		10.30	Yes	VAT at 20%	Included
Saturday up to 11 hours	3.00	No	3.00		3.10	Yes	VAT at 20%	Included
Sunday	no charge	No	no charge		no charge	Yes	VAT at 20%	Included
<b>Penalty Charges</b>								
Penalty charge	50.00 or 70.00	No	50.00 or 70.00		50.00 or 70.00	Yes	VAT out of Scope	Excluded
Penalty charge if paid within 14 days	25.00 or 35.00	No	25.00 or 35.00		25.00 or 35.00	Yes	VAT out of Scope	Excluded
<b>Car Parks and Parking</b>								
<b>Season Tickets - Day Passes</b>								
<b>John Barford/Westway</b>								

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2025								
	Current Fees		Approved Fees			Reviewed by Budget Manager for 2025/26	VAT Type	VAT Included
	2024/25 Fees C	Increase to be applied 2025/26	PROPOSED 2025/26 Fees Including Sept 1.7% CPI Increase		PROPOSED 2025/26 Fees Including Sept CPI 1.7% +1% Increase			
S	£	Yes/No	£		£	Yes/No		
			A					
3 months	120.00	No	120.00		123.20	Yes	VAT at 20%	Included
6 months	215.00	No	215.00		220.80	Yes	VAT at 20%	Included
Yearly	400.00	No	400.00		410.80	Yes	VAT at 20%	Included
					0.00			
<b>Railway Terrace/Gas Street/Old Market Place</b>					0.00			
3 months	180.00	No	180.00		184.90	Yes	VAT at 20%	Included
6 months	325.00	No	325.00		333.80	Yes	VAT at 20%	Included
Yearly	615.00	No	615.00		631.60	Yes	VAT at 20%	Included
					0.00			
<b>Other Charges</b>					0.00			
Vehicles over 3 tonnes/Coaches	not permitted	No	not permitted		not permitted	Yes	VAT at 20%	Included
Caravan/trailers and towing vehicles used for exhibitions, trade etc. (per space)	10.00	No	10.00		10.30	Yes	VAT at 20%	Included
<b>Enforcement Charges</b>								
<b>Fixed Penalty Fines</b>								
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.								
			2024/25 Charges to be reviewed for 2025/26					
			Penalty	Maximum	Discount			
Depositing Litter		No	500.00	2,500.00	50.00	Yes	VAT out of Scope	N/A
Graffiti and fly posting		No	500.00	2,500.00	400.00	Yes	VAT out of Scope	N/A
Nuisance parking		No	100.00	2,500.00	80.00	Yes	VAT out of Scope	N/A
Fly tipping		No	1,000.00	unlimited	750.00	Yes	VAT out of Scope	N/A
Exposing vehicles for sale on a road		No	100.00	2,500.00	no discount	Yes	VAT out of Scope	N/A
Repairing vehicles on a road		No	100.00	2,500.00	no discount	Yes	VAT out of Scope	N/A
Abandoning a vehicle		No	200.00	2,500.00	120.00	Yes	VAT out of Scope	N/A
Unauthorised distribution of free printed matter		No	80.00	2,500.00	50.00	Yes	VAT out of Scope	N/A
Failure to furnish documentation (Waste Carriers Licence)		No	300.00	unlimited	no discount	Yes	VAT out of Scope	N/A
Failure to produce authority (Waste Transfer Note)		No	300.00	unlimited	no discount	Yes	VAT out of Scope	N/A
Failure to comply with a Public Space Protection Order		No	100.00	2,500.00	75.00	Yes	VAT out of Scope	N/A
Failure to comply with a Community Protection Notice (Individual)		No	100.00	2,500.00	50.00	Yes	VAT out of Scope	N/A
Failure to comply with a Community Protection Notice (Business)		No	100.00	unlimited	no discount	Yes	VAT out of Scope	N/A
Failure to comply with noise warning notice (licenced)		No	500	unlimited	no discount	Yes	VAT out of Scope	N/A
Failure to comply with a Public Space Protection Order (Dogs)		No	100	1000	50	Yes	VAT out of Scope	N/A
<b>Landlords</b>								
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					
	<b>If Paid Within 14 Days</b>				<b>If Paid Within 14 Days</b>			
First Offence	750.00	No		1,000.00	750.00	Yes	VAT out of Scope	N/A
Second Offence	n/a	No		2,000.00	n/a	Yes	VAT out of Scope	N/A
Third Offence (and all Consequent Offences)	n/a	No		5,000.00	n/a	Yes	VAT out of Scope	N/A
<b>Enforcement Charges</b>								
<b>Officer Rates</b>								
For reclaiming officer costs when investigating matters that result in a legal proceeding being instituted etc.								
<b>Category A</b> - salary grade D and below	58.50	Yes	59.50		60.10	Yes	VAT out of Scope	N/A
<b>Category B</b> - salary grade E to F	77.10	Yes	78.40		79.20	Yes	VAT out of Scope	N/A
<b>Category C</b> - salary grade G	98.50	Yes	100.20		101.20	Yes	VAT out of Scope	N/A
<b>Category D</b> - Heads of Service or above	117.20	Yes	119.20		120.40	Yes	VAT out of Scope	N/A
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	71.00	Yes	72.20		72.90	Yes	VAT out of Scope	N/A
Any associated letters, reports etc.	14.90	Yes	15.20		15.30	Yes	VAT out of Scope	N/A
Officers statement for solicitors (minimum 1 hour)	officer rates		officer rates		officer rates	Yes	VAT out of Scope	N/A
Mileage charged at current casual user rates								
<b>Note: Fees and Charges marked with an asterisk "*" are set by national legislation and will be amended as and when specified charges are amended</b>								
	Exempt							
<b>Housing</b>								
Private Housing Inspection and Assessment for Immigration and other purposes	250.00	No	254.30		256.80	No	VAT out of Scope	N/A
<b>House in Multiple Occupation Licence fee (valid for 5 years):</b>								
<b>Where Landlord approaches Council:</b>						No	VAT out of Scope	N/A
1-6 occupants	1362.00	No			1,398.80	No	VAT out of Scope	N/A
7-11 occupants	1556.00	No			1,598.00	No	VAT out of Scope	N/A
12+ occupants	1694.00	No			1,739.70	No	VAT out of Scope	N/A

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2025									
S	Current Fees		Approved Fees				Reviewed by Budget Manager for 2025/26 Yes/No	VAT Type	VAT Included
	2024/25 Fees C	Increase to be applied 2025/26 Yes/No	PROPOSED 2025/26 Fees Including Sept 1.7% CPI Increase £	A	B	PROPOSED 2025/26 Fees Including Sept 1.7% +1% Increase £			
	£								
<b>Surcharge where Landlord is found to be running an unlicensed HMO (in addition to relevant application fee)</b>	500.00	Yes	900.00			513.50	No	VAT out of Scope	N/A
Renewal of an HMO Licence (valid for 5 years)	1177.00	No	493.00			1,208.80	No	VAT out of Scope	N/A
Copy of Licence	34.00	Yes	34.60			34.90	No	VAT out of Scope	N/A
Variation of Licence	205.00	Yes	208.50			210.50	No	VAT out of Scope	N/A
Revoking licence	205.00	Yes	208.50			210.50	No	VAT out of Scope	N/A
Service of Hazard awareness notice	0.00						No	VAT out of Scope	N/A
Service of formal notice/order	629.00	Yes	639.70			646.00	No	VAT out of Scope	N/A
Additional notices/orders for multiple hazards	63.00	Yes	64.10			64.70	No	VAT out of Scope	N/A
DBS check	50.00	No	50.90			51.40	No	VAT out of Scope	N/A
<b>Public Registers and other information</b>									
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.									
	price on application		price on application			price on application		VAT out of Scope	N/A
Complete copies of list of Registered Food Premises	320.00	No	325.40			328.60	Yes	VAT out of Scope	N/A
Partial copies of the list of Registered Food Premises	0.00						Yes	VAT out of Scope	N/A
Copies of or from other Public Registers:									
Complete premises files (printed, plus photocopying charge)	40.00	No	40.70			41.10	Yes	VAT out of Scope	N/A
Partial extracts form premises file (per request, plus copying)	20.00	No	20.30			20.50	Yes	VAT out of Scope	N/A
Printed copies of Air Quality Assessment Reports etc	51.00	No	51.90			52.40	Yes	VAT out of Scope	N/A
Information may be available in an electronic format. Prices available on request.									
<b>OPERATIONS AND TRADED</b>									
<b>Waste Collection</b>									
Bulky Waste Collection - up to 3 items	33.30	Yes	34.10			34.20	Yes	VAT out of Scope	N/A
Each Additional Item:									
Up to a maximum of 6	6.80	Yes	6.80			7.00	Yes	VAT out of Scope	N/A
Over 6 household items or any number of garden items (sheds, play equipment)	price on application		price on application			price on application	Yes		
Cancellation Fee	4.40	Yes	4.60			4.50	Yes	VAT out of Scope	N/A
						0.00			
Domestic Garden Waste Collection (annual subscription)- charge per bin	45.00	No	46.00	rounded to nearest £1		47.00	Yes	VAT out of Scope	N/A
Trade Waste	price on application	No	price on application			price on application	Yes	VAT out of Scope	N/A
Emptying of Litter/Dog Waste Bin not on the Public Highway	2.50 per bin per empty	Yes	2.50 per bin per empty			2.50 per bin per empty	Yes		
<b>Miscellaneous Street Cleansing Services</b>									
Minor Road Closures	price on application	N/A	price on application			price on application	Yes		
Event Bin Hire	price on application	N/A	price on application			price on application	Yes		
Post Event Clearance	price on application	N/A	price on application			price on application	Yes		
Private Road/Carpark Sweeping	price on application	N/A	price on application			price on application	Yes		
<b>Miscellaneous Highways Services</b>									
Fit a wall mount street nameplate	price on application	N/A	price on application			price on application	Yes	VAT out of Scope	N/A
Install a floor mount street nameplate	price on application	N/A	price on application			price on application	Yes		
Remove a street nameplate	price on application	N/A	price on application			price on application	Yes		
Remove old street nameplate & install new at same time	price on application	N/A	price on application			price on application	Yes		
Fix a nameplate leg	price on application	N/A	price on application			price on application	Yes		
Dropped Kerb Installation	price on application	N/A	price on application			price on application	Yes		
Household Driveway Installation	price on application	N/A	price on application			price on application	Yes		
Install post mount litter bin	price on application	N/A	price on application			price on application	Yes		
Install steel floor mount bin on existing pad	price on application	N/A	price on application			price on application	Yes		
Install new concrete pad for floor mount litter bin	price on application	N/A	price on application			price on application	Yes		
Install floor mount litter bin and concrete pad	price on application	N/A	price on application			price on application	Yes		
Total installation cost for cast iron floor mount bin	price on application	N/A	price on application			price on application	Yes		
Install cast iron floor mount bin on existing pad	price on application	N/A	price on application			price on application	Yes		
Remove a bin	price on application	N/A	price on application			price on application	Yes		
Remove a cast iron bin	price on application	N/A	price on application			price on application	Yes		
Install post in concrete for dog waste bin	price on application	N/A	price on application			price on application	Yes		
Install dog waste bin	price on application	N/A	price on application			price on application	Yes		
Install wheelistat	price on application	N/A	price on application			price on application	Yes		

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2025									
S	Current Fees		Approved Fees				Reviewed by Budget Manager for 2025/26	VAT Type	VAT Included
	2024/25 Fees C	Increase to be applied 2025/26	PROPOSED 2025/26 Fees Including Sept 1.7% CPI Increase	A	B	PROPOSED 2025/26 Fees Including Sept CPI 1.7% +1% Increase			
	£								
Install a bench on existing pad	price on application	N/A	price on application			price on application	Yes		
Assemble and install a bench on existing pad	price on application	N/A	price on application			price on application	Yes		
Lay a concrete pad for a standard new bench	price on application	N/A	price on application			price on application	Yes		
Install a new bench and concrete pad	price on application	N/A	price on application			price on application	Yes		
Install slabs on concrete for bench installation	price on application	N/A	price on application			price on application	Yes		
Remove a bench	price on application	N/A	price on application			price on application	Yes		
Install 1 bike hoop in existing hard surface	price on application	N/A	price on application			price on application	Yes		
Construct a pad (tarmac) and install 3 bike hoops	price on application	N/A	price on application			price on application	Yes		
<b>COMMUNITIES &amp; HOMES</b>									
<b>Housing Services</b>									
Replacement access fobs	15.00	Yes	15.30			15.40	Yes	VAT at 20%	Included
<b>Welfare Services</b>									
Lifeline Personal Alarm Service - weekly charge	5.50	Yes	5.60			5.60	Yes	VAT at 20%	Excluded
Lifeline Pendant	1.00	Yes	1.00			1.00	Yes	VAT at 20%	
Fall Detector	2.00	Yes	2.00			2.10	Yes	VAT at 20%	
GSM Sim Card	1.20	Yes	1.20			1.20	Yes	VAT at 20%	
Some residents may qualify for a VAT exemption.									
<b>Emergency Housing</b>									
Housing Guest Bedroom Charges (Including VAT)	17.60	Yes	17.90			18.10	Yes	VAT at 20%	Excluded
<b>Mobile Homes</b>									
Pitch Fees	148.64	Yes	151.20			152.70	Yes	VAT at 20%	N/A
<b>Street Naming and Numbering</b>									
Add a name to an existing address - Price per address	31.20	Yes	31.70			32.00	Yes	VAT at 20%	Included
Change an existing address - Price per address	31.20	Yes	31.70			32.00	Yes	VAT at 20%	Included
Register a new address - Price per address	31.20	Yes	31.70			32.00	Yes	VAT at 20%	Included
New Addresses on Large Developments - Price per 2 - 5 plots	124.60	Yes	126.70			128.00	Yes	VAT at 20%	Included
New Addresses on Large Developments - Price per 6 - 10 plots	249.30	Yes	253.50			256.00	Yes	VAT at 20%	Included
New Addresses on Large Developments - Price per 11 - 19 plots	373.80	Yes	380.20			383.90	Yes	VAT at 20%	Included
New Addresses on Large Developments - Price per 20+ plots	498.50	Yes	507.00			512.00	Yes	VAT at 20%	Included
plots	18.70	Yes	19.00			19.20	Yes	VAT at 20%	Included
Register a new Street - Price per street	124.60	Yes	126.70			128.00	Yes	VAT at 20%	Included
Rename an existing street - Price per street	249.30	Yes	253.50			256.00	Yes	VAT at 20%	Included
+ a per address charge - Price per address	31.20	Yes	31.70			32.00	Yes	VAT at 20%	Included
<b>FINANCE, PERFORMANCE, LEGAL AND GOVERNANCE</b>									
<b>Legal Services</b>									
Copy Document – S106 Agreement: Bilateral Agreement or Unilateral Undertaking*	77.70	Yes	79.00			79.80	Yes	VAT at 20%	Included
Copy Document – S106 Agreement: Supplemental Deed or Deed of Variation*	40.30	Yes	41.00			41.40	Yes	VAT at 20%	Included
Copy Document – TPO*	40.30	Yes	41.00			41.40	Yes	VAT at 20%	Included
Ex-Council House Consent	77.70	Yes	79.00			79.80	Yes	VAT at 20%	Included
Ex-Council House Consent: Retrospective	114.90	Yes	116.90			118.00	Yes	VAT at 20%	Included
Copy Document – Lease or Shared Ownership Lease	76.90	Yes	78.20			79.00	Yes	VAT at 20%	Included
Copy Document – Enforcement Notices	23.00	Yes	23.40			23.60	Yes	VAT at 20%	Included
Copy Document – Smoke Control Order	38.10	Yes	38.70			39.10	Yes	VAT at 20%	Included
Ex-Council House Deed of Postponement	77.70	Yes	79.00			79.80	Yes	VAT at 20%	Included
Ex-Council House Letter of Compliance	77.70	Yes	79.00			79.80	Yes	VAT at 20%	Included
Leasehold Enquiries	114.90	Yes	116.90			118.00	Yes	VAT at 20%	Included
Certificate of Existence	16.00	Yes	16.30			16.40	Yes	VAT at 20%	Included
* Standard turnaround for copies is 1-3 working days. However, if any of the above documents require expediting straight away, an additional £30.00 is added to each.									
Copy documents will be emailed out to customers where possible. A number of copy documents are available on the Council's publicly accessible registers and customers are requested to check these registers prior to making a request for a copy document. Where the Council has already scanned a copy document in and holds an electronic version that can be emailed to the customer, an administration charge of £15 will be made rather than the fee shown above.									
<b>Electoral Register</b>									
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		No					Yes	VAT out of Scope	N/A
Fee for paper copy £10.00 plus £5.00 for every 1,000 entries or part thereof purchased		No					Yes	VAT out of Scope	N/A



***AGENDA MANAGEMENT SHEET***

<b>Report Title:</b>	People Strategy
<b>Name of Committee:</b>	Scrutiny Committee
<b>Date of Meeting:</b>	8 January 2025
<b>Contact Officer:</b>	Judith Hicks - Human Resources Manager Judith.hicks@rugby.gov.uk
<b>Summary:</b>	A copy of the People Strategy is attached for review by the committee prior to submission to Cabinet.
<b>Financial Implications:</b>	There are no financial implications as a result of this report
<b>Risk Management/Health and Safety Implications:</b>	There are no risk management or Health and Safety implications as a result of this report.
<b>Environmental Implications:</b>	There are no Environmental implications as a result of this report
<b>Legal Implications:</b>	There are no Legal implications as a result of this report.
<b>Equality and Diversity:</b>	No new or existing policy or procedure has been recommended

**Scrutiny Committee - 8 January 2025**

**People Strategy**

**Public Report of the Deputy Executive Director**

**Summary**

**1.0 Introduction**

1.1

The Council recognises that following a period of review and consultation, the need to focus on strengthening people management practices, introducing performance development reviews, enhancing leadership capability and investing in learning & development is essential if the Council is to deliver the corporate strategy. Following consultation with the Chief Executive, Leadership Team and Management Team, it was agreed that the Council required a People Strategy to give clear direction to this work.

**2.0 Strategy Development and Consultation**

2.1

The People Strategy 2023 – 2026 (Appendix 1) has been developed by analysis of data, conversations and insights from people managers, external benchmarking and good practice from other local authorities. The draft strategy has been reviewed by the All Leaders Steering Group (A.L.S.G) in August 2023 and then by the Local Government Association (LGA) Corporate Peer Challenge team in October 2023 and its inclusion in their key recommendations has given assurance that the correct priorities have been identified. The strategy was then drafted after input and consultation with employees, unions via JUCF, employee briefings, leadership, management team and focus groups.

1.2

Input has also been received from West Midlands Employers, LGA corporate peer challenge team, senior legal officer and feedback acted upon. Following the May 2024 elections, the strategy has been shared with portfolio holders, leaders and other elected members of the new administration. In December 2024, the chair of the Scrutiny Committee has also offered valuable and insightful feedback.

### 3.0 Key areas of focus

#### 3.1

During a Scrutiny committee pre-meeting the following points were highlighted for inclusion in this report:

#### **Are the overall priorities / ambitions aligned with Elected Members expectations?**

Extensive consultation to date, as well as input from the current administration indicates that the priorities are evidence led and will support the delivery of the corporate strategy.

#### **Is the annual delivery plan appropriate to make progress?**

The current delivery plan for 2024/25 is on track in key areas, with some relating to leadership capability planned to continue during 2025/26. The creation of the annual delivery plan is scheduled to be devised in February 2025. The work relating to leadership capability, culture and climate will continue throughout 2025/26

#### **Do the performance indicators give members assurance that progress is being made?**

The KPI's relating to turnover and sickness absence are challenging, but achievable. A 25% reduction in sickness absence by April 2025 should demonstrate progress. Other KPI's are on track to be achieved.

#### **How would scrutiny committee like to be kept updated on the delivery of the strategy and action plan?**

Regular updates on a quarterly or monthly basis can be provided by the Human Resources Manager. The frequency and format can be agreed by the committee.

#### 3.2

#### **What progress against the current objectives has been delivered?**

1. Attract, recruit and retain the best people to work for us.

The appointment of a Talent & Resourcing Business Partner in July 2024 has ensured that RBC now has direct accounts with key jobs boards, an RBC Linked-In Jobs account and has seen an uplift in the number of applicants since August. Current data shows 80% of vacancies are filled within 65 days. Updated copy for adverts, job profiles and enhanced promotion of RBC employee benefits has been delivered. A dedicated jobs landing page will be on the RBC website by early 2025. All key Hiring Managers have attended and passed Safer Recruitment and Recruitment and Selection training for all Hiring Managers will commence in



February 2025. We are on track to increase the number of apprentices by 15% and further work to develop the way the organisation recruits apprentices and utilises the apprenticeship levy is continuing.

2. Develop and implement a performance management process to cascade through the organisation

All people managers have been supported and accessed guidance to lead a PDR as part of the pilot. A series of focus groups have feedback key learnings from the pilot which will inform phase 3 (all colleagues) launch in April 2025.

There is an increased and ongoing need to support people managers and all colleagues with the drafting of S.M.A.R.T objectives, having coaching conversations and planning for the cascading of PDR's and alignment of corporate and directorate objectives with individual objectives.

Key dates for the launch of phase 3 have been planned for February 2025 and documentation for front-line colleagues PDRs have been designed. Phase 3 focus groups are planned for January 2025.

3. Enhance the learning and development programme to engage and deliver impact.

We are on track to go live with a new e-learning platform in February 2025 and a revised programme, informed by the 2024 learnings, for 2025/26 will be launched in December 2024 and communicated across the organisation during 2025. Future Leaders launched in August 2024, and we now have circa 30 Future Leaders invested in the programme. Our work with Leadership Team to deliver development interventions has paused following the May elections, but this work will accelerate during Q4 and into 2025/26

4. Develop leadership capability to ensure we become a people focused organisation to shift culture and climate

The majority of people managers have attended the mandatory programmes with behaviours and capability around people management strengthening as a result. Attendance at the optional sessions is increasing, and engagement targets are on track for April 2025. We continue to deliver Dignity at Work sessions for all colleagues (following people managers during 2023/2024) and all people policies are now updated and published. Dedicated sessions are planned for Leadership Team and Elected Members during 2025.

5. Support proactive health and wellbeing activities to improve employee attendance and strengthen absence management

The focus is to ensure that workload is manageable continues, through clear priorities and S.M.A.R.T. objectives in PDRs. The work and profile of the MHFA continues to grow, with data showing a decline in lost days due to mental health related absence since January 2023.

This is the impact of; new training for managers and colleagues, proactive offering of counselling services, updated absence management procedures, documentation, recording of sickness absence on I-Trent, new Attendance Improvement Plans, long term cases being resolved by HR Business Partners and the deployment of 12 MHFA.

Key metrics measuring sickness absence rates continue to indicate an improving situation.

6. Enhance HR systems, processes, policies and reporting to support managers and employees.

Following the rollout across the organisation, culminating at WSU, all people managers are now using I-Trent to record sickness absence. The project to deliver a new LMS (e-learning) is on track to go live in February 2025. The new people policies have a dedicated SharePoint page, new process charts are being finalised and the mental health pages have been updated.

I-Trent is being utilised to capture completed PDRs and absence management related forms have been designed, using a new I-Trent module. In addition, all DBS checks are now completed online, resulting in efficient onboarding and robust pre-employment checks.

## **4.0 Conclusion**

### **4.1**

The People Strategy's 2023 – 2026 ambitions and strategic priorities will place people at the heart of the Council's corporate strategy, delivering the outcomes for residents. The People Strategy is aimed at enabling our people to drive excellence in everything we do. The strategy details our priorities, and its implementation, via the service delivery action plan will ensure that we are truly fit for the future. Its alignment with the HR KPIs will ensure we can clearly measure progress. This strategy will help enhance the Council's resilience and strengthen our ability to deliver services and respond to any future challenges by developing the agility, knowledge, skills, competence and behaviours of all our people.

### **4.2**

The committee is asked to review the People Strategy and make any necessary recommendations to Cabinet.



**Name of Meeting:** Scrutiny Committee  
**Date of Meeting:** 8 January 2025  
**Subject Matter:** People Strategy 2023 - 2026  
**Originating Department:** Executive Director's Office

**DO ANY BACKGROUND PAPERS APPLY**       YES       NO

**LIST OF BACKGROUND PAPERS**

<b>Doc No</b>	<b>Title of Document and Hyperlink</b>

# Rugby Borough Council – People Strategy 2023 – 2026



## Contents

1 Forward

2. Introduction by Chief Executive

3. Rugby Borough Council – our Values

4. People priorities – our ambition for the future and 2024/2025 priorities

### Our Ambitions

- ✓ Attracting and retaining the best people to work for us
- ✓ Developing truly effective individual performance management processes
- ✓ Offering high quality and relevant learning & development opportunities to our people
- ✓ Delivering great leadership development interventions to shift culture and climate
- ✓ Supporting our colleagues to be happy, healthy and here
- ✓ Creating the conditions in which being the best you can be is noticed, rewarded and celebrated

### Our 2024/2025 strategic priorities

- ✓ Attract, recruit and retain the best people to work for us
- ✓ Develop and implement a performance management process to cascade through the organization
- ✓ Enhance the learning and development programme to engage and deliver impact
- ✓ Develop leadership capability to ensure we become a people focused organization
- ✓ Support proactive health and wellbeing activities to improve employee attendance and strengthen absence management
- ✓ Enhance HR systems, processes, policies and reporting to support managers and employees

5. Summary

## 1. Foreword

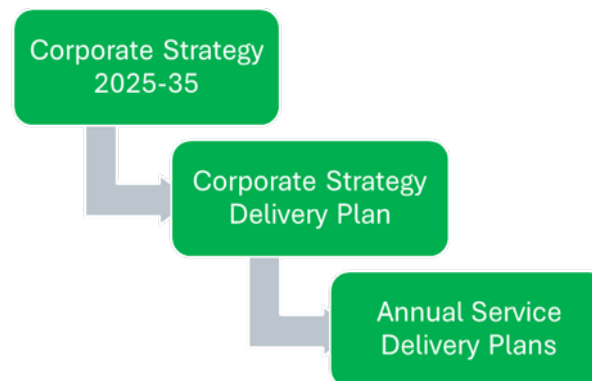
Welcome to the Rugby Borough Council People Strategy. We will use this strategy to give clear direction to the work that we need to deliver to ensure our people are able to perform at their best, work together and enable them to deliver the Corporate Strategy for the residents of the Borough. The Corporate Strategy identified four priority outcomes:

### Rugby Borough Council Corporate Strategy 2025 –2035

#### Our Strategic Priorities

1. To support and enable people to live healthier, longer and more independent lives.
2. To deliver a thriving economy that brings boroughwide investment and regenerates Rugby Town Centre.
3. To protect the environment and deliver a borough that is adapting to the changing climate.
4. To reduce inequalities and improve housing.

This people strategy will support our work to become a responsible, effective and efficient organisation. It will ensure everyone understands what success looks like and that we become more efficient in all aspects of people management. A HR Service Delivery Plan with key milestones, dates, lead officers and measures ensures delivery of the strategy.





Our people are at the heart of our corporate outcomes, delivering the corporate strategy. The council’s people strategy 2023 – 2026 is aimed at enabling our people to drive excellence in everything we do. Our strategy details our priorities, and its implementation will ensure we achieve the outcomes we desire. Placing our people at the forefront of the Council’s priorities will ensure that we are truly the best organisation we can be.

Essentially, this strategy will help enhance the Council’s resilience and strengthen our ability to deliver services and respond to any future challenges by developing the agility, knowledge, skills, competence and behaviours of all our people.



## **2. Introduction**

*“Rugby Borough is a thriving community that deserves excellent services and to attract and develop the very best employees to deliver services for our residents. Our people are key to our success as a Council and vital in our ongoing desire to put customers first in everything we do. For me, it is an exciting time to see our People Strategy brought to life and placed at the heart of our corporate strategy.”*

*“Our people are our greatest asset and this strategy enables us to focus on the people who deliver excellence for our residents. Our strategy will make sure we create the right culture to support the right people to do the right things at the right time.”*

**Mannie Ketley – Chief Executive**

### 3. Rugby Borough Council – our Values and our Operating Principles



Our values are key to us achieving our corporate priorities through our people. They give us direction and clarity regarding the “how” our priorities are delivered. The behaviours we expect of each other in our interactions with both colleagues and residents will help us create a culture where our people feel supported and valued.

Our target operating model is that:

- ✓ We are a modern organisation with optimised ways of working.
- ✓ We continue to be a financially sustainable organisation that adopts best practice and commercial principles.
- ✓ Transformation of processes and services make best use of resources.
- ✓ We are the best organisation we can be, and everyone knows what success looks like.
- ✓ Our customers are proud of what we do.
- ✓ We have a culture of innovation and staff are empowered to make decisions about their work.
- ✓ Our communities are empowered, and we support them to achieve their aspirations.
- ✓ We are an employer of choice with a focus on health and wellbeing

#### **4. People Priorities - Our ambition for the future**

The focus for all our people managers across the Council will be directed towards our ambition to ensure we attract, retain, support and develop people who are passionate about delivering local services to our residents.

People metrics will demonstrate our success. We anticipate reduced levels of sickness absence, lower levels of staff turnover along with insightful employee engagement survey results and feedback from focus groups, employee briefings and exit interviews to further shape our decisions.

#### **The Ambitions for 2023 – 2026**

##### **2023/2024**

##### **The Foundation Year**

**Ensuring compliance, efficient and effective processes, building the team and resolving legacy issues.**

##### **2024/2025**

##### **The Leadership and Performance Year**

**Implement and measure a performance management process, develop leadership capability at people manager level and enhance coaching skills.**

##### **2025/2026**

##### **The Development and Growth Year:**

**Ensure our people are valued, rewarded and offered opportunities for growth and development.**

**Throughout 2023 – 2026 Rugby Borough Council will focus on our people ambitions:**

- ✓ Attracting and retaining the best people to work for us
- ✓ Developing truly effective individual performance management processes
- ✓ Offering high quality and relevant learning & development opportunities to our people
- ✓ Delivering great leadership development interventions to shift culture and climate
- ✓ Supporting our colleagues to be happy, healthy and here
- ✓ Creating the conditions in which being the best you can be is noticed, rewarded and celebrated

**2024/2025 Strategic Priorities**

1. Attract, recruit and retain the best people to work for us
2. Develop and implement a performance management process to cascade through the organisation
3. Enhance the learning and development programme to engage and deliver impact
4. Develop leadership capability to ensure we become a people focused organization
5. Support proactive health and wellbeing activities to improve employee attendance and strengthen absence management
6. Enhance HR systems, processes, policies and reporting to support managers and employees

**1. Attract, recruit and retain the best people to work for us** *We are an employer of choice with a focus on health & wellbeing*

The council's ambition to deliver for the residents and drive excellence in everything we do starts with, and is reliant on, the talent we bring into and retain within the Council. This includes a proactive and positive approach to building career pathways and apprenticeships for those looking to learn and progress. To attract the best possible talent, we need to become *an employer of choice* and develop our employer brand. We will proactively engage with candidates and recruit those who fit with our values, assessing professional expertise and competence.

**Outcomes - Recruitment and retention**

The council will place equal emphasis and importance on retaining existing staff, offering equal opportunities to all and progression for those who wish to realise their true potential. The Council's staff turnover of 15% in 2023/2024 is higher than we would like it to be, and we want to see this reduce to 13.4% (LGA workforce survey) in 2024/2025.

**Actions – Recruitment and retention**

- ✓ Prioritise this vital work by recruiting a Talent & Resourcing Business Partner
- ✓ Ensure all relevant hiring managers attend and pass Safer Recruitment accredited training
- ✓ Update and enhance the recruitment landing page on our website
- ✓ Deliver and evaluate recruitment and selection training for all hiring managers
- ✓ Implement a new onboarding module on our HR system
- ✓ Ensure onboarding, induction and initial objective setting support new employees to settle
- ✓ Evaluate the effectiveness of current recruitment campaigns and develop new methods of attracting candidates
- ✓ Develop our relationship with Opus People Solutions to ensure our temporary worker attraction is effective.

**Success Criteria – Recruitment and retention**

- ✓ Staff turnover will reduce from 15% to 13.4% by the end of 2024/2025
- ✓ Hiring Managers attend recruitment and selection training and satisfaction indicators exceed 85%
- ✓ 85% of vacancies are offered and accepted within the timeline of 65 days
- ✓ We increase the number of apprentices recruited by 15% in 2024/2025

## 2. Develop and implement a performance management process to cascade through the organisation *We are the best organization we can be and everyone knows what success looks like*

The approach to introducing performance management throughout the organisation during 2024/2025 is all about creating the conditions in which being the best you can be is recognized and valued. Our value of Driving Excellence indicates the direction; everyone understands what is expected of them and is clear on what their individual priorities are and how they ensure the delivery of the overall strategic priorities.

### **Outcomes – Recognising excellent people through performance management**

With S.M.A.R.T. objectives for office-based colleagues and standards for our front-line colleagues, we will ensure that everyone has clarity of purpose and is able to celebrate successes, while understanding that their achievements are aligned with corporate priorities.

By introducing Performance Development Reviews (PDRs) we will give people clear direction and the scope and freedom to do what is right and necessary to deliver the outcome. Individuals will be managed so they can use their professional knowledge and experience to ensure the impact of their work.

### **Actions – Recognising excellent people through performance management**

- ✓ Design a performance management process that supports and recognises colleagues, while giving clear direction and objectives to deliver outcomes
- ✓ Consult, facilitate focus groups and act upon feedback from colleagues and unions to further inform performance management processes
- ✓ Support, guide and train all people managers to be confident to implement performance management within their service areas
- ✓ Capture completed PDRs on I-Trent, evaluate and report by December 2024

### **Success Criteria – Recognising excellent people through performance management**

- ✓ 100% of people managers will have accessed support, guidance, briefings or training to allow them to deliver a PDR by 1<sup>st</sup> October 2024
- ✓ 100% of people managers will have agreed to their performance objectives in a review with their manager by 1<sup>st</sup> December 2024.
- ✓ 85% of people managers can demonstrate evidence of behaviours aligned to the values indicators

### **The principles of our approach to Performance Development Reviews (PDRs)**

Our PDRs will be the time that performance objectives are agreed, and progress will be reviewed 6 monthly and then at the end of the financial year. Quality performance reviews will also allow the opportunity to gather evidence of emerging talent, identify learning needs, improve succession planning and constructively address capability issues.

Our PDRs will have:

- ✓ Simple to use [relevant and robust but not overly complex or time consuming] documents
- ✓ An Evidence based approach based upon the learnings from the pilot
- ✓ Assessment of performance in the role and driving excellence to achieve outcomes
- ✓ Our CANDO values built in and supporting behaviours which align with the values indicator framework
- ✓ Consistent overall assessment grading: Outstanding, Exceeds Expectations, Meets Expectations, Requires Development and Below Expectations
- ✓ Objectives that are expected to be S.M.A.R.T. and linked to corporate priorities
- ✓ Standards for front line workers that will be relevant, achievable and measurable
- ✓ To ensure that ongoing 1-2-1s are embedded as part of the performance management cycle.
- ✓ Evidence based talent identification and development

### **3. Enhance the learning and development programme to engage and deliver impact – *We are a modern organisation with optimized ways of working***

As a learning organisation, the Council will support all employees to acquire knowledge and innovate to develop their strengths and thrive in their role.

The Council is committed to providing employees, agency workers and occasional workers with access to appropriate learning and development opportunities that will help them grow and maintain the knowledge, skills and experience necessary to perform their role. In the Drive for Excellence, we need to adopt a continuous improvement approach, which means we must support all colleagues to be open to learning new methods of working and proactively engaging with all learning opportunities. Employees will be focused on their own development, which will help them meet the needs of our customers and work towards achieving our priorities.

#### **Outcomes – offering learning and develop opportunities to our people**

- ✓ Create a culture that encourages and supports continuous employee learning, feedback and coaching
- ✓ Recognise the learnings that come from reflection, harnessing those learnings to improve service delivery
- ✓ Value, learn from and disseminate the wealth of experience and knowledge that exists in the organization

#### **Actions – offering learning and develop opportunities to our people**

- ✓ Procure, launch and promote a modern e-learning platform
- ✓ Design, deliver and evaluate the 2024/25 learning & development programme
- ✓ Launch the Future Leaders Development Programme during the summer of 2024
- ✓ Design, deliver and evaluate a series of workshops to support the PDR rollout during 2024
- ✓ Further embed the practices and behaviours explored in Owinging & Driving Performance
- ✓ Work with the leadership team to identify appropriate leadership development interventions

#### **Success criteria – offering learning and development opportunities**

- ✓ User reports from e-learning platform show completion of modules increases by 25%
- ✓ Evaluations from L&D programmes indicate at least 85% satisfaction
- ✓ Increase the reach of the L&D programme across the council, resulting in a 20% increase in those attending the sessions



#### **4. Develop leadership capability to ensure we become a people focused organisation to shift culture and climate**

*We have a culture of innovation and people are empowered to make decisions about their work*

The Council will continue to enhance and develop our leadership capability by offering key interventions for leaders at all grades and across the council. The Council will offer bespoke leadership courses focusing on self-leadership, enhanced self-awareness and reflection as key tools to further embed modern leadership behaviours.

We will continue our work to ensure all people managers have the necessary knowledge and skills to Nurture People and effectively deliver through their teams. Supported by improved processes, updated policies and coaching opportunities our people managers will effectively enthuse and engage their teams, while directing the priorities and managing performance to deliver the outcomes.

##### **Outcomes – developing leadership capability to become a people focused organisation**

- ✓ All people managers are implementing their learning from attending the mandatory programmes
- ✓ All people managers have a Personal Development Plan to support their own areas for development
- ✓ All people policies are published and briefed to all colleagues and people managers are confident implementers of the policy
- ✓ Dignity At Works sessions are offered across the organisation and result in improved relationships and respect across the Council

##### **Actions – developing leadership capability to become a people focused organisation**

- ✓ Design and deliver a leadership development programme for selected people managers
- ✓ Continue to work with Leadership Team to focus on bespoke areas for development
- ✓ Design and launch an employee engagement survey in November 2024, led by the HR team
- ✓ Create a “Our People Stories” campaign to highlight our people, their skills and enhance our employer brand
- ✓ Continue to roll out Dignity at Work briefing sessions for all employees

##### **Success criteria – developing leadership capability to become a people focused organization**

- ✓ All employees have regular 1-2-1's with their manager
- ✓ Colleague's concerns being resolved at an informal stage, results in a 25% reduction in the number of formal grievances by April 2025
- ✓ 85% of colleagues attend the Dignity At Work briefing session during 2024/25
- ✓ 100% of selected people managers attend the leadership development programme

## **5. Support proactive health and wellbeing activities to improve employee attendance and strengthen absence management** *We are an employer of choice with a focus on health and wellbeing*

The Council wants all our employees to enjoy work and thrive in their roles. It is recognized that since the pandemic there has been an increase nationally in people experiencing poor mental health and absence from work due to sickness. Rugby Borough Council has been impacted by high levels of sickness absence and this strategy is aimed at increasing employee attendance, initiating new wellbeing interventions to support our employees and ensuring that updated absence management procedures are adhered to.

### **Outcomes – supporting our employees to be healthy, happy and here.**

- ✓ As part of the PDR, agreed priorities will ensure workload is managed and employees feel both challenged but engaged in delivering the outcomes required
- ✓ People managers role model effective calendar management, prioritization and work life balance to ensure their teams wellbeing is prioritized
- ✓ Meeting etiquette and regular breaks for all employees are adhered to, to support good mental health.
- ✓ Updated absence management procedures are implemented to ensure employees can return to work and remain healthy
- ✓ Mental health First Aiders can support employees to manage their mental health
- ✓ Wellbeing Champions are accessible to employees, as part of the Employee Network

### **Actions – supporting our employees to be healthy, happy and here**

- ✓ MHFA engage with employees and regular events and socials promote their role
- ✓ Employee Network is established and Wellbeing Champions support employees to thrive
- ✓ Measure engagement and impact of the Health & Wellbeing course and Building Resilience course
- ✓ Resources and support accessible by employees via the Mental Health sharepoint page and notice boards.
- ✓ Digitise Welcome Back Form (previously Return to Work) on I-Trent to allow reporting and highlight trends
- ✓ Launch new Wellbeing Plans with people managers
- ✓ Utilise new courses available from Occupational Health provider focusing on key areas

**Success criteria – supporting our employees to be healthy, happy and here**

- ✓ Reduce sickness absence rates by 25% from the current levels of 15.47 FTE days per employee by April 2025
- ✓ Short Term Sickness from 4.51 FTE to 3.38 FTE days per employee by April 2025
- ✓ Long Term Sickness from 10.96 FTE to 8.22 FTE days per employee by April 2025
- ✓ A 10% reduction in the number of employees being absent due to poor mental health over a rolling 12-month period
- ✓ Increased number of employees accessing support from our MHFA during 2024/2025

## 6. Enhance HR systems, processes, policies and reporting to support managers and employees *Transformation of processes and services make the best use of resources*

To allow people managers to lead their teams effectively, they require access to systems and digitised forms that allow them to manage their people, lead their teams and access up to date information efficiently. All people managers and the HR Business Partners who support them require people metrics to understand issues and emerging trends in their teams. We have begun a three-year project to enhance, update and streamline our existing systems and digitise some processes.

### **Outcomes – enhance HR systems, processes, policies and reporting to support managers and employees**

- ✓ All absence reporting across all service areas will be recorded in I-Trent by May 2024 to allow for robust sickness absence monitoring
- ✓ A new Learning Management System (e-learning) will be used by employees to access training in an efficient and self-service environment
- ✓ All people managers will be confident users of the new I-Trent leavers questionnaires, Welcome Back forms and welfare meeting forms
- ✓ All people managers will have access to and support in analysing HR data reports for their service area
- ✓ All policies and guidance will be accessible via the new HR SharePoint page

### **Actions – enhance HR systems, processes, policies and reporting to support managers and employees**

- ✓ Design and publish a new HR SharePoint page
- ✓ Recording of PDRs will be integrated into I-Trent
- ✓ Deliver the procurement and implementation of new LMS e-learning platform to all employees
- ✓ New digitized forms created on I-Trent: RTW, Leavers Questionnaire and Welfare Meetings

### **Success criteria – enhance HR systems, processes, policies and reporting to support managers and employees**

- ✓ Key HR metrics will be captured and reported against in I-Trent
- ✓ A 100% of all DBS checks will be processed online using the new portal

## Appendix 1

- ✓ Launch of the new LMS results in increased usage from employees

### **5. Summary**

Our people are at the heart of everything we do, and this strategy will help them to deliver positive outcomes for residents. The strategy is challenging but achievable, with key Ambitions identified for 2023 – 2026. This will address the key challenges in developing people management at Rugby Borough Council. The Ambitions are reflected in annual priorities and the HR delivery action plan will ensure outcomes are achieved.

We have consulted and engaged with Elected Members and colleagues at employee briefings, focus groups and through ongoing dialogue with management team and leadership team. We will continue to provide updates on our progress and celebrate our successes with colleagues.

# EQUALITY IMPACT ASSESSMENT (EqIA)

## Context

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

## Equality Impact Assessment

<b>Service Area</b>	<b>Human Resources</b>
<b>Policy/Service being assessed</b>	<b>People Strategy 2023 - 2026</b>
<b>Is this a new or existing policy/service?</b> <b>If existing policy/service please state date of last assessment</b>	New
<b>EqlA Review Team – List of members</b>	<b>Judith Hicks, Frankie O’Neill, Miranda Fair, Martin North, HR BPs</b>
<b>Date of this assessment</b>	<b>16<sup>th</sup> December 2024</b>
<b>Signature of responsible officer (to be signed after the EqlA has been completed)</b>	<b>JHicks</b>

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

**Details of Strategy/ Service/ Policy to be analysed**

<b><u>Stage 1 – Scoping and Defining</u></b>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	The ambitions outlined in the strategy will ensure a focus on strengthening people management practices, introducing performance development reviews, enhancing leadership capability and investing in learning & development is essential if the Council is to deliver the corporate strategy.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	The people strategy ambitions are directly aligned with the annual priorities in the HR service delivery plan to ensure actions, with measures and dates, deliver the outcomes stated in the strategy. This will ensure that the organisation and it's people are better able to support the deliver of the corporate strategy.



<p>(3) What are the expected outcomes you are hoping to achieve?</p>	<p><b>Our 2023 – 2026 Ambitions</b></p> <ul style="list-style-type: none"> <li>• Attracting and retaining the best people to work for us</li> <li>• Developing truly effective individual performance management processes</li> <li>• Offering high quality and relevant learning &amp; development opportunities to our people</li> <li>• Delivering great leadership development interventions to shift culture and climate</li> <li>• Supporting our colleagues to be happy, healthy and here</li> <li>• Creating the conditions in which being the best you can be is noticed, rewarded and celebrated</li> </ul> <p><b>Our 2024/2025 strategic priorities</b></p> <ul style="list-style-type: none"> <li>• Attract, recruit and retain the best people to work for us</li> <li>• Develop and implement a performance management process to cascade through the organization</li> <li>• Enhance the learning and development programme to engage and deliver impact</li> <li>• Develop leadership capability to ensure we become a people focused organization</li> <li>• Support proactive health and wellbeing activities to improve employee attendance and strengthen absence management</li> <li>• Enhance HR systems, processes, policies and reporting to support managers and employees</li> </ul>
<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> <li>• Customers</li> <li>• Employees</li> <li>• Wider community or groups</li> </ul>	<p>Primarily employees.</p>

<b><u>Stage 2 - Information Gathering</u></b>	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).
(1) What does the information tell you about those groups identified?	<p>Our data shows that turnover is higher than we would want, and our aim is for turnover to reduce from 15.1% (2023/24 Q4) to 13.4% by April 2025 (Q1 2025/26)</p> <p>Our data also indicates that sickness absence should be reduced by 25% by April 2025. Analysis indicates that there are distinct patterns but WSU do have high levels of sickness absence, which we are focusing on.</p> <p>Our learning &amp; development metrics clearly show increased satisfaction rates and we will continue to develop our L&amp;D offering to upskill employees to both aid retention and increase development across the organisation. Satisfaction rates have risen from 85% to 99% (2024/25 Q2) and our focus for 2025/26 will be on engagement.</p> <p>Our recruitment data shows that appointment rates have increased from 77% roles filled within 65 days to 80% (2024/25 Q2) Our target is 85% by April 2025.</p>

<p>(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?</p>	<p>The People Strategy 2023 – 2026 (Appendix 1) has been developed by analysis of data, conversations and insights from people managers, external benchmarking and good practice from other local authorities. The draft strategy has been reviewed by the All Leaders Steering Group (A.L.S.G) in August 2023 and then by the Local Government Association (LGA) Corporate Peer Challenge team in October 2023 and its inclusion in their key recommendations has given assurance that the correct priorities have been identified. The strategy was then drafted after input and consultation with employees, unions via JUCF, employee briefings, leadership, management team and focus groups.</p> <p>Input has also been received from West Midlands Employers, LGA corporate peer challenge team, senior legal officer and feedback acted upon. Following the May 2024 elections, the strategy has been shared with portfolio holders, leaders and other elected members of the new administration. In December 2024, the chair of the Scrutiny Committee has also offered valuable and insightful feedback.</p>		
<p>(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	<p>See above.</p>		
<p><b><u>Stage 3 – Analysis of impact</u></b></p>	<p>There are no negative impacts. We believe our work to focus on building resilience and improving health and wellbeing will have a positive impact.</p>		
<p>(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p>	<p><b>RACE</b></p>	<p><b>DISABILITY</b></p>	<p><b>GENDER</b></p>
	<p><b>MARRIAGE/CIVIL PARTNERSHIP</b></p>	<p><b>AGE</b></p>	<p><b>GENDER REASSIGNMENT</b></p>

If yes, identify the groups and how they are affected.	RELIGION/BELIEF	PREGNANCY MATERNITY	SEXUAL ORIENTATION
(2) <u>Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?  (b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?	No		
(3) If there is an adverse impact, can this be justified?	There is no adverse impact		
(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (This should form part of your action plan under Stage 4.)	N/A		
(5) How does the strategy/service/policy contribute to the promotion of equality? If not, what can be done?	Yes, our focus on Dignity at Work sessions for everyone within the organisation, throughout 2024/24 and 2025/26 will help to ensure a greater awareness and positive behaviour changes amongst officers, which will ensure greater equity and equality.		
(6) How does the strategy/service/policy promote good relations between groups? If not, what can be done?	The extensive consultation has extended across the organisation. The L&D programme brings together all employees to share experiences and foster greater understanding; particularly during our EDI and Dignity at Work sessions. Our work to implement PDRs across the organisation will help to ensure that all employees have the chance to share their development needs, demonstrate their skills and will help promote equality of opportunity.		

<p>(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?</p>	<p>Communication and engagement with all colleagues regarding PDRs and L&amp;D is an ongoing communication project and our focus on this will increase in 2025/26. The outcomes from the employee engagement survey will help inform this work.</p>
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<p><b><u>Stage 4 – Action Planning, Review and Monitoring</u></b></p>																														
<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>No further action is required.</p> <p>EqlA Action Plan</p> <table border="1" data-bbox="875 683 2112 917"> <thead> <tr> <th data-bbox="875 683 1120 762">Action</th> <th data-bbox="1120 683 1364 762">Lead Officer</th> <th data-bbox="1364 683 1612 762">Date for completion</th> <th data-bbox="1612 683 1863 762">Resource requirements</th> <th data-bbox="1863 683 2112 762">Comments</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																										
<p>(2) Review and Monitoring State how and when you will monitor policy and Action Plan</p>	<p>Scrutiny will help shape the review and feedback. Quarterly data will be reported at LT Assurance meetings.</p>																													

Please annotate your policy with the following statement:

**‘An Equality Impact Assessment on this policy was undertaken on (16<sup>th</sup> December 2024) and will be reviewed on (April 2025).’**

***AGENDA MANAGEMENT SHEET***

<b>Report Title:</b>	Overview and Scrutiny Work Programme
<b>Name of Committee:</b>	Scrutiny Committee
<b>Date of Meeting:</b>	8 January 2025
<b>Contact Officer:</b>	Linn Ashmore, Democratic Services Officer linn.ashmore@rugby.gov.uk
<b>Summary:</b>	The report details the current overview and scrutiny forward work programme.
<b>Financial Implications:</b>	There are no financial implications arising from this report.
<b>Risk Management Implications:</b>	There are no risk management implications arising from this report.
<b>Environmental Implications:</b>	There are no environmental implications arising from this report.
<b>Legal Implications:</b>	There are no legal implications arising from this report.
<b>Equality and Diversity:</b>	No new or existing policy or procedure has been recommended.

## Scrutiny Committee – 8 January 2025

### Overview and Scrutiny Work Programme

#### Public Report of the Chief Officer – Legal and Governance

##### Summary

The report details the current overview and scrutiny forward work programme. The Committee is asked to consider and agree the content.

#### 1. OVERVIEW AND SCRUTINY WORK PROGRAMME

1.1 The Chair and Vice-Chair attended Scrutiny Committee Pre-Meetings with the relevant members of Leadership Team and key officers to discuss the following topics:

- Budget Setting and Finance and Performance monitoring
- People Strategy
- Customer Service Journey
- Local Plan
- Resources for Growth and Investment

1.2 These items are included in the revised Overview and Scrutiny Work Programme attached at Appendix 1 for consideration by the Committee.

1.3 An exercise will be carried to call for suggested items from all Members for consideration for inclusion in the 2025/26 forward work programme to be held following budget setting in February.

#### 2. FORWARD PLAN

2.1 The topics currently listed in the Forward Plan for the period February 2025 to May 2025 are available to download via the website – [Forward Plan](#).

#### 3. CONCLUSION

3.1 The committee is asked to consider and agree the future work programme.

**Name of Meeting:** Scrutiny Committee  
**Date of Meeting:** 8 January 2025  
**Subject Matter:** Overview and Scrutiny Work Programme

**DO ANY BACKGROUND PAPERS APPLY**       YES       NO

**LIST OF BACKGROUND PAPERS**

Doc No	Title of Document and Hyperlink



## Overview and Scrutiny Work Programme

Item	Description	Meeting Date
Motions referred to scrutiny	Motions from Council to be included on the next available meeting agenda.	All Meetings
Forward work programme and potential scrutiny topics	To discuss potential scrutiny topics and agree the work programme.	All Meetings
Corporate Strategy Action Plans	The strategies and action plans that feed into the delivery of the Corporate Strategy. The Chief Executive and Leader of the Council to attend.	January 2026
Crime and Disorder	Annual overview to scrutinise decisions made, and actions taken, by the responsible authorities that make up the Rugby Community Safety Partnership in connection with the discharge of their crime and disorder functions.	September 2025
Overview and Scrutiny Annual Report	An overview of the work carried out by scrutiny during 2024/25.	March 2025
Annual review of Member training and development	Annual overview.	March 2025
Crime and Disorder	Proposed priorities for the Community Safety Partnership Board Plan period	April 2025
Customer Service Journey	Customer Engagement and Consultation Strategy Customer Charter Digitisation Programme Telephony System Digital Exclusion Communication	27 January 2025
Local Plan	Overview of progress and timescales of the production of the next Local Plan	27 January 2025
Resources for Growth and Investment	Report on resources for Growth and Investment: Town Centre Regeneration Economic Strategy South West Rugby Design Code	27 January 2025
People Strategy	To review the People Strategy prior to consideration by Cabinet.	8 January 2025
Budget Setting Process	Fees and Charges	8 January 2025

Finance and Performance	Review of quarterly finance and performance reports prior to consideration by Cabinet	TBC
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