



14 February 2023

RUGBY BOROUGH COUNCIL

A meeting of Rugby Borough Council will be held in the Council Chamber at the Town Hall, Rugby at 7.00pm on Wednesday 22 February 2023.

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

Mannie Ketley
Chief Executive

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Apologies for absence.
2. Minutes.

To approve the minutes of the special meeting held on 7 February 2023.
3. Declaration of Interests.

To receive declarations of -

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

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

(c) notice under Section 106 Local Government Finance Act 1992 - non-payment of Community Charge or Council Tax.
4. To receive the Mayor's Announcements.

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

(a) Audit and Ethics Committee – 2 February 2023

(1) 2023/24 Capital Strategy and the Treasury Management Strategy incorporating the Annual Investment Strategy.

7. To receive and consider the reports of officers.

(a) Council Tax Determination 2023/24 – report of the Chief Officer – Finance and Performance.

(b) UK Share Prosperity Fund Year 1 Update – report of the Chief Officer – Growth and Investment.

8. Notices of Motion pursuant to Standing Order 11.

(a) “The Highway Code (rule 140) states “do not park your vehicle where it would endanger or inconvenience pedestrians or other road users, for example on a footpath, pavement or cycle track”.

Rule 218 states “do not park partially or wholly on the pavement unless signs permit it. Parking on the pavement can obstruct and seriously inconvenience pedestrians, people in wheelchairs, the visually impaired and people with prams or pushchairs”. And yet it happens every day in Rugby.

Recent national research found that a third of parents thought that stopping on yellow ‘keep clear’ and double yellow zones was acceptable. The law clearly states that it is an offence to drive on the pavement, yet despite the obvious inference that a parked vehicle has been driven on the pavement prior to being parked there, witnesses to the driving will be needed to secure a prosecution”. Prosecution is possible if witnessed.

The problem in Rugby is that the teams of Civil Enforcement Officers are only deployed in and around our town centre – rather than where local people want them.

Inconsiderate parking and congestion around our schools (largely our secondary and combined schools) presents an increasing danger. During my time as Councillor for Newbold on Avon & Brownsover I have witnessed several near misses and have been aware of several accidents – thankfully none fatal – yet.

My motion calls upon Council to approve and request action for:

- communication with Warwickshire County Council Parking Management to request an urgent review of the existing deployment of Civil Enforcement Officers – placing a proportionate focus upon our busiest schools;

- an update on the communication with Warwickshire County Council (agreed in February 2022) on the conclusions of the cross-party working group, in collaboration with Warwickshire Road Safety Partnership and Warwickshire Police Services – along with any cross-party collaboration within our own Council;
- practical options for the installation of signage at existing yellow zig zag lines displaying the times of “mandatory prohibition of stopping”, something that the majority of our schools do not have – technically enabling “legal” parking and preventing powers to issue PCN fines; and
- Warwickshire County Council to plan the creation of a Safety Outside Schools public awareness programme aimed at hearing the views of residents, teachers, parents and raising awareness for the importance of considerate parking, while engaging with road safety charities such as Living Streets.”

Proposer: Councillor Rabin
 Seconder: Councillor Daly

9. Correspondence.

10. Common Seal.

To order the affixing of the Common Seal to the various orders, deeds and documents to be made or entered into for carrying into effect the several decisions, matters and things approved by the Council and more particularly set out in the reports adopted at this meeting.

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

To consider the following resolution:

“under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item on the grounds that it involves the likely disclosure of information defined in paragraph 3 of Schedule 12A of the Act.”

PART 2 – EXEMPT INFORMATION

1. To receive and consider the reports of officers.

(a) Material Recycling Facility – Funding – report of the Chief Officer – Operations and Traded Services.

QUESTIONS AT COUNCIL

A Councillor may ask a question at the meeting by giving notice in writing of the question to the Chief Executive no later than midday on Thursday 16 February 2023. The rules relating to Questions are set out in Part 3A of the Council’s Constitution.

REPORT OF AUDIT AND ETHICS COMMITTEE

2 February 2023

PRESENT:

Paul Dudfield (Chairman), John Eves (Vice Chairman), Councillors Roodhouse and Willis

Note: An electronic version of the Audit and Ethics Committee report referred to below can be found [here](#).

1. 2023/24 CAPITAL STRATEGY AND THE TREASURY MANAGEMENT STRATEGY INCORPORATING THE ANNUAL INVESTMENT STRATEGY

Audit and Ethics Committee considered a report concerning the 2023/24 Capital Strategy and the Treasury Management Strategy incorporating the Annual Investment Strategy.

Recommendation of Audit and Ethics Committee

Audit and Ethics Committee decided to recommend to Council that –

- (1) the Treasury Management Strategy incorporating the Annual Investment Strategy including associated limits and specific indicators be approved;
- (2) the Minimum Revenue Provision Policy be approved (Section A of Strategy);
and
- (3) the Capital Strategy including continuation capital programme for 2023/24 be approved.

Recommended that – the recommendation of Audit and Ethics Committee be approved.

**PAUL DUDFIELD
CHAIRMAN**

AGENDA MANAGEMENT SHEET

Report Title:	Council Tax Determination 2023/24
Name of Committee:	Council
Date of Meeting:	22 February 2023
Report Director:	Chief Officer - Finance and Performance
Portfolio:	Finance, Performance, Legal and Governance
Ward Relevance:	All Wards
Prior Consultation:	Cabinet and Budget Working Group
Contact Officer:	Jon Illingworth Section 151 and Chief Officer - Finance and Performance 01788 533410 or jon.illingworth@rugby.gov.uk
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	This report relates to the following priority(ies): <input checked="" type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input checked="" type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input checked="" type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 <input type="checkbox"/> This report does not specifically relate to any Council priorities but
Summary:	This is the Final Budget report to include Revenue, Capital, and Treasury commitments for 2023/24 through to 2026/27.
Financial Implications:	As detailed in the main report and appendices.

Risk Management/Health and Safety Implications:	The Council has a statutory duty to set an annual General Fund revenue budget that will enable it to determine the level of council tax.
Environmental Implications:	There is a Climate Change Impact Assessment of the implications in Appendix E.
Legal Implications:	There are no direct legal implications arising from this report.
Equality and Diversity:	There is an Equality Impact Assessment of the implications in Appendix F.
Options:	N/A
Recommendation:	<ol style="list-style-type: none"> (1) The Council passes a resolution in the form set out in Appendix A, for the Rugby Borough Council and Rugby Parish element of the Council Tax requirement; (2) the Medium-Term Financial Strategy as outlined in Section 1 of Appendix B be approved; (3) the Growth and Savings proposals for 2023/24 as set out in Appendix 2 of the Budget Booklet 2023/24 (Appendix B) be approved; (4) the General Fund Capital Programme as detailed in Appendix 3 of the Budget Booklet 2023/24 (Appendix B) be noted; (5) the proposed 2022/23 Fees and Charges as set out in the detailed schedule at Appendix 7 of the Budget Booklet 2023/24 (Appendix B) be approved; (6) the procurement strategy as outlined in Appendix B (appendix 10) be approved; (7) the Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments as set out in Appendix C be considered; (8) the transfer of £5.000m from the Business Rates Equalisation reserve to a new town centre strategy reserve and the addition of the temporary resources as detailed in section 7 of this report be approved;

(9) the NNDR return set out in Appendix D be noted; and

(10) the establishment of a Council Tax Support discretionary fund, to support vulnerable households with council tax bills, to be funded from remaining Council Tax Support grant as outlined in section 6 of this report.

Reasons for Recommendation:

This updated overview of the Council's General Fund revenue and capital budgets needs to be approved by Full Council as part of the budget setting process and to ensure its affordability.

The report includes proposals for savings and income generation which require consideration for inclusion in the 2023/24 final budgets and also the medium term.

Council - 22 February 2023

Council Tax Determination 2022/23

Public Report of the Chief Financial Officer

Recommendation

- (1) The Council passes a resolution in the form set out in Appendix A, for the Rugby Borough Council and Rugby Parish element of the Council Tax requirement;
- (2) the Medium-Term Financial Strategy as outlined in Section 1 of Appendix B be approved;
- (3) the Growth and Savings proposals for 2023/24 as set out in Appendix 2 of the Budget Booklet 2023/24 (Appendix B) be approved;
- (4) the General Fund Capital Programme as detailed in Appendix 3 of the Budget Booklet 2023/24 (Appendix B) be noted;
- (5) the proposed 2022/23 Fees and Charges as set out in the detailed schedule at Appendix 7 of the Budget Booklet 2023/24 (Appendix B) be approved;
- (6) the procurement strategy as outlined in Appendix B (appendix 10) be approved;
- (7) the Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments as set out in Appendix C be considered;
- (8) the transfer of £5.000m from the Business Rates Equalisation reserve to a new town centre strategy reserve and the addition of the temporary resources as detailed in section 7 of this report be approved;
- (9) the NNDR return set out in Appendix D be noted; and
- (10) the establishment of a Council Tax Support discretionary fund, to support vulnerable households with council tax bills, to be funded from remaining Council Tax Support grant as outlined in section 6 of this report.

THIS REPORT INCLUDES APPENDICES AS FOLLOWS;

- **Appendix A** Council Tax Resolution template.
- **Appendix B** Budget Booklet 2023/24, including:
 - Appendix 1 Draft General Fund Revenue Summary 2023/24
 - Appendix 2 Draft General Fund Revenue Growth and Savings Proposals 2023/24
 - Appendix 3 General Fund Capital Programme 2023/24 to 2025/26
 - Appendix 4 Medium Term Financial Plan 2023/24 - 2026/27
 - Appendix 5 General Fund Reserves and Balances 2022 to 2026
 - Appendix 6 Parish Precepts 2023/24
 - Appendix 7 Fees and Charges 2023/24
 - Appendix 8 Capital Strategy 2023/24
 - Appendix 9 Treasury Management Strategy incorporating Investment Strategy 2023/24
 - Appendix 10 Procurement Strategy
 - Appendix 11 Reserves Risk Assessment
- **Appendix C** Section 25 Statement 2023/24
- **Appendix D** National Non-Domestic Rates Return (NNDR1) 2023/24
- **Appendix E** Climate Change Impact Assessment
- **Appendix F** EqIA Council Tax

1. INTRODUCTION

In order to determine overall Council Tax levels for 2023/24, a range of financial implications are assessed, and these are outlined in the appendices.

Most of the budget setting information is included in Appendix B, the Budget Booklet 2023/24, along with detailed appendices as outlined above. This booklet provides details of the procedures and decisions required for setting Council Tax levels alongside a more detailed breakdown of budgets by portfolio and service as well as now incorporating the Medium-Term Financial Strategy (MTFS) for the period 2023/24-2026/27.

There are no material changes in the budget information since the report to Cabinet on 6 February.

Appendix 7 of the Budget Booklet provides details on all of the proposed fees and charges for the year. There are no significant changes from the schedule considered by Cabinet on 10 January.

2. SUMMARY

In summary, the proposals in this report provide a balanced budget for 2023/24. This includes:

- £1.068m – Supplies and services inflation across operational services
- £1.722m – Salary adjustments including increments and expected pay award
- £0.758m – Growth proposals
- (£4.251m) – Saving generating proposals
- A Council Tax increase of 2.99% – meaning a referendum is not required

The Council must decide on an affordable level of spending for the coming year. The draft budget proposed in this report, includes the proposed items as shown in Appendix B (the Budget Booklet 2023/24 and all appendices). Should Members wish to propose changes to any of these items, the amendments will need to ensure a balanced budget is set overall.

3. LOCAL GOVERNMENT FINANCE SETTLEMENT

The Final Local Government Finance Settlement was announced on the 6 February 2023 via a written statement, see link below.

[Final Local Government Finance Settlement](#)

There were no material changes in the final settlement for Rugby Borough Council, therefore the budgets remain based on the figures contained in the provisional settlement that have been reported to Cabinet in January and February.

4. BUDGET POSITION

Officers have presented three progress reports on the delivery of the budget, including a detailed draft budget report presented to Cabinet in January and an update in February. Details of the budget are included Appendix B. Should members approve a different increase in council tax then the draft budget will need to be adjusted accordingly.

There have been no material changes since the last report presented to Cabinet 6 February 2023.

The main changes to the Medium-Term Financial Plan (MTFP) reflect the NNDR1 submission for business rates, a realignment of the Business rates equalisation reserve, Council Tax collection fund and final precept information from the Parish Councils. The overall position has changed because of the following.

- £0.682m – estimated Business Rates collection fund deficit which includes the outcome of the review of provision for appeals for 2022-23 and the agreed spread of the 2020/21 deficit of £0.343m for 2023/24.
- (£0.070m) – estimated Council Tax collection fund surplus which includes final deficit 2020/21 spreading adjustment of £0.014 for 2023/24

- (£0.552m) – the increased yield following the submission of the NNDR1 return for 2023/24 as detailed within Appendix 4 and (£1.420m) for future years. However, it needs to be noted that growth above RBC's sustainable baseline is budgeted to be transferred to reserves.
- (£0.025m) – the increased yield from Council Tax including Parish Precepts for 2023/24 and (£0.215m) for future years

5. MEDIUM TERM FINANCIAL STRATEGY (MTFS)

The MTFS has been updated and a draft is attached as Appendix B as part of the annual budget booklet. The MTFS represents an overarching strategy document, supported by other organisational strategies. The Capital and Treasury Management Strategies for 2023/24 were recommended to Council by Audit and Ethics Committee on the 2 February and were officially adopted on 7 February.

All assumptions in the MTFS are based on information available to officers up to the point of the final Local Government Finance Settlement. The MTFS will now undertake an annual review which will take account of any policy changes of either Central Government or at a local level.

6. PROCUREMENT STRATEGY

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

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

7. TOWN CENTRE RESERVE

The government announcement that any changes to the business rates system would not take place before 2024/25 has led to the Council being able to continue with the policy of contributing all growth above the sustainable baseline of £2.918m to be contributed to the Business Rates Equalisation reserve. This has two major benefits, the first being that Council continues to reduce its reliance on potentially short-term funding, but also means that there is funding to support one off schemes. Using the analysis from the reserve risk assessment (appendix 11 of the Budget Booklet) if all potential risks materialise there could be a balance of £10.781m within the Business Rates Equalisation reserve at 31 March 2027, but an overall balance of £6.202m across the Council's Corporate reserves.

Through the Corporate Strategy, but more specifically the Town Centre Strategy the Council has ambitious plans for the town centre. With the increased certainty around the retained business rates, it is proposed that £5.000m is transferred from the business rates equalisation reserve to a new dedicated Town Centre reserve. This will be used as pump priming for projects within the strategy and will include.

- Progress plans for the Rugby Hub and regenerate the Town Hall site
- Up to £1.000m to enable Voluntary and Community Sector estate rationalisation and facilitate co-location with other partners to provide a Health and Wellbeing Hub in the Town Centre.
- Working with Town Centre businesses to identify immediate options for progression and support required.
- Progress sustainability focussed projects which support the Council's Climate Change commitments.
- Working with partners to identify and undertake public realm improvement projects.
- CCTV enhancements to improve community safety
- Increased town centre events and activities which celebrate the borough's diverse communities
- Work with developers and investors on options to bring back into use non-council underutilised assets within the town centre and explore use of compulsory purchase order powers where necessary.
- Progress options appraisals the Albert Street site across and all other council owned sites in the town centre
- Work with partners to develop infrastructure improvement schemes which will ensure that the town centre is supported by a future proofed transport system

It is also recognised that resourcing this scale of development is essential and it is therefore proposed that initially the following resources are secured

- A project manager to progress the wider project implementation for the Town Centre Strategy including areas such as business and economic development for the short-term project plan. Further analysis will determine whether this could be through consultancy or a recruitment process, but it is expected to be initially for a 12 month period.
- The Transformation unit needs additional resources due to the scale of this development and it is proposed that a Senior Project Manager and a Project Manager are recruited on a 2-year fixed term contract which is subject to the results of a job evaluation of the roles
- The current 2-year fixed term Project Accountant is extended for a further 2 years from September following the end of the existing contract.

Due to the strategic importance that these functions have in the delivery of the strategy it is proposed that the costs are funded from this reserve. The impact of this is expected to be in the region of £0.300m in 2023/24. Although a further £0.300m for the remainder of the MTFP is required, the final funding will be reviewed as part of the 2024/25 budget setting process which may result in another source of financing being utilised.

8. COUNCIL TAX REQUIREMENT

The final Local Government Financial settlement confirmed for 2023/24 that shire districts have the flexibility to increase rates by a maximum 2.99% or £5, whichever is greater. For financial planning purposes a maximum increase of 2.99% have been projected for 2023-24 and £5 for all remaining years of the MTFS.

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

The following table shows the additional Council Tax income that will be generated in 2023/24 from either a £5 or 2.99% increase in the Band D Council Tax.

	£5 increase	£5 increase	2.99% increase
	2022/23	2023/24	2023/24
	£	£	£
Basic Band D Amount	204.72	209.72	210.84
Annual Increase	5.00	5.00	6.12
Council Tax Requirement - excluding Parish Precepts	(8,083,373)	(8,479,955)	(8,525,242)
Additional Income in 2023/24		(396,582)	(441,868)

Council Tax increases when compared with 2022/23

9. COUNCIL TAX LEVELS

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

- Every resident in the whole of the Borough Council area will pay the “general” Council Tax amount, adjusted depending upon the actual banding of their property.
- In addition to the general amount, residents will pay an added amount depending on:
 - whether they live in the Town area, where they will need to meet the costs of the Special Expenses activities, or
 - whether they live in a Parish area that has planned spending and has set a precept.
- Residents who live in a Parish area that has not set a precept, will only pay the general Council Tax amount.

The total council tax bill receivable by each council taxpayer in the Borough will include the County Council and the Police & Crime Commissioners precepts, local parish council precepts and any special expense precept, where relevant.

A full list of parish precepts for 2023/24 is provided in Appendix 6 of the Budget Booklet (Appendix B).

In addition, a template resolution is shown at Appendix A to this report. The final figures in the resolution will be those approved by Council at the meeting on 22 February 2023.

10. COUNCIL TAX SUPPORT FUND

On 23 December 2022, Government announced a new Council Tax Support Fund for local authorities. The Council will be receiving a government funding allocation of £0.134m to reduce bills for current working age and pension age Local Council Tax Support claimants by up to £25. The remainder of the allocation can be used, as we see fit, to support vulnerable households with council tax bills.

The Benefits Team has identified 4,100 households who would be entitled to this additional support, as they must pay 15% of their Council Tax bill. However, it should be noted that this figure will fluctuate as new households become eligible for Council Tax Reduction and others no longer are. A small percentage will not qualify for the extra payment as their bills will be below £25.

The remaining allocation of approximately £0.032m can form a discretionary funding pot. This could be used to support new eligible claimants for a period throughout 2023/24, until the funding is spent in full. Any surplus remaining will remain repayable to government. However, based on average new claims in the region of 150 per month, the funding is likely to be spent in full by end of 2023, thus reducing the likelihood of having to repay any surplus.

11. NATIONAL NON-DOMESTIC RATES

The National Non-Domestic Rates return for 2023/24 has been submitted. A copy is included in Appendix D for information.

12. COST OF THE CAPITAL PROGRAMME

The MTFP includes the interest costs associated with the expected borrowing required for delivering the three-year capital programme. This cost is included in the General Fund Summary and the MTFP, shown in Appendices 1 and 4 of the Budget Booklet (Appendix B) respectively.

The total expected resourcing requirement for the 2023/24 capital programme is £12.051m. The impact of this is that if external borrowing is undertaken, full year interest costs of £0.180m and a Minimum Revenue Provision of £0.187m will feature in the 2024/25 budget. Details of this can be found in Appendix 3 of the Budget Booklet (Appendix B).

13. FEES AND CHARGES

Under the Council's constitution, every charge needs to be approved annually as part of the budget setting process. A schedule of the proposed fees for 2023/24 is included at Appendix 7 of the Budget Booklet (Appendix B).

14. STATEMENT OF THE CHIEF FINANCIAL OFFICER

Section 25 of the Local Government Act 2003 requires that when a local authority is agreeing its annual budget and Council Tax precept, the Chief Financial Officer must report on the adequacy of available Council reserves and balances and also the robustness of the proposed budget. This detailed report is presented at Appendix C.

In summary, it is the Chief Financial Officer's view that the estimates for 2023/24 are robust, the proposed level of reserves is adequate and the proposals for balancing the budget are accepted as being achievable.

A risk assessment of the key corporate reserve assumptions is included in Appendix B (appendix 11). This assessment included the Business Rates Equalisation Reserve, any business rates growth above the baseline level has been transferred to this reserve. As a result, it is currently estimated that as at 31 March 2022, (£9.625m) is predicted to be available to offset the financial risks in the General Fund across the MTFP, which includes the expected cliff edge impact of the business rates reset.

Name of Meeting: Council

Date of Meeting: 22 February 2023

Subject Matter: General Fund Revenue and Capital Budget 2023/24

Originating Department: Finance and Performance

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
	Initial Review of General Fund Budget 2023/24 - 17 October 2022
	Council Tax Base 2023/24, Draft General Fund Revenue and Capital Budget 2023/24 and Medium-Term Financial Plan 2023-27 - 9 January 2023
	Draft General Fund Revenue and Capital Budget 2023/24 and Medium-Term Financial Plan 2023-27 - 6 February 2023

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

COUNCIL MEETING - 22 FEBRUARY 2023

COUNCIL TAX DETERMINATION 2023/24

RECOMMENDED THAT:-

- (1) the Council's General Fund Capital budget for 2023/24 be as shown within **Appendix 3 of the Budget Booklet 2023/24 (Appendix B)** of the "Council Tax Determination 2023/24" report. With the following variations:

£
0

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

£

0

- (3) the Council Tax requirement for the Council's own purposes for 2023/24 (excluding Parish precepts) be calculated as £xxxxxxx, equating to a £xxxx increase for a Band D property;

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

- (5) it be noted that at its meeting on 9th January 2023 Cabinet confirmed the following amounts for the year 2023/24 calculated in accordance with regulations under section 33(5) of the Local Government Finance Act 1992:-

(a) 40,343.65 being the amount calculated by the Council in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 as its Council Tax base for the year.

(b) Part of the Council's area

Parish of

Ansty	132.83
Binley Woods	1,000.50
Birdingbury	170.57
Bourton and Draycote	147.42
Brandon and Bretford	297.99
Brinklow	464.38
Burton Hastings	97.10
Cawston	2,017.94
Church Lawford	163.07
Churchover	1,218.42
Clifton upon Dunsmore	1,590.99
Combe Fields	70.81
Copston Magna	21.96
Cosford	8.70
Dunchurch	1,789.09
Easenhall	108.93
Frankton	177.06
Grandborough	218.65
Harborough Magna	185.94
King's Newnham	29.25
Leamington Hastings	246.87
Long Lawford	1,396.17
Marton	217.52
Monks Kirby	227.87
Newton and Biggin	489.99
Pailton	225.82

Princethorpe	173.11
Ryton on Dunsmore	695.50
Shilton	350.48
Stretton Baskerville	8.74
Stretton on Dunsmore	519.63
Stretton under Fosse	97.24
Thurlaston	209.90
Wibtoft	25.06
Willey	38.15
Willoughby	191.87
Withybrook	122.08
Wolfhampcote	154.37
Wolston	994.49
Wolvey	513.37
Rugby Town Area	23,494.92
MOD Properties	129.90

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

(6) consequent upon the above revised tax base for Rugby Special Expenses Area the following amounts be now calculated by the Council for the year 2023/24 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992, as amended:-

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

(g) Part of the Council's area

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

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

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

(7) it be noted that for the year 2023/24 Warwickshire County Council and Warwickshire Police & Crime Commissioner have stated the following amounts in precepts issued to the District Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

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

and

(8) having calculated the aggregate in each case of the amounts at 6(h) and 7 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the amounts set out at Annex 2, as the amounts of Council Tax for the year 2023/24 for each of the categories of dwellings shown;

(9) the Council has determined that its relevant basic amount of Council Tax for 2023/24 is not excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992. As the billing authority, the Council has not been notified by a major precepting authority that its relevant basic amount of Council Tax for 2023/24 is excessive and that the billing authority is not required to hold a referendum in accordance with Section 52ZK Local Government Finance Act 1992.



BUDGET BOOKLET

2023/24

INCORPORATING

**MEDIUM TERM FINANCIAL
STRATEGY 2023/24-2026/27**

**Final Draft GENERAL FUND CAPITAL AND
REVENUE BUDGETS 2023/24**

COUNCIL TAX FOR 2023/24



Foreword

I am pleased to introduce Rugby Borough Council's updated Medium Term Financial Strategy (MTFS), which covers the period from 2023/24 to 2026/27. The MTFS underpins the Corporate Strategy, which is our key strategic document and sets out the approach the Council is taking to deliver our priorities and manage our finances.

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

The Council has high aspirations for itself and the residents that we serve and even with the financial landscape being challenging, whether through the legacy of COVID-19, the rising cost of living or the uncertainty around the future of local government funding, this strategy complements the previous five years of sound financial management which has enabled us to continue to deliver strong services without putting ourselves at financial risk.

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

This strategy will be reviewed annually, helping us to stay ahead of issues and be agile in facing any new challenges head on.



Cllr Carolyn Robbins

Portfolio Holder Finance, Performance, Legal and Governance



Cllr Seb Lowe

Leader of the Council



Chief Officer Finance and Performance Preface

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

This booklet is set out in three sections:

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

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

I hope you find this document useful and informative.



Jon Illingworth

Chief Officer Finance and Performance

22 February 2023



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- Appendix 3 General Fund Capital Programme 2023/24 to 2025/26
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- Appendix 5 General Fund Reserves and Balances 2022 to 2026
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- Appendix 7 Fees and Charges 2023/24
- Appendix 8 Capital Strategy 2023/24
- Appendix 9 Treasury Management Strategy incorporating Investment Strategy 2023/24
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- Appendix 11 Reserves Risk Assessment



SECTION 1

MEDIUM TERM FINANCIAL STRATEGY 2023/24-2026/27



1 Introduction

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



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

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



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

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

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

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

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

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



Commitment/deliverability

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



Value for resource

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



Innovation

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



Reward and return

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



Aspiration and inspiration

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

2 Demographic Context

2.1 Demographic Summary

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

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

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

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

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



2.2 Demographic Information Sources

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



- Education, Skills and Training Deprivation
- Health Deprivation and Disability
- Crime
- Barriers to Housing and Services
- Living Environment Deprivation
- Occupations information for 2021 has been analysed by CFO Insights.

3 Background - Local Government Operating and Financial Environment

3.1 Local Government Funding

The Autumn Statement/Local Government Finance Settlement (LGFS) 2023/24 provides Local Government with the annual determination of funding for the forthcoming year.

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

- “Core” Band D council tax (2.99% maximum increase, or £5 for shire districts and for ALL fire authorities if higher). £20 maximum for Greater London Authority (GLA), and £15 for policy and crime commissioners (previously announced as £10). Same principles in 2024/25. No referendum principles for Mayoral Combined Authorities or town and parish councils.
- Baseline Funding Level (BFL) and Revenue Support Grant (RSG). Local authorities’ BFL and RSG allocations will be uplifted in line with the Consumer Price Index in 2023/24, and 2024/25. CPI is 10.1% for 2023/24, and an estimated 7.4% for 2024/25. “Negative RSG” continues to be abolished. ***Rugby Borough Council’s Business Rate Settlement Funding Assessment (SFA) is £2.610m.***
- Local governments will be fully compensated for under-indexing the business rates multiplier, and from 2023/24 onwards, cap compensation will be paid based on the CPI (10.1%) rather than Retail Price Index (RPI) (12.6%).
- 3% Funding Guarantee. This new feature ensures every authority has a 3% increase in government funding (this essentially measures the change in Core Spending Power excluding Band D). It will be funded from “a proportion of” NHB legacy payments and the current Lower Tier Services Grant. ***The council’s share of £134m of 3% Funding Guarantee grant is £1.075m.***
- Services Grant will continue to operate in the same way in 2023/24 (with £200m top-sliced from the Services Grant to claw-back funding for the National Insurance Contributions increase that was reversed). ***The Council’s share of £464m of Service Grant is £0.094.***



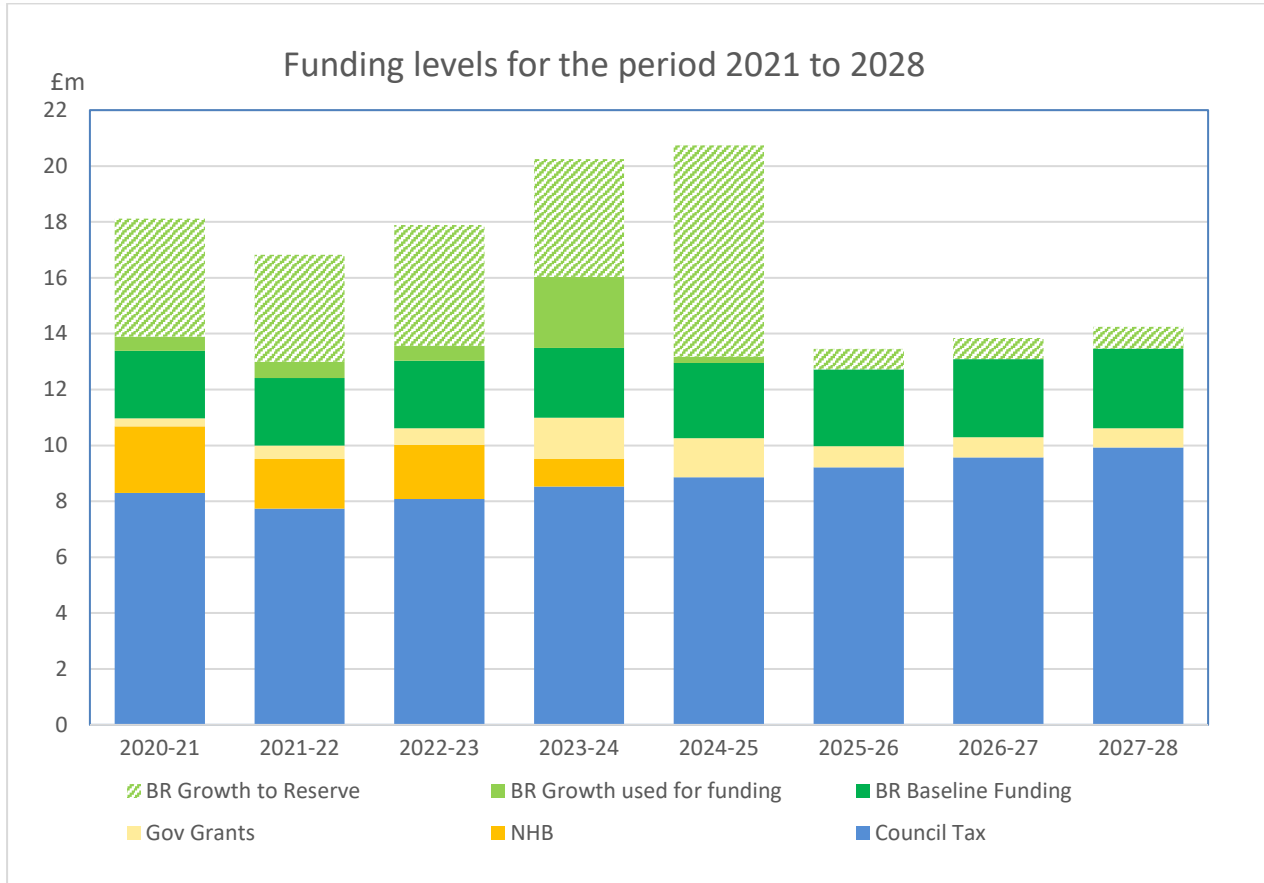
- New Homes Bonus (NHB) will continue in 2023/24 and will be paid on the same basis as in 2022/23. The legacy payments, which will end in 2022/23, will be used to fund the new 3% funding guarantee. NHB's future in 2024/25 is unclear: ministers have promised to issue a new consultation before the 2024/25 settlement. ***The council's share of £291m of 2023-24 NHB grant is £0.987m.***

Any funding reforms or changes in funding distribution will not be implemented until 2025/26 at the earliest. This means a further delay to the Fair Funding Review and the Business Rates baseline reset. These reforms are unlikely to be implemented until 2026/27.

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

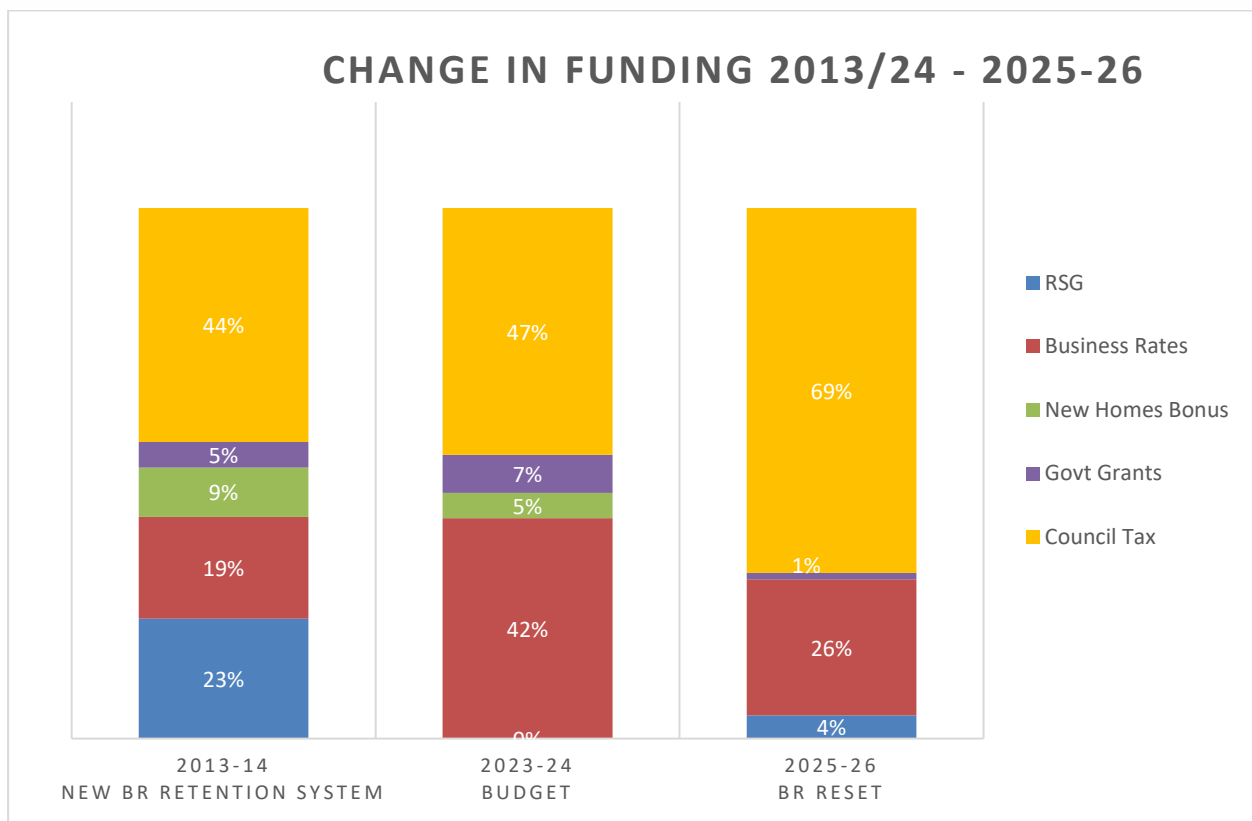
There are some reassurances over the next few years, but the Autumn Statement/LGFS remains a single year settlement and so officers will again need to plan in the backdrop of uncertainty of the future. Through the establishment of a rolling 3 year strategy the council will be able to act quickly to implement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

The sources of funding for the Council since 2020/21 are detailed in the table below. The council's Core Spending Power consist of council tax, business rates and non-conditional government grant funding. Council tax income remains relatively consistent throughout the period at the level between £8 to £10m. The annual increases derive from a combination of inflationary increases (currently capped at 2.99%) and growth of the tax base which relates to the increase in households in the borough.



The table above demonstrates a reduction in government grant income as New Homes Bonus is being phased out. The increase in other government grants in 2023-24 budget is due new 3% funding guarantee grant which has been introduced by the central government to ensure every authority has an increase in Core Spending Power of at least 3%. It is uncertain whether provision of this funding guarantee will continue in the future years beyond 2024-25. A significant reduction of business rates income is expected in 2025-26 when the Fair Funding Review is implemented, however as all growth is transferred to the Business Rates Equalisation reserve, the significant reduction does not impact on the savings required to balance the budget. Further information on retained business rates is provided in section 4.5.

In 2013/14 council tax equated to circa 44% of the council's total core funding and it forecasts to increase to 69% by 2025/26 when business rates are going to be reset. The percentage of council funding derived from business rates will increase from 19% (2013-14) to 26% in the year of reset.



3.2 Transformation and Programme Board

This transformation programme was established in 2022 to enable financial sustainability, support the recovery from the Covid-19 pandemic and support delivery against the four pillars of recovery (climate, economy, healthy communities and organisation). It sought to achieve this by increasing strategic capacity, implementing a culture of empowerment and accountability and improving member/ officer relationships.

A Programme Board has been established to lead delivery of the Corporate Strategy and to lead the organisation’s broader transformation programme. The Programme Board consists of all members of Leadership Team, together with representatives from the Transformation Unit.

Further detailed work is required on these potential projects which can be undertaken expediently. In accordance with the terms of reference for the Programme Board and the new project management methodology, no project will proceed unless and until there has been formal approval by the Programme Board.

Approval by the Programme Board will not necessarily mean that projects will be implemented. Formal decisions will need to be taken once the detailed project work has been completed and with due consultation, including member consideration where appropriate. It is expected that in some cases the transformation projects will require external support to progress, or investment to deliver the necessary solutions, and for these reasons a £1.500m transformation reserve was established and previously approved by Council. It is forecast that this reserve will have a balance of £1.100m at 31 March 2023.



3.3 Inflation and Pay

The increase in the pay cost budget does take into account anticipated increases in pay inflation and other pay costs increases such as changes in staffing numbers, increments and employer costs. However, as the organisation is part of the national pay negotiations, the pay of employees is set at a national level and implemented regardless of the allocated budget. Added to this is the pressure on recruitment and retention for the public sector as a whole exaggerated potentially by the freedoms gained from the national move to working from home. But specifically for Rugby Borough Council, in January 2023 there are approximately 50 full time equivalent vacancies (circa 10%) and an ageing workforce which will mean a number of employees will soon be choosing to retire. The organisation has been using a variety of methods to ensure the continued delivery of services including agency workers and the use of market supplements for specific roles.

Pay Policy

During the 2023/24 financial year, using HR colleagues and external support where possible, we will carry out a detailed review of recruitment and retention strategies

4 Financial Efficiency

4.1 Commercialisation and Income Generation

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

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

The Council can now be at the forefront of the exciting changes that will be taking place in the borough, whether this be through the Town Centre strategy or being able to fill a void in the market where a traditional local authority approach is not viable. Successful ventures will lead to returns which can be used to support the MTFS. The Council is a partner, along with seven other local authorities, in the Sherbourne Recycling Facility to be located in Coventry. The facility will be the location for the processing of all recycle material for the partners with also the opportunity to sell any surplus capacity in the private market and is expected to be operational from this year.

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



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

The current MTFP has not attributed any targets beyond 2023/24 for commercialisation but it is expected that this will be a significant part of the following three years.

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

4.2 Fees and Charges

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

It is important that fees and charges are set at an appropriate level to ensure cost recovery to the Council. In 2023/24 the budget for fees and charges will be set at £6.895m. The proposed schedule of fees and charges for 2023/24 is set out in Appendix 7.

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

Fees and charges policy

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

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



4.3 Investment income

One of the objectives of the treasury management function is to ensure that cash is available when needed to meet the Council's obligations. As outlined in the Treasury Management Strategy, money is invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, with security and liquidity taking priority over investment return. As at 31 December 2022, the Council held investments totaling £106.1 million.

4.4 Resourcing

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

- Retained Business Rates
- Council Tax
- Non Ringfenced Grants

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

4.5 Retained Business Rates

4.5.1 How the current system works

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

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

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

- BRB - a business rates baseline representing the DLUHC's estimate of an authority's deemed ability to collect business rates



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

Rugby Borough Council's business rate BFL for 2023-24 is £2.50m and the BRB is £17.85m, consequently the Council pays a tariff of £15.35m (£17.85m - £2.50m).

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

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

The total business rates income retained by Rugby BC for 2023-24 will be £9.25m, this consists of £2.5m baseline funding level, £4.61m growth above the baseline funding level and other adjustments for multiplier cap compensation, renewable energy schemes and pooling benefits totaling to £2.14m.

4.5.2 Business Rates Baseline Reset

Rugby Borough Council is a pro-growth authority and has taken a proactive approach to generate growth in the local economy. Therefore, being significantly above our business rates baseline level, the predicted baseline reset in 2025 /2026 remains the factor with the potential to have the largest financial impact on the Council.

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

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

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

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

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



Business Rates Growth Policy

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

As the reset will not take place until 2025/26 at the earliest, sensitivity analysis will take place during 2023/24 to understand the implications of any early announcements and the impact this may have on future funding.

4.6 Non ringfenced grants

The Council's 2021/22 Statement of Accounts detailed a total of £14.717 million of government grants received, that were not ring-fenced to specific services. The majority of this funding (£7.945million) related to Covid-19, notably funding for business rates reliefs, with the balance made up of other business rates grants and the New Homes Bonus. Historically councils received significant funding from central government through the revenue support grant (RSG), but the grant has fallen considerably since the introduction of business rates retention in April 2013.

4.7 New Homes Bonus

4.7.1 Background

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

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

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

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



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

4.7.2 NHB Policy

With the New Homes Bonus grant scheduled to end from 2024/25, the Council will need to replace the grant with either increased income generation or transformation efficiencies.

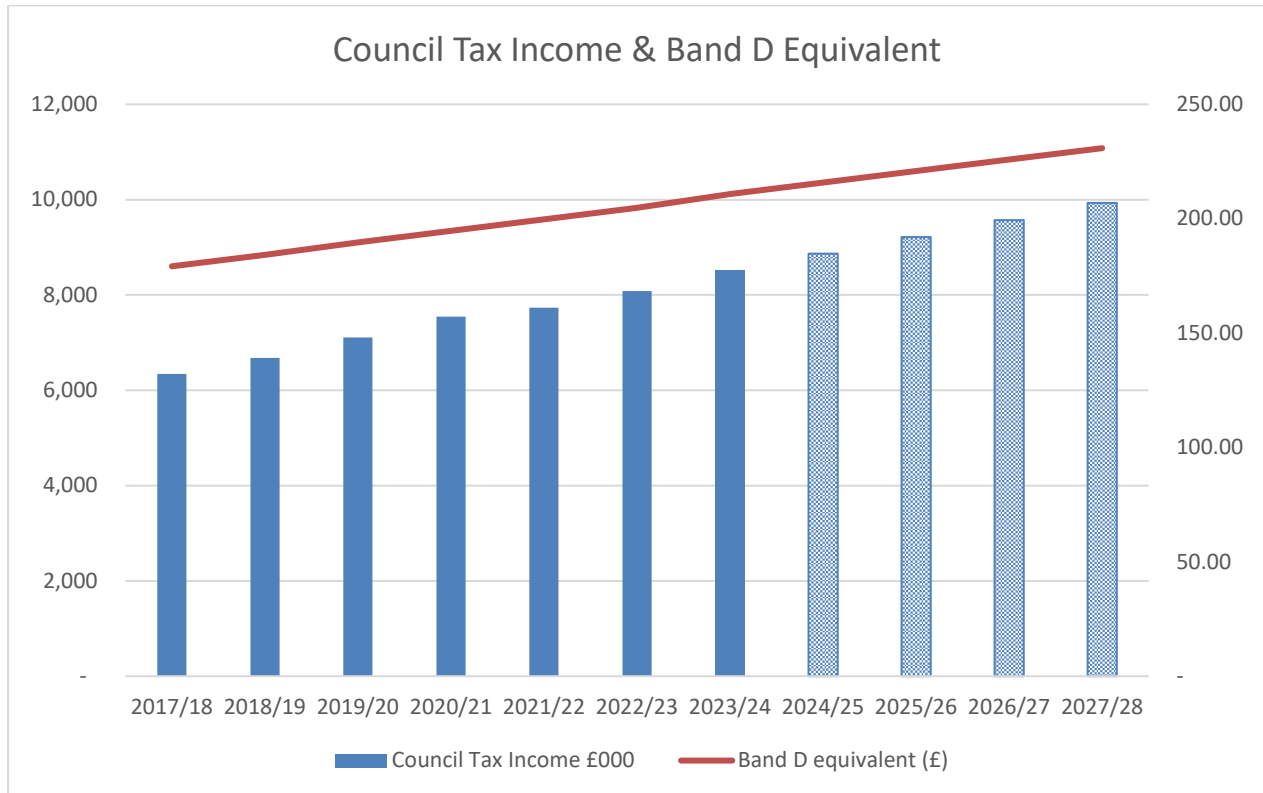
The MTFP for 2023/24 assumes £0 for the NHB and so this means additional income generation or reduced costs of £0.987m will be required to set a balanced budget.

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

4.8 Council Tax

The following table and chart show changes in tax base (number of Band D equivalent dwellings in Rugby BC area) and the amount of council tax income since 2017/18.

	Council Tax Income £000	Band D equivalent (£)	Taxbase
2017/18	6,344	179.21	35,401
2018/19	6,682	184.21	36,271
2019/20	7,111	189.72	37,480
2020/21	7,543	194.72	38,735
2021/22	7,736	199.72	38,735
2022/23	8,083	204.72	39,485
2023/24	8,525	210.84	40,435
2024/25	8,867	215.84	41,082
2025/26	9,216	220.84	41,729
2026/27	9,570	225.84	42,377
2027/28	9,932	230.84	43,024



Since 2017/18 the council shows strong growth in the council tax yield, with accumulated income expected to rise by £3.59m (57%) in the 10 year span up to 2027/28. This is due to a strong 22% increase in the tax base, coupled with moderate increases in the Band D equivalent since 2017/18 onwards as per the graph above.

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

In recent years the Government had agreed that shire districts could increase their council tax bills by £5 (at Band D) or 1.99%, whichever is higher, without triggering a referendum, with the exception of 2023/24 when the main referendum has been increased to 2.99% or £5, to assist with inflation pressures. Rugby BC proposed increase will be 2.99% (at Band D) in 2023/24 from £204.72 to £210.84.

It is also worth noting that there is a wide range of Band D council tax equivalents across the district councils, with the highest in 2022-23 being £384.21 and the lowest £105.46. For context, in 2022-23 Rugby’s was £204.72 (including special expenses but excluding parish precepts) which was just above the average £203.41.

As such, the application of these limits has an uneven impact across authorities with a 3% increase equating to only £2.41 for the lowest B and D and £ 10.25 for the highest. As such district councils collectively have been lobbying for a removal of the 3% limit and to replace it with an absolute limit in the region of £7.50. For, context the threshold for Police and Crime Commissioners was set at



£12 on a Band D in 2018/ 19.

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

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

The table below summarises this forecast:

	2022	2023	2024	2025	2026
Growth in year	798	846	920	1102	884

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

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

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

Council tax Policy

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

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



5 Delivering excellent value for money services

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

5.1 Service Reviews

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

5.2 Procurement Strategy

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

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

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

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



The development of the Procurement and Accounts Payable Strategy 2023-2027 and subsequent training roll out also satisfies an action point from the procurement and contract audit from September 2022.

5.3 Operation of Financial Management and Control

The Council's budget setting and monitoring arrangements are now decentralised and Budget Managers have greater control and ownership of their budgets, whilst still allowing Financial Services to retain the necessary degree of central control and co-ordination. A series of training sessions for Budget Managers is taking place during 2022/23 to support this change.

This decentralisation will provide an opportunity for the Financial Services team to concentrate on the provision of more value-added activities. This approach is essential to ensure the Council has a richer understanding of the relationship between our inputs, outputs and outcomes and that the Council is effective in the scrutiny of the effectiveness of cost and spending overall.

5.4 Reviewing Capital Investment Decisions

5.4.1 Capital Strategy

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

- The requirement for a report seeking budget approval and presenting a robust business case for all proposals, including any subsequent increases in the overall budget required;
- Capital budget approval will no longer be sought from within Finance budget setting, budget monitoring or year end reports;
- The principal that projects will be approved as an overall value that is then profiled over a specified time period;
- Approval of a number of continuation programmes that occur annually with specified annual budgets;
- Delegation to the Chief Officer – Finance and Performance to manage any rescheduling across years.
- The current Capital Strategy is shown in Appendix 8. There have been no material changes since the approved Strategy for 2022/23.

5.4.2 Treasury Management Strategy

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

- The council's prudential indicators for capital
- The Council's Minimum Revenue Provision policy statement



- Treasury Management indicators
- Approved counterparties and limits

The current Treasury Management Strategy is shown in Appendix 9. There have been some changes since the approved Strategy 2022/23 and these are as follows:

- A new treasury management indicator of a liability benchmark has been introduced.
- The counterparty limits have been updated, so that banks/building societies secured and banks/building societies unsecured have the same monetary limit.

6 Key Principles for Financial Management

6.1 Strategy, Principles and Process

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

- Scheme of Delegation to Officers (Constitution Part 2) – this outlines the delegated authority to Leadership Team and what they may delegate within their service area.
- Budget and Policy Framework (Constitution Part 3) – this outlines the responsibility of Cabinet for leading on the development of the Framework and putting forward proposals for the draft budget, plans and strategies to the Council for consideration.
- Financial Standing Orders (Constitution Part 3) – this provides the framework for managing the Council's financial affairs and apply to every Councillor and Officer. It covers a range of financial activities and outlines responsibilities.
- Contracts Standing Orders (Constitution Part 3) – these provide the framework for the procurement process to ensure integrity and probity.
- Financial Regulations – these set out the key actions that must be taken to implement Financial Instructions and deliver a Financial Accountability Framework.
- Financial Instructions – these are the detailed expansion of the Financial Standing Orders and provide specific guidance and instruction to officers on a wide range of financial activities to ensure:
 - Good working practices;
 - Consistency of approach;
 - Financial conventions are followed



6.2 Governance

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

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

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

Through the implementation of the CIPFA Financial Management code action plan, officers will continue to demonstrate the commitment to delivering robust financial management.

7 Risks and Reserves

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

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

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

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

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

In the previous MTFs, to mitigate against the cliff edge drop in income as a result of the business rates reset and as result of the later than anticipated reset, now delayed until 2025/26 at the earliest this has resulted in a potential balance which can be used to support one off schemes over the life of this MTFs. The benefit of this is that the Council is not put any further risk and increased savings when the reset takes place.



The approach will be informed by:

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

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

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

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

Reserves Policy

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

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

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

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

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



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

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



8 MTFS Cycle

8.1 Revenue

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

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

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

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

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

Rolling MTFS Policy

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

Through dealing with COVID-19, the cost of living crisis and single year funding settlements it has not been possible to achieve this, but work will begin from April 2023.

8.2 Capital

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

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





SECTION 2

Final Draft GENERAL FUND CAPITAL AND REVENUE BUDGETS 2023/24



9 Our Financial Context

The Council's budget is most often expressed in net revenue terms. Using the draft 2022/23 approved budget as a baseline, the net revenue budget for 2023/24 is £20.636m and this is shown in Appendix 4, the Medium-Term Financial Plan.

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

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

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

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

10 Rugby Borough Council Draft General Fund Revenue Budget

10.1 General Fund Revenue Budget 2023/24 – A Current Overview

Appendix 1 provides a summary of the proposed budget for 2023/24 compared to the original budget for 2022/23. The total draft budget for 2023/24 is £19.631m compared to an original 2022/23 budget of £20.297m (before parish precepts).

10.2 Portfolio Budget Proposals 2023/24

(i) Growth Proposals

Appendix 2 provides details of the growth proposals for 2023/24.

(ii) Savings Proposals

Appendix 2 also provides details of the permanent and temporary savings proposals for 2023/24. For the purposes of this report, savings also includes increases in income as this reduced the overall net cost.

(iii) General Fund Capital Budget Revenue Implications 2023/24

The existing capital programme is provided in Appendix 3 which also shows the related revenue costs. Revenue costs for the approved capital programme have been included in the draft General Fund revenue budget for 2023/24 and the Medium-Term Financial Plan.



10.2.1 Proposed Budget – Growth and Investment Portfolio

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

GROWTH AND INVESTMENT	2022/23 Revised Budget	Corporate Adjustment	Inflation	Salary Adjustment	Growth	Savings	2023/24 Draft Net Budget
	£000	£000	£000	£000	£000	£000	£000
Building Control Services	88	(10)	0	0	0	0	77
Development Strategy	500	24	0	24	0	(45)	504
Economic Development & Town Centre	516	(256)	0	190	96	(104)	442
Land Charges	(26)	8	0	3	41	(41)	(15)
Planning General/Income	(97)	36	0	57	0	(61)	(65)
Searches Team	86	1	0	19	0	0	106
Growth & Investment	0	1	0	0	0	(1)	0
Town Centre CCTV and Management	297	(15)	0	0	0	0	283
Town Centre Improvements	150	14	0	0	150	(150)	164
	1,514	(196)	0	294	287	(401)	1,497

Movement in Budget Growth and Investment Portfolio

The budget has reduced by £0.017m. After accounting for the estimated pay award, the main changes are mainly due to reduction of £0.200m due to a removal of a carry forward item from the previous financial year, there has also been a number of fixed term posts removed with the corresponding funding income reduced. Planning Service has also increased its income budget by £0.050m in line with the income it receives for Planning Performance Agreements and Pre-App fees and charges.

10.2.2 Proposed Budget – Leisure and Wellbeing Portfolio

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

LEISURE AND WELLBEING	2022/23 Revised Budget	Corporate Adjustment	Inflation	Salary Adjustment	Growth	Savings	2023/24 Draft Net Budget
	£000	£000	£000	£000	£000	£000	£000
Art Gallery and Museum	862	84	0	24	0	(8)	962
The Benn Hall	107	56	0	25	0	0	188
Sports and Recreation	256	(20)	0	101	1	(5)	333
Parks, Recreation Grounds and Open Spaces	2,131	79	0	28	0	(10)	2,229
Parks and Public Realm	14	12	0	0	0	0	26
Queens Diamond Jubilee Centre	(60)	(5)	56	0	0	0	(8)
Leisure & Wellbeing	0	(11)	0	11	0	0	0
Town Centre Events	89	14	0	5	0	0	107
Visitor Centre	196	(4)	0	(20)	0	0	172
	3,594	205	56	174	1	(23)	4,008

Movement in Leisure and Wellbeing Portfolio

The budget has increased by £0.414m. After accounting for the estimated pay award, the main



changes are mainly due to growth of £0.056m due to a reduction in the income from the Leisure Centre Management Contract.

10.2.3 Proposed Budget – Finance, Performance, Legal and Governance Portfolio

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

FINANCE, PERFORMANCE, LEGAL AND GOVERNANCE	2022/23 Revised Budget £000	Corporate Adjustment £000	Inflation £000	Salary Adjustment £000	Growth £000	Savings £000	2023/24 Draft Net Budget £000
Council Tax and NNDR Collection	557	64	0	(7)	0	(0)	614
General Financial Services	0	0	0	0	0	0	0
Financial Services	0	(42)	0	11	31	(0)	0
Corporate Assurance	0	(16)	0	16	0	(0)	0
Retired Employees	437	(19)	0	0	0	0	418
Finance & Performance	0	(16)	0	16	0	0	0
Democratic/Corporate Core Costs	1,372	136	0	0	0	0	1,509
Equality & Diversity	0	(1)	0	2	0	(0)	0
Civic Responsibilities	14	(5)	0	0	0	0	9
Business & Management Support Services	0	(24)	0	24	0	0	0
Democratic Services	0	(17)	0	17	0	0	0
Legal Services	0	(16)	0	18	0	(2)	0
Borough Elections	224	24	0	0	0	0	248
Electoral Registration	204	6	0	12	0	(2)	220
Mayoral Services	11	(0)	0	2	0	0	12
Members Expenses	393	5	0	16	0	(0)	414
Legal & Governance	0	(16)	0	16	0	0	0
	3,212	65	0	141	31	(6)	3,443

Movement in Finance, Performance, Legal and Governance Portfolio

The budget has increased by £0.232m. After accounting for the estimated pay award and other salary adjustments, the main changes are mainly due to growth of £0.031m due to a reduction in the amount recharged to capital schemes for the Lead Accountant (Projects) post due to the fixed term contract ending in September which sees a corresponding reduction in staffing costs.

10.2.4 Proposed Budget – Regulation and Safety Portfolio

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



REGULATION AND SAFETY	2022/23 Revised Budget £000	Corporate Adjustment £000	Inflation £000	Salary Adjustment £000	Growth £000	Savings £000	2023/24 Draft Net Budget £000
Crime and Disorder Activities	106	13	0	2	0	0	122
Cemeteries General	129	13	0	6	0	(19)	128
Car Parks, Parking and Clock Tower	(164)	98	4	0	0	0	(62)
Crematorium	(85)	48	134	27	0	(203)	(78)
Safety and Resilience	189	32	0	15	0	(0)	236
Hackney Carriages and Private Hire Vehicles	37	(37)	0	0	0	0	0
Licencing	74	(64)	0	27	0	(0)	37
Regulatory Services	1,000	53	0	98	0	(4)	1,146
Regulation & Safety	0	(11)	0	11	0	0	0
	1,286	145	138	186	0	(227)	1,529

Movement in Regulation and Safety Portfolio

The budget has increased by £0.242m. After accounting for the estimated pay award and other salary adjustments, the main changes are largely due to expected inflationary increases in gas and electric of £0.134m. The savings mainly relate to additional income within Bereavement Services totaling (£0.222m).

10.2.5 Proposed Budget – Communities, Homes, Digital and Communications Portfolio

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

COMMUNITIES, HOMES, DIGITAL AND COMMUNICATIONS	2022/23 Revised Budget £000	Corporate Adjustment £000	Inflation £000	Salary Adjustment £000	Growth £000	Savings £000	2023/24 Draft Net Budget £000
Community Advice & Support Team	1,634	32	74	193	0	(17)	1,916
Community Grants	144	(6)	0	0	0	0	137
Corporate Property Administration	0	(457)	511	42	0	(96)	0
Corporate Property Management	40	24	0	0	0	0	64
Housing Benefit Payments	62	0	0	0	0	0	62
The Handyperson Service	0	0	0	0	0	0	0
Warwickshire Homelessness Early Intervention	0	0	0	0	0	0	0
House Purchase and Improvement Loans	(2)	0	0	0	0	0	(2)
HEART - Shared Service Team	14	1	0	4	0	(1)	17
Housing Strategy and Enabling	417	40	0	3	0	(0)	460
Welfare Services (Private Lifelines)	(100)	2	0	0	0	0	(98)
Public Offices	0	(5)	5	0	0	0	0
Public Conveniences	69	(4)	2	0	0	0	67
Head of Communities & Homes	0	(11)	0	11	0	(0)	0
Woodside Park	116	(4)	1	(30)	0	(2)	80
Communications	0	(11)	0	11	13	(13)	0
Customer and Information Services	40	(253)	131	3	82	(2)	0
Customer Support Services	0	(83)	0	83	0	0	0
Digital	0	(11)	0	11	0	0	0
Telephones and Broadband	0	(8)	0	0	8	0	0
	2,432	(757)	724	333	103	(132)	2,703

Movement in Communities, Homes, Digital and Communications Portfolio

The budget has increased by £0.270m which is largely due to estimated increases in gas/electricity prices of £0.511m and salary costs of £0.333m and have been largely offset by an



increase in recharges to services shown under the Corporate Adjustment column above. In addition, IT costs have increased due to inflation for contractual maintenance and a reduction in income receivable for capitalised staffing costs for IT systems that have now been installed.

10.2.6 Proposed Budget – Operations and Traded Services Portfolio

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

OPERATIONS AND TRADED SERVICES	2022/23 Revised Budget	Corporate Adjustment	Inflation	Salary Adjustment	Growth	Savings	2023/24 Draft Net Budget
	£000	£000	£000	£000	£000	£000	£000
Chief Officer Operations and Traded	0	(15)	0	15	0	(0)	0
Highways and Street Furniture	425	42	2	(19)	0	(2)	449
Land Drainage General	16	(11)	0	0	0	0	5
Grounds Maintenance	24	23	16	82	5	12	162
Domestic Waste Collection and Recycling	2,831	415	92	230	0	(12)	3,555
Sewage Disposal Plant	11	(0)	0	0	0	0	11
Street Cleansing	972	137	15	85	0	(10)	1,199
Depot	0	0	0	0	0	0	0
Vehicle Workshop	0	(27)	0	27	0	0	0
Trade Waste Collection	40	(36)	20	(8)	0	0	17
	4,319	527	144	413	5	(11)	5,398

Movement in Operations and Traded Services Portfolio

The budget has increased by £1.079m. After accounting for the estimated pay award and other salary adjustments totaling £0.413m, the main changes are due to inflation of £0.144m relating to fuel and increased depreciation charges of £0.340m.

10.2.7 Proposed Budget – Change and Transformation Portfolio

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

CHANGE AND TRANSFORMATION	2022/23 Revised Budget	Corporate Adjustment	Inflation	Salary Adjustment	Growth	Savings	2023/24 Draft Net Budget
	£000	£000	£000	£000	£000	£000	£000
Transformation Unit - Organisational	(250)	41	0	34	0	(0)	(175)
	(250)	41	0	34	0	(0)	(175)

Movement in Change and Transformation Portfolio

The budget has increased by £0.075mm which mainly due to a reduction in the transformation target due to the amount that has already been achieved and the remainder as a result of the pay award.



10.2.8 Proposed Budget – Executive Services Portfolio

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

EXECUTIVE SERVICES	2022/23 Revised Budget £000	Corporate Adjustment £000	Inflation £000	Salary Adjustment £000	Growth £000	Savings £000	2023/24 Draft Net Budget £000
Limited Company	(62)	0	0	0	0	0	(62)
Human Resources	0	(46)	5	41	0	(0)	0
Executive Director	0	(0)	0	1	0	(1)	0
	(62)	(46)	5	42	0	(1)	(62)

Movement in Executive Services Portfolio

The budget has been increased to cover the cost of the pay award which is then apportioned across services through internal recharges.

10.3 Planned Spending on Corporate Items

10.3.1 Net Cost of Borrowing (NCoB)

£0.250m - Interest is earned by investing Council funds not required for spending purposes at a time, although this is more than offset by the current cost of borrowing.

10.3.2 Minimum Revenue Provision (MRP)

£1.297m - The Council is required to set sums aside from revenue resources for the repayment of loans which have been used for capital expenditure purposes. The amount to be set aside is calculated based on the estimated life of the assets for which borrowing has been undertaken.

The combination of the Net Cost of Borrowing and MRP totals £1.547m and represents the total annual financing costs for the Council's General Fund debt.

10.3.3 Revenue Contribution to Capital Outlay

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

10.3.4 Contributions to and from the Business Rates Equalisation Reserve (BRER)

There are a number of reserve movements in setting the budget for 2023/24 which result in a net movement of (£3.299m):

- (£4.712m) - transfer of anticipated 2023-24 Business rates growth above the baseline to help mitigate reduction in funding from the business rates reset and the review of relative needs and resources in the future years. This is after taking into consideration the £1.124m proposed transfer to cover the cost of pay award pressures (£0.585m for 2022-23 and £0.539 for 2023-24)



- £0.682m – estimated business rates collection fund deficit for 2022-23 that will be recovered in 2023-24
- £0.731m one off benefit to smooth the budget plan in 2023-24

10.3.5 Contributions to and from other Earmarked Reserves

Included in Appendix 5 are proposals to use £0.370m specific earmarked reserves. The most significant items are:

- £0.103m for revenue section 106 agreements
- £0.125m for transformation projects
- £0.098m for welfare support
- £5.000m as a result of the creation of the Town Centre Strategy reserve

As part of the forward planning for the medium term, earmarked reserve forecasts are produced, and this total is also shown in Appendix 5.

10.4 Corporate Income

10.4.1 Retained Business Rates

It was confirmed in the Provisional Local Government Funding Settlement in December that the reset of accumulated business rates growth will not take place in 2023/24. This means the business rates retention scheme effectively rolls forward unchanged for another year resulting in the continued benefit of retained growth above the baseline.

In 2023/24 Rugby will expect to retain £9.25m of its business rates, (including benefit from pooling), representing a £1.843m increase compared to 2022/23.

10.4.2 New Homes Bonus

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

Rugby's total New Homes Bonus allocation for 2023/24 will be (£0.987m). This represents a decrease of £0.947m of compared to 2022/23.

10.4.3 Other Government Grants

In 2023/24 the Council estimates that it will receive (£1.476m) in other grants, consisting of:

- (£0.202m) - Housing Benefit Administration grant
- (£0.096m) – Estimated Council Tax Support Administration Grant
- (£0.98m) – Services Grant



- (£1.071m) – Funding Guarantee Grant (new for 2023/24)
- (£0.009m) – Family Annex Grant

Local Council Tax Support Administration Subsidy and Family Annexe Grant have now been rolled into RSG Revenue Support Grant settlement (£0.106m).

10.5 Medium Term Financial Plan

All of the information relating to the budget preparation has been extended into a Medium-Term Financial Plan (MTFP) up to 2026/27. This is shown in Appendix 4.

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

11 Budget Context 2023/24

11.1 Overview

A balanced draft budget is presented for 2023/24, based upon an assumed 2.99% (£6.12) increase in Council Tax band D.

11.2 Local Government Finance Settlement 2023/24

The Final Local Government Finance Settlement was announced on 6 February 2023 via a written statement, see link below.

<https://www.gov.uk/government/collections/final-local-government-finance-settlement-england-2023-to-2024>

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

11.3 Business Rates

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



Detailed Business Rates funding	2022/23	2023/24	2024/25	2025/26	2025/26	2026/27
	£000s	£000s	£000s	£000s	£000s	£000s
Baseline Funding Level	(2,414)	(2,505)	(2,690)	(2,746)	(2,801)	(2,856)
Sustainable baseline - Business rates growth above the baseline funding level	(505)	(413)	(228)	(172)	(117)	(62)
Business rates growth above the sustainable baseline	(4,133)	(5,836)	(7,066)	(561)	(639)	(717)
Business rates pooling dividend	(360)	(500)	(500)	0	0	0
Total Retained Income	(7,412)	(9,254)	(10,484)	(3,479)	(3,557)	(3,635)

Summary of Business Rates Income over the medium Term 2022 - 2027

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

The Government will not proceed with widescale funding reform in 2023/24, including the implementation of the Review of Relative Needs and Resources (previously called the Fair Funding Review), 75% business rates retention, and a reset of accumulated growth under the business rates retention system.

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

- Baseline Funding Level across the MTFP is assumed to remain at an estimated average level of £2.746m on reset from 2025/26. As previously reported, the Review of Relative Needs and Resources will be focusing on this area of funding for all authorities which presents a risk to the Council if the assessment of needs is reduced.
- Following the reset, it is assumed that there will be a significant reduction in the proportion of growth that the authority retains. With total growth dropping from (£7.066m) in 2024/25 to (£0.561m) in 2025/26 and an overall business rates funding level to assume a sustainable baseline of £2.918m.
- The Council continues to contribute to the BRER with business rates growth above the sustainable baseline.

11.4 Council Tax

As part of the final Local Government Finance Settlement 2023/24, the Secretary of State for the Department for Levelling Up, confirmed the Council Tax referendum principles for 2023/24.

For 2023/24, shire district councils can increase their relevant basic amount of council tax, by 2.99% or £5, whichever is greater. This is the maximum increase in Council Tax that the



Secretary of State has permitted for district councils before being required to seek the approval of their local electorate in a referendum.

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

The relevant Basic Band D Council Tax for 2023/24 is **£210.84** excluding parish precepts. It is the relevant Basic Band D Council Tax multiplied by the tax base 40,343.65 that provides the council tax requirement of **£8.525m** for 2023/24.

11.5 Collection Fund

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

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

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

11.5.1 Collection Fund Deficit - Business Rates

It is estimated there will be a business rates deficit on the collection fund of £1.706m at the end of 2022/23 of which Rugby's share is £0.682m. This incorporates £0.343m for the proportion of the deficit in 2020/21 resulting from the three-year spread put in place to smooth the impact of the pandemic. The final deficit spread allocation of £0.343m will be recovered in 2023/24.

The 2023/24 budget includes transfer from the business rates equalisation reserve to offset Rugby BC's share of the collection funds deficit in 2022/23

11.5.2 Collection Fund Deficit – Council Tax

It is estimated that there will be a Council Tax surplus on the collection fund of £0.637m at the end of 2022/23 of which Rugby's share is £0.070m and incorporates £0.014m for the proportion of the deficit in 2020/21 resulting from the three-year spread put in place to smooth the impact of the pandemic. The final deficit spread allocation of £0.014m will be recovered in 2023/24.

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

These amounts are included in the Council Tax requirement for 2023/24.



11.6 General Fund Balances and Earmarked Reserves

The analysis of balances and earmarked reserves is shown in Appendix 5. This provides a forecast of all General Fund balances up to 31 March 2026. The summary balances for 2022/23 are shown in the table below.

	Balance at 1st April 2022	Net Forecast Transfers in year	Balance at 31st March 2023
	£000s	£000s	£000s
Gen Fund Revenue Account	(2,250)	0	(2,250)
Corporate Reserves	(15,193)	(3,097)	(18,290)
Organisation Wide Reserves	(1,977)	(666)	(2,643)
Executive Directors	(900)	(1,476)	(2,376)
Leisure and Wellbeing	(125)	51	(74)
Growth and Investment	(162)	40	(122)
Finance, Performance, Legal and Governance	(39)	(21)	(60)
Communities and Homes, Digitalisation and Communications	(599)	26	(573)
Regulation and Safety	(225)	100	(125)
Operation and Traded	(155)	85	(70)
TOTAL General Fund Reserves	(21,625)	(4,958)	(26,583)

Summary of Reserve balances across 2022/23

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

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

The final Finance and Performance Monitoring Report which will be presented to Cabinet in June 2023 will include the results of a further review of the adequacy of all earmarked and corporate reserves which could include recommendations to realign reserves based on continued analysis on the risk profile for each reserve.



SECTION 3

**COUNCIL TAX
FOR
2023/24**



12 Major Preceptor Budgets and Precepts

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

The precepts and average Council Tax Band D equivalents for 2023/24 are shown in the table below with comparative amounts for the two previous years.

The 2023/24 increases are based on the following:

- WCC – 3.9373% (£62.64 increase in Council Tax Band D equivalent, which includes the precept for adult social care.
- WPCC – 5.3290% (£14.00 increase in Council Tax Band D equivalent)

	2022/23 £	2023/24 £
WCC Precept	62,817,903	66,861,524
WCC Average Band D (including Adult Social Care Precept)	1,590.93	1,653.57
WPCC Precept	10,373,101	11,188,663
WPCC Average Band D	262.71	276.71

Indicative precepts and average Council Tax Band D equivalents 2022/23 through to 2023/24

13 Council Tax Calculation

13.1 Council Tax Base

On 09 January 2023 Cabinet approved the 2023/24 Council Tax Base for the whole area at **40,434.65**.

The table below shows the tax base for 2023/24 with comparative amounts for the two previous years.

	2022/23	2023/24
Tax Base	39,485.02	40,434.65
% Anticipated Collection Rate	98.6%	98.6%

Summary of Council Tax Base 2022/-23 through to 2023/24

13.2 The Special Expenses Scheme

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

The scheme operates on the basis that certain services are for the benefit of residents in the town



area only and they will need to meet the costs of these “Special Expense” activities shown below:

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

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

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

13.3 Parish Precepts 2023/24

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

For 2023/24, Parish Councils have requested precepts totaling £1.005m which is an increase of £0.065m or 6.87% on the total amount for 2022/23 of £0.940m. A full list of Parish Precepts is included at Appendix 6 to this booklet.

13.4 Council Tax Levels

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

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

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

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

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

13.5 Council Tax Bands

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



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

Table 14 – Council Tax valuation Bands

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

Appendix 1

Draft General Fund Revenue Summary 2023/24	2022/23 Revised Budget	Corporate Adjustments	Total Inflation	Salary Adjustments	Proposed Growth Items	Savings	2023/24 Draft Budget
	£000	£000	£000	£000	£000	£000	£000
EXPENDITURE:							
Growth & Investment	1,514	(196)	0	294	287	(401)	1,497
Leisure and Wellbeing	3,594	205	56	174	1	(23)	4,008
Finance, Performance, Legal and Governance	3,212	65	0	176	31	(41)	3,443
Regulation and Safety	1,286	145	138	186	0	(227)	1,529
Communities, Homes, Digital and Communications	2,432	(757)	724	368	103	(167)	2,703
Operations and Traded Services	4,319	527	144	448	5	(46)	5,398
Change and Transformation	(250)	41	0	34	0	(0)	(175)
Executive Director	(62)	(46)	5	42	0	(1)	(62)
Pressure due to the Covid-19 Pandemic	772	0	0	0	0	(772)	0
Corporate Items	(270)	150	0	0	330	(51)	159
PORTFOLIO EXPENDITURE	16,548	134	1,068	1,722	758	(1,729)	18,501
Less Capital Charge Adjustment	(2,565)	(550)	0	0	0	0	(3,115)
Less Corporate Savings Target (including salary voids)	(289)	(11)	0	0	0	0	(300)
Less Pension Adjustment	(380)	(187)	0	0	0	0	(566)
NET PORTFOLIO EXPENDITURE	13,314	(613)	1,068	1,722	758	(1,729)	14,520
Net Cost of Borrowing	43	208	0	0	0	0	251
Minimum Revenue Provision (MRP)	1,621	0	0	0	0	(324)	1,297
Investment Income	(50)	0	0	0	0	0	(50)
Revenue Contribution to Capital Outlay	87	0	0	0	0	0	87
Contribution to Business Rate Equalisation Reserve (BRER)	4,828	1,008	0	0	0	0	5,836
Contribution to Transformation Reserve	1,000	(1,000)	0	0	0	0	0
Contribution to Climate Change Reserve	500	(500)	0	0	0	0	0
Contribution from BRER - Management of Funding Changes	(531)	531	0	0	0	(1,697)	(1,697)
Contribution to BRER for collection Fund Surplus	(343)	(339)	0	0	0	0	(682)
Contribution from Budget Stability Reserve - Council Tax	0	70	0	0	0	0	70
Contribution from Budget Stability Reserve - Management of Budget Gap	(173)	173	0	0	0	0	0
TOTAL EXPENDITURE (before Parish Precepts)	20,297	(462)	1,068	1,722	758	(3,751)	19,631
Parish Council Precepts and Council Tax Support	940	65	0	0	0	0	1,005
TOTAL EXPENDITURE	21,237	(398)	1,068	1,722	758	(3,751)	20,636
INCOME:							
Retained Business Rates	(7,412)	(1,343)	0	0	0	(500)	(9,254)
Retained Business Rates - Collection Fund Surplus(-)/Deficit	(1,851)	2,534	0	0	0	0	682
New Homes Bonus Funding	(1,934)	947	0	0	0	0	(987)
Government Grants	(556)	(921)	0	0	0	0	(1,477)
Council Tax	(9,023)	(506)	0	0	0	0	(9,530)
Council Tax - Collection Fund Surplus(-)/Deficit	(103)	34	0	0	0	0	(70)
TOTAL INCOME	(20,880)	744	0	0	0	(500)	(20,636)
VARIANCE ON BUDGET	357	346	1,068	1,722	758	(4,251)	0

Growth and Savings Proposals

Appendix 2

Service Line Description	Growth / (Savings) £000s	Proposal Detail	Corresponding Savings Proposal Y / N (Y = Total offset)	Reference
GROWTH				
Land Charges	41	Removal of grant funding - See savings proposal GI - 5	Y	GI - 1
Economic Development & Town Centre	96	Removal of grant funding - See savings proposal GI - 7	Y	GI - 2
Town Centre Improvements	150	One year budget reinstated for Town Centre Improvements financed through Business Rates growth at Elliot's Field	N	GI - 3
Total Growth & Investment Portfolio	287			
Family Weight Management	1	Increase in Car Allowance Budget to reflect historic spend	N	LW - 1
Total Leisure & Wellbeing Portfolio	1			
Financial Services	31	Reduction in Capital Salaries Contributions following fixed term post ending mid-year - there is corresponding reduction in the salary budgets	N	FPLG - 1
Total Finance, Performance & Legal & Governance Portfolio	31			
Housing Strategy & Enabling	1	Reduction of income for Garage rental to match current income received	N	CH - 1
Total Communities & Homes Portfolio	1			
Communications Team	13	Removal of external fees & charges income following service no longer provided	Y	DC - 1
Mobile Telephones	8	Increase in the Mobile telephones budget to reflect historic spend	N	DC - 2
IT Services	38	Removal of Capital Salaries Contribution following end of project	N	DC - 3
IT Services	31	Removal of external fees & charges income following service no longer provided	N	DC - 4
IT Services	13	Removal of income from the Housing Revenue Account following end of project	N	DC - 5
Total Digital & Communications Portfolio	103			
Grounds Maintenance	5	Increase in Car Allowance Budget to reflect historic spend	N	OP - 2
Total Operations & Traded Services Portfolio	5			
Corporate inflation budget	330	Budget set aside for inflation shocks in addition to what is included in the budget	N	CORP - 2
Total Corporate Growth	330			
Total Growth	758			
PERMANENT SAVINGS				
Bulky Waste Collection	(6)	Income budget for bulky waste collections increased to reflect increased fees & charges based on current volume	N	OP - 1
Street Cleansing	(10)	To reflect charging for collections of street bins on unadopted roads across the borough	N	OP - 2
Domestic Waste Collection	(6)	Reduction in Car Allowance Budget to reflect historic spend	N	OP - 3
Grounds Maintenance	12	Reduction in contract income in line with amounts received	N	OP - 4
Street Scene	(35)	Disestablishment of vacant post (Street Scene Officer)	N	OP - 5
Street Scene	(2)	Reduction in Car Allowance Budget to reflect historic spend	N	OP - 6
Total Operations & Traded Services Portfolio	(46)			
Cemeteries	(10)	Income budget increased to reflect increased fees & charges based on historic data	N	RS - 1
Cemeteries	(9)	Income budget increased to reflect increased fees & charges based on historic data	N	RS - 2
Crematorium	(9)	Disestablishment of vacant post (Gardener)	N	RS - 3
Crematorium	(15)	Savings on utilities budget following a review of usage	N	RS - 4
Crematorium	(25)	Cost reduction following a review of external contractors	N	RS - 5
Crematorium	(21)	Memorial income budget increased to reflect increased fees & charges	N	RS - 6
Crematorium	(134)	Increased income following review of fees and charges	N	RS - 7
Regulatory Services	(4)	Reduction in Car Allowance Budget to reflect historic spend	N	RS - 8
Minor Service Adjustments	(1)	Reduction in Car Allowance Budget to reflect historic spend	N	RS - 9
Total Regulation & Safety Services Portfolio	(227)			

Service Line Description	Growth / (Savings) £000s	Proposal Detail	Corresponding Savings Proposal Y / N (Y = Total offset)	Reference
PERMANENT SAVINGS (CONTD.)				
Art Gallery & Museum	(8)	Income budget created to reflect insurance recharge to external partners	N	LW - 1
Sport & Recreation	(5)	Reduction in Car Allowance Budget to reflect historic spend	N	LW - 2
Parks	(10)	Reduction in Car Allowance Budget to reflect historic spend	N	LW - 3
Total Leisure & Wellbeing Portfolio	(23)			
Planning Services	(50)	Increase in income budget for Planning Performance Agreements and Pre-App charges following historic data	N	GI - 4
Land Charges	(41)	Reduction in Salaries budget following removal of fixed term posts	Y	GI - 5
Development Strategy	(44)	Reduction in Salaries budget following removal of fixed term post in line with grant funding reduction	N	GI - 6
Economic Development & Town Centre	(104)	Reduction in Salaries budget following removal of fixed term post in line with grant funding reduction	Y	GI - 7
Town Centre Improvements	(150)	Removal of temporary one year budget for Town Centre Improvements	Y	GI - 8
Chief Officer - G&I	(1)	Reduction in Car Allowance Budget to reflect historic spend	N	GI - 9
Planning Services	(11)	Reduction in Car Allowance Budget to reflect historic spend	N	GI - 11
Total Growth & Investment Portfolio	(401)			
HABT - Private Sector Leasing	(15)	Increase in rental income budget to reflect current income received	N	CH - 2
HABT - Housing Advice	(2)	Reduction in Car Allowance Budget to reflect historic spend	N	CH - 3
Corporate Property Central Utilities	(96)	Increase in income budget to reflect increased cost of utilities recharged to external partners	N	CH - 4
Woodside Park	(35)	Disestablishment of vacant post (Tenancy & Estates Officer)	N	CH - 5
Woodside Park	(2)	Reduction in Car Allowance Budget to reflect historic spend	N	CH - 6
HEART	(1)	Reduction in Car Allowance Budget to reflect historic spend	N	CH - 7
Housing Strategy & Advice	(1)	Reduction in Car Allowance Budget to reflect historic spend	N	CH - 8
Total Communities & Homes Portfolio	(152)			
Communications	(13)	Reduction of Publicity & Marketing budget in line with historic spend	Y	DC - 6
IT Services	(2)	Reduction in Car Allowance Budget to reflect historic spend	N	DC - 7
Total Digital & Communications Portfolio	(15)			
Council Tax	(35)	Disestablishment of vacant post (Valuation Officer)	N	FPLG - 1
Minor Service Adjustments	(1)	Reduction in Car Allowance Budget to reflect historic spend	N	FPLG - 2
	(36)			
Total Finance & Performance	(36)			
Electoral Registration	(2)	Reduction in Car Allowance Budget to reflect historic spend	N	FPLG - 3
Legal Services	(2)	Reduction in Car Allowance Budget to reflect historic spend	N	FPLG - 4
Minor Service Adjustments	(1)	Reduction in Car Allowance Budget to reflect historic spend	N	FPLG - 5
Total Legal & Governance	(5)			
Minor Service Adjustments	(1)	Reduction in Car Allowance Budget to reflect historic spend	N	EXD - 1
Total Executive Director	(1)			
COVID-19 Recovery fund	(447)	Removal of Corporate Budget to mitigate pressure on services following recovery from the COVID-19 pandemic	N	CORP - 3
COVID-19 Recovery fund	(325)	reduction of fund as approved as part of the 2022-26 MTFP	N	CORP - 4
Minimum Revenue Provision	(324)	Use of capital receipts to fund the capital programme reduces the MRP requirement within the revenue budgets	N	CORP - 5
Procurement Framework	(51)	Increase in income expected from hosted procurement framework - increased from £25k in 2022/23	N	CORP - 7
Total Permanent Corporate Savings	(1,147)			
Total Permanent (Savings) Proposals	(2,053)			
TEMPORARY SAVINGS				
Business rates growth	(585)	Use of expected 2022/23 Business rates pool dividend variance to cover the impact of the 2022/23 pay award	N	CORP - 8
Business rates growth	(1,112)	Use of expected 2023/24 expected business rates growth	N	CORP - 9
Business rates pool dividend	(500)	Additional Business Rates Pool Dividend following extension of the Coventry and Warwickshire pool	N	CORP - 11
Total Temporary Corporate (Savings)	(2,197)			
Total (Savings)	(4,250)			
Total Growth and (Savings)	(3,492)			

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

Appendix 3

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

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

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

		Profile of spend				Funding				Revenue Implications				
Portfolio / Scheme Name	Description	Total scheme Costs	Profile of Spend			External Contributions / Earmarked Reserves / Revenue Contributions		Internal Resources		Running Costs		Estimated Interest costs		Minimum Revenue Provision
			2023/24	2024/25	2025/26	2023/24	Future Years	2023/24	Future Years	2023/24*	Full Year	2023/24*	Full Year	2024/25
			1	2	3	4	5	6	7	8	9	10	11	12
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Communities & Homes & Digital & Communications														
Corporate Property Enhancements	Enhancements works to corporate buildings	2,595	1,235	820	540	0	0	1,235	1,360	0	0	10	20	49
Growth & Investment														
UKSPF Projects	Various - yet to be determined funded by Grant (total scheme includes year 1 schemes in 2022/23 programme)	1,471	304	796	0	304	796	0	0	0	0	0	0	0
Total Draft General Fund Capital Programme to go on cabinet reports			1,539	1,616	540	304	796	1,235	1,360	0	0	10	20	49
Total Draft General Fund Capital Programme			13,589	3,367	2,292	1,173	2,505	12,417	3,154	0	0	190	400	236

MEDIUM TERM FINANCIAL PLAN: GENERAL FUND 2023-27

Appendix 4

	Medium term financial plan (forecast)			
	2023/24	2024/25	2025/26	2026/27
	£ 000's	£ 000's	£ 000's	£ 000's
BASE EXPENDITURE BUDGET bf	20,880	20,636	23,377	17,473
Corporate Adjustments	(198)	0	0	0
BASE BUDGET	20,682	20,636	23,377	17,473
Growth Items				
Salary Adjustments	1,722	452	462	0
Inflation	1,068	250	250	150
Other Service Growth	758	0	0	0
Total Growth	3,548	702	712	150
Financial Management Adjustments				
Contribution From BSR - COVID	(94)	0	0	0
Contribution to/from Reserves BRR- Growth	0	1,229	(6,505)	79
Collection Fund (BR) one off transfer from reserves BRER	(339)	682	0	0
Collection Fund and CTAX one off transfer from reserves BSR	0	(70)	0	0
Reversal off 2022/23 only reserve usage	318	0	0	0
Total Financial Management Adjustments	(115)	1,842	(6,505)	79
Savings				
Permanent	(2,054)	0	0	0
Temporary/Use of reserves	(1,697)	0	0	0
Income Generation	0	(85)	(295)	0
Total Savings	(3,751)	(85)	(295)	0
Corporate Items				
Changes to Net Cost of Borrowing	208	170	68	0
Changes to MRP	0	92	96	(37)
Change in Parish Precept	65	20	20	20
Total Changes in Corporate items	272	282	184	(17)
Total Net Base Budget	20,636	23,377	17,473	17,685
Total Income	0	0	0	0
Total Net Expenditure	20,636	23,377	17,473	17,685
Financed By				
BASE INCOME BUDGET				
Grants				
Other Government Grants	(1,476)	(1,324)	(249)	(224)
New Homes Bonus	(987)	0	0	0
Business Rates				
Settlement Funding Assessment (SFA)	(2,505)	(2,690)	(2,746)	(2,801)
Adjustment to reflect revised sustainable baseline	(413)	(227)	(173)	(117)
Pooling Dividend	(500)	(500)	0	0
Retained Growth to BRR Equalisation Reserve	(5,837)	(7,066)	(561)	(639)
Collection Fund Surplus(-)/Deficit	682	0	0	0
Council Tax				
Tax Base & 2% price increase	(9,447)	(9,879)	(10,237)	(10,603)
£5 increase in the Band D each year	(38)	(33)	(63)	(92)
3% increase in compared to a £5 increase in a Band D	(45)			
Collection Fund Surplus(-)/Deficit	(70)	0		
TOTAL	(20,636)	(21,720)	(14,029)	(14,477)
SAVING / TRANSFORMATION TARGET	0	1,658	3,444	3,208
Reported Feb 2022 (+ = deficit)	3,200	0	65	65
Diff	(3,200)	(1,658)	(3,509)	(3,273)

	Balance at 1st April 2022	Net Forecast Transfers in year	Balance at 31st March 2023	Forecast Net Transfers in Year	Balance at 31st March 2024	Forecast Net Transfers in Year	Balance at 31st March 2025	Forecast Net Transfers in Year	Balance at 31st March 2026	Description of Reserve
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Gen Fund Revenue Account	(2,250)	0	(2,250)	0	(2,250)	0	(2,250)	0	(2,250)	Held for unforeseen emergencies
Corporate Reserves										
Business Rates Equalisation Reserve	(11,304)	(5,057)	(16,360)	1,701	(14,659)	(7,066)	(21,725)	(561)	(22,286)	The business rates equalisation reserve is to help mitigate the anticipated reduction in funding from business rates reset and fair funding in future years
Budget Stability Reserve	(2,707)	778	(1,929)	331	(1,598)	150	(1,448)	200	(1,248)	Held for budget volatility and pressures on the delivery of savings
GF Revenue Carry Forward Reserve	(1,182)	1,182	0	0	0	0	0	0	0	Annual carry forwards as approved each year by Council at outturn
Subtotal Corporate Reserves	(15,193)	(3,096)	(18,289)	2,032	(16,257)	(6,916)	(23,173)	(361)	(23,534)	
Other Earmarked Reserves										
Non-Conditional Revenue Grants	(393)	212	(181)	40	(141)	40	(101)	0	(101)	Unringfenced grant income received but not fully utilised.
Revenue Section 106 Agreements	(1,496)	(878)	(2,374)	103	(2,271)	108	(2,163)	0	(2,163)	Section 106 contributions, with no conditions attached, set aside to fund future spend
Warwickshire Consortium Reserve	(2)	0	(2)	0	(2)	0	(2)	0	(2)	Held for Warwickshire Wide Training joint working.
STW Pensions Reserve	(86)	0	(86)	0	(86)	0	(86)	0	(86)	Held for pension contributions
Subtotal - Organisation Wide Reserves	(1,977)	(666)	(2,643)	143	(2,500)	148	(2,352)	0	(2,352)	
Transformation Fund	(400)	(976)	(1,376)	125	(1,251)	143	(1,109)	0	(1,109)	To fund transformation projects that will deliver ongoing revenue savings
Emergency Climate Reserve	(500)	(500)	(1,000)	0	(1,000)	0	(1,000)	0	(1,000)	To support the delivery of the Climate Change Strategy
Town Centre Strategy Reserve	0	0	0	(5,000)	(5,000)	0	(5,000)	0	(5,000)	New reserve to be established in 2023-24 to support Rugby Town Centre regeneration
Subtotal - Executive Directors	(900)	(1,476)	(2,376)	(4,875)	(7,251)	143	(7,109)	0	(7,109)	
HoF Licence Reserve	(51)	51	0	0	0	0	0	0	0	Now fully committed
Acquisition Reserve (AG/IM)	(16)	0	(16)	0	(16)	0	(16)	0	(16)	For the purchase of Artworks for the RAGM
Family Weight Project Reserve	(58)	0	(58)	0	(58)	0	(58)	0	(58)	To mitigate costs of the service throughout the contract period, no inflation built in to agreement so needed to meet costs of salaries etc.
Subtotal - Leisure and Wellbeing	(125)	51	(74)	0	(74)	0	(74)	0	(74)	
Town Centre Improvement Reserve	(162)	40	(122)	0	(122)	0	(122)	0	(122)	To support the Town Centre development
Subtotal - Growth and Investment	(162)	40	(122)	0	(122)	0	(122)	0	(122)	
CIPFA Training Reserve	(24)	3	(21)	3	(18)	0	(18)	0	(18)	Used for future CIPFA training for the Financial Services Team
Corporate Assurance Training Reserve	(4)	0	(4)	2	(2)	1	(1)	0	(1)	Used for future audit training for the Corporate Assurance Team
Insurance / RM Reserve	(11)	(24)	(35)	0	(35)	0	(35)	0	(35)	Insurance premium rebates from reductions held here to buffer future risk.
Subtotal - Finance, Performance, Legal and Governance	(39)	(21)	(60)	5	(55)	1	(54)	0	(54)	
Corporate Apprentice Scheme Reserve	(54)	0	(54)	5	(49)	5	(44)	5	(39)	Contribution towards the Corporate Apprentice Scheme.
Energy Efficiency Investment Fund	(91)	(14)	(105)	0	(105)	0	(105)	0	(105)	Accumulation of income from Feed in Tariffs from solar panels
Woodside Park R & M Reserve	(29)	0	(29)	3	(26)	2	(24)	0	(24)	Contribution to pay for repairs to the sewage system.
Welfare Support Reserve	(325)	40	(285)	98	(187)	98	(89)	0	(89)	Additional non conditional resources to help fund the Housing Advice and Benefits Team (eg Homelessness, staffing, SWEP payments)
Welfare Support IT Reserve	(100)	0	(100)	0	(100)	0	(100)	0	(100)	Held for specific IT improvements
Subtotal - Communities and Homes, Digitalisation and Communications	(599)	26	(573)	106	(467)	105	(362)	5	(357)	
Hackney Carriages Reserve	(34)	19	(15)	0	(15)	0	(15)	0	(15)	To account for taxi licenses spanning multiple years and to achieve a cost neutral position
Crematorium Replacement Reserve	(73)	43	(30)	(25)	(55)	0	(55)	(25)	(80)	For long-term planning; for replacement of the cremators plus other works. Budgeted contribution of £25k per annum for both RBC and WNC
Crematorium Cameo Reserve	(32)	18	(14)	(3)	(17)	0	(17)	(3)	(20)	Income from Cameo scheme to be used for future investment in memorialisation
Environmental Crimes Reserve	(21)	0	(21)	0	(21)	0	(21)	0	(21)	Ring-fenced surplus from Environmental Crime Fixed Penalty Notices; to be used for related educational or preventative works.
Licensing Reserve	(30)	0	(30)	0	(30)	0	(30)	0	(30)	To be used to mitigate budget volatility in future years.
Graves In Perpetuity	(11)	0	(11)	0	(11)	0	(11)	0	(11)	For use in Cemeteries service
HMO License Reserve	(24)	20	(4)	17	13	0	13	(11)	2	Income held to account for 5 year HMO licenses paid in advance
Subtotal - Regulation and Safety	(225)	100	(125)	(11)	(136)	0	(136)	(39)	(175)	
Works Services Unit operational reserve	0	0	0	0	0	0	0	0	0	No transfers in 2017/18. This was intended for use on Route Optimiser however this was funded through service underspends in 2017/18. Up to 18k to be used for Street Cleansing route optimisation in 1819 as per SB
Land Drainage Reserve	(20)	0	(20)	2	(18)	2	(16)	2	(14)	To cover future spend requirements
Waste Reserve	(135)	85	(50)	0	(50)	0	(50)	0	(50)	Created to help fund any unexpected pressures in future years, mainly Gate Fees which may increase depending on usage/tonnages.
Subtotal - Operation and Traded	(155)	85	(70)	2	(68)	2	(66)	2	(64)	
Total Service Earmarked Reserves	(4,182)	(1,861)	(6,043)	370	(5,674)	399	(5,275)	(32)	(5,309)	
TOTAL General Fund Reserves	(21,625)	(4,958)	(26,583)	(2,598)	(29,182)	(6,517)	(35,698)	(393)	(36,093)	

Parish Precepts

Appendix 6

PARISH COUNCIL	2023/24 PRECEPT £	2023/24 TAXBASE	2023/24 BAND D £
Ansty	9,786	132.83	73.67
Binley Woods	51,000	1,000.50	50.97
Birdingbury	7,250	170.57	42.50
Bourton & Draycote	6,000	147.42	40.70
Brandon & Bretford	20,578	297.99	69.06
Brinklow	35,103	464.38	75.59
Burton Hastings	2,422	97.10	24.94
Cawston	90,538	2,017.94	44.87
Church Lawford	6,613	163.07	40.55
Churchover	19,500	1,218.42	16.00
Clifton-upon-Dunsmore	58,935	1,590.99	37.04
Combe Fields	322	70.81	4.55
Copston Magna	-	21.96	-
Cosford	-	8.70	-
Dunchurch	112,419	1,789.09	62.84
Easenhall	4,250	108.93	39.02
Frankton	10,000	177.06	56.48
Grandborough	6,650	218.65	30.41
Harborough Magna	12,657	185.94	68.07
Kings Newnham	-	29.25	-
Leamington Hastings	3,450	246.87	13.97
Long Lawford	121,525	1,396.17	87.04
Marton	12,000	217.52	55.17
Monks Kirby	10,837	227.87	47.56
Newton & Biggin	21,250	489.99	43.37
Pailton	15,914	225.82	70.47
Princethorpe	16,175	173.11	93.44
Ryton-on-Dunsmore	76,001	695.50	109.28
Silton & Barnacle	23,338	350.48	66.59
Stretton Baskerville	218	8.74	24.94
Stretton-on-Dunsmore	56,000	519.63	107.77
Stretton-under-Fosse	8,405	97.24	86.44
Thurlaston	18,000	209.90	85.76
Wibtoft	-	25.06	-
Willey	500	38.15	13.11
Willoughby	15,842	191.87	82.57
Withybrook	4,500	122.08	36.86
Wolfhampcote	9,000	154.37	58.30
Wolston	98,058	994.49	98.60
Wolvey	39,612	513.37	77.16
	1,004,648	16,809.83	

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

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

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

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

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Intermediate pitch hire Football		32.00	27.00		35.20	29.70	VAT Exempt	N/A
Junior pitch hire Football, Rugby		21.00	18.00		23.10	19.80	VAT Exempt	N/A
Mini pitch hire Football		16.00	13.00		17.60	14.30	VAT Exempt	N/A
UNAUTHORISED USE OF FACILITIES - DOUBLE FEE PAYABLE								
Training (per training session)		11.00	11.00		12.10	12.10	VAT Exempt	N/A
Changing Rooms (subject to change as facilities are refurbished) Charged per session as above. Changing rooms are opened as for Football/Cricket, 30 minutes before kick-off, Rugby/Gaelic 60 minutes before kick-off and early opening - price on application.								
Unattended regular use through the season on specified number of occasions (minimum 10)								
Seniors per room per occasion (no refunds unless cancelled by Council)			23.00			25.30	VAT Exempt	N/A
Juniors per room per occasion (no refunds unless cancelled by Council)			16.00			17.60	VAT Exempt	N/A
Juniors								
Weekly access to toilets only (For season- dates as agreed)			260.00			286.30	VAT Exempt	N/A
Unattended casual use (less than 10 occasions)								
Seniors per room per occasion			19.00			20.90	VAT at 20%	Included
Juniors per room per occasion			13.00			14.30	VAT at 20%	Included
Attended Service								
Additional £25 payable			Additional £25 payable			Additional £25 payable	VAT Exempt	
Late Booking Charges								
Each Pitch (Including VAT)			11.00			12.10	VAT at 20%	Included
Changing room(s) (plus VAT as appropriate)			11.00			12.10	VAT at 20%	Excluded
Professional Trainers (per hour)			15.00			16.50	VAT Exempt	N/A
GROWTH AND INVESTMENT								
Planning Services								
Pre-application Charges								
Householder Extensions or Outbuildings			90.00			99.00		Included
Other Commercial Development			Price on application			Price on application		
1-4 Dwellings, Agriculture, Change of Use or other Minor Development Proposals								
Additional Meeting and/or Advice Notice in regard to above			395.00			435.00		Included
			120.00			132.00		Included
5-9 Dwellings; or any development with 500m2 to 999m2 of Floor Space								
Additional Meeting and/or Advice Notice in regard to above			1,050.00			1,155.00		Included
			120.00			130.00		Included
10 to 49 dwellings; or any development up to 0.49; or 1,000 to 4,999 m2 of floor space								
Additional Meeting and/or Advice Notice in regard to above			2,400.00			2,640.00		Included
			500.00			550.00		Included
50 to 99 dwellings; or development 0.5 to 0.99ha or 5,000 to 9,999 m2 of floor space								
Additional Meeting and/or Advice Notice in regard to above			3,700.00			4,070.00		Included
			500.00			550.00		Included

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Other CON29 questions								
Question 1.1 j, k, l			17.50			19.30	VAT at 20%	Included
Question 2			34.30			37.80	VAT at 20%	Included
Question 3.7			15.30			16.80	VAT at 20%	Included
Question 3.8			5.10			5.60	VAT at 20%	Included
Question 3.9			5.40			5.90	VAT at 20%	Included
Question 3.11			16.50			18.20	VAT at 20%	Included
Question 3.13			1.60			1.80	VAT at 20%	Included
We DO NOT answer Questions 4 & 16								
Rugby Market								
Rugby Market Daily Pitch Fee (payable to CJ Events)						35.00		
REGULATION AND SAFETY								
Bereavement Services								
Adult rates apply to persons aged 18 or over								
Rainsbrook Crematorium								
Cremation Fees -inclusive of medical referee fees, unwitnessed scattering of ashes and environmental levy (where applicable)								
Child - up to 24 weeks gestation			no charge			no charge	VAT Exempt	N/A
Child - from 24 weeks gestation up to and including 17 years of age (N.B. this is not to be paid by the family but will be claimed from the Children's Funeral Fund by RBC)			no charge			235.00	VAT Exempt	N/A
Adult - service 9.00am - 4.00pm			860.00			960.00	VAT Exempt	N/A
Adult - no service 8.15am - 8.25am (no music, minister or family present)			550.00			610.00	VAT Exempt	N/A
Adult- no service with attendance 8.30am to 9am (max 25 people, 10 mins chapel time)			n/a			660.00	VAT Exempt	N/A
Cremation of body parts (if we did not cremate deceased)			200.00			220.00	VAT Exempt	N/A
Cremation of body parts (if we cremated deceased)			n/a			100.00	VAT Exempt	N/A
Weekend Surcharge								
Saturday cremation 10.00am - 12 noon - strict rotation			640.00			710.00	VAT Exempt	N/A
Saturday interment of cremated remains (am only)			150.00			300.00	VAT Exempt	N/A
Saturday scattering of cremated remains (am only)			75.00			120.00	VAT Exempt	N/A
Witnessed scattering of ashes when cremation has taken place at Rainsbrook			n/a			50.00	VAT Exempt	N/A
Scattering of ashes when cremation has taken place elsewhere			50.00			100.00	VAT Exempt	N/A
Wooden casket/biodegradable casket			60.00			70.00	VAT Exempt	N/A
Additional Biobox			n/a			10.00	VAT Exempt	N/A
Forwarding cremated remains by post (inland)			price on application			price on application	VAT at 20%	Included
Audio recording of services			65.00			70.00	VAT at 20%	Included
DVD recording of service			65.00			70.00	VAT at 20%	Included
Subsequent copies			40.00			45.00	VAT at 20%	Included
Download link						20.00	VAT at 20%	Included
Slideshow / Visual Tribute (price dependant on number of photos chosen)			75-100			85.00-110	VAT at 20%	Included
Webcast			75.00			85.00	VAT at 20%	Included
Use of Rainsbrook Ceremony Room (for a memorial service- no cremation)			300.00			330.00	VAT Exempt	N/A
Bearer's fee (advance booking only)			50.00			55.00	VAT Exempt	N/A
Late arrival / overrun per 15 minutes			300.00			330.00	VAT Exempt	N/A
Late cancellation			n/a			100.00	VAT Exempt	N/A
Late paperwork			n/a			35.00	VAT Exempt	N/A
Retention of ashes (per month, after first three months)			n/a			25.00	VAT Exempt	N/A
Duplicate Cremation certificate			n/a			15.00	VAT Exempt	N/A
Family history search			n/a			50.00	VAT Exempt	N/A
Corporate events			n/a			price on application	VAT at 20%	Included
Memorial Items								
Book of Remembrance								
Two line entry			75.00			85.00	VAT at 20%	Included
Five line entry			125.00			140.00	VAT at 20%	Included
Five line entry with emblem			175.00			195.00	VAT at 20%	Included
Eight line entry			195.00			215.00	VAT at 20%	Included
Eight line entry with emblem			225.00			250.00	VAT at 20%	Included

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Memorial Tree (Bronze Plaque only, 10 year lease)			450.00			500.00	VAT at 20%	Included
Memorial Barbican Plaque (5 year lease)			375.00			415.00	VAT at 20%	Included
Memorial Bench (Bronze Plaque only, 10 year lease)			250.00			500.00	VAT at 20%	Included
Desk Vase Tablet Package (50 year lease, inclusive price)			2275.00			2,500.00	VAT Exempt	N/A
Memorial Kerb (5 year lease)			350.00			350.00	VAT at 20%	Included
Tree of Life (10 year lease)			450.00			550.00	VAT at 20%	Included
Memorial Boulder (10 year lease)			575.00			700.00	VAT at 20%	Included
Armed Forces Wall (Inclusive of Regimental Badge, perpetuity)			250.00			500.00	VAT at 20%	Included
Reservation fee: Granite Memorial Annual Charge for Space only			100.00			110.00	VAT at 20%	Included
Runby Borough Council Cemeteries								
Croop Hill Cemetery, Whinfield Cemetery, Watts Lane Cemetery, Clifton Road Cemetery								
Burial Charges								
Non-residents of Rugby are subject to triple fees in respect of Exclusive Right of Burial and Interment fees								
Purchase of Exclusive Right of Burial for 50 years								
Adult's Plot			1,500.00			1,650.00	VAT out of Scope	N/A
Reservation Fee			n/a			n/a	VAT out of Scope	N/A
Adult's Plot - Watts Lane Green Burial area (single depth only)			1,500.00			1,650.00	VAT out of Scope	N/A
Reservation Fee			n/a			n/a	VAT out of Scope	N/A
Interment fees - preparation and backfilling of grave								
Children- up to 24 weeks gestation			no charge			no charge		
Children -from 24 weeks gestation up to 17 yrs (N.B. this is not to be paid by the family but will be claimed from the Children's Funeral Fund) – all areas including Cloverleaf Memorial Garden			n/a			390.00		
Adult grave			850.00			940.00	VAT out of Scope	N/A
Stepped single grave - for burial without coffin			900.00			990.00	VAT out of Scope	N/A
Weekend surcharge - Saturday 9.30am to 12.00 noon (when agreed)			650.00			720.00	VAT out of Scope	N/A
Construction of vault			price on application			price on application	VAT out of Scope	N/A
Interment of Cremated Remains in a Cemetery								
Purchase of Exclusive Right of Burial for 50 yrs								
Cremation plot for 2 caskets (most plots are this size)			650.00			720.00	VAT out of Scope	N/A
Cremation plot for 4 caskets (Croop Hill Cemetery)			750.00			830.00	VAT out of Scope	N/A
Reservation Fee			350.00			390.00	VAT out of Scope	N/A
Runby Borough Council Cemeteries								
Interment fees (ashes)- preparation and backfilling of grave								
Children- up to 17 years			no charge			no charge		
Adult - interment of cremated remains			350.00			390.00	VAT out of Scope	N/A
Adult - strewing of cremated remains under turf			200.00			220.00	VAT out of Scope	N/A
Scattering of ashes on the surface is not permitted								
Use of Cemetery Chapel at Watts Lane or Croop Hill Cemeteries			100.00			110.00	VAT out of Scope	N/A
Use of Rainsbrook Ceremony Room (no cremation)			300.00			330.00	VAT Exempt	N/A
Cemetery Memorial Tree with bronze plaque			275.00			305.00	VAT out of Scope	N/A
Cemetery Memorial Bench			price on application			price on application	VAT at 20%	N/A
Family History Search - Detailed genealogy research			25.00			50.00	VAT out of Scope	N/A
Exhumation			price on application			price on application	VAT out of Scope	N/A
Plaque on Whinfield Memorial Scrolls			150.00			165.00	VAT out of Scope	N/A
Plaque on Watts Lane Memorial Book			150.00			165.00	VAT out of Scope	N/A
Plaque on Child in Hand Memorial at Clifton Road			150.00			165.00	VAT out of Scope	N/A

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Memorial Permit Fees								
Main Cemetery Areas (purchased graves only)								
Headstone (including any base slab) Up to 5'6" high x 3'0" wide x 1'6" deep			250.00			275.00	VAT out of Scope	N/A
Vase Up to 1'3" high and 1'0" diameter			150.00			165.00	VAT out of Scope	N/A
Plaque/tablet - Main Cemetery Section Up to 2'0" (h) x 2'6" (w) x 1'6" (d)						165.00	VAT out of Scope	N/A
Plaque/tablet - Whinfield Cremation Section Up to 2'0" (h) x 2'0" (w) x 2'0" (d)			150.00			165.00	VAT out of Scope	N/A
Plaque/tablet - Watts Lane Cremation Section Up to 2'0" (h) x 2'3" (w) x 2'0" (d)			150.00			165.00	VAT out of Scope	N/A
Plaque/tablet - Croop Hill Cremation Section Up to 1'6" (h) x 1'6" (w) x 3'0" (d)			150.00			165.00	VAT out of Scope	N/A
Added inscription to any memorial			150.00			165.00	VAT out of Scope	N/A
Replacement of existing memorial where no amendment to previous approval			no charge			no charge	VAT out of Scope	N/A
Kerbstones including headstone (where permitted)			450.00			500.00	VAT out of Scope	N/A
Kerbstones only (where permitted)			300.00			330.00	VAT out of Scope	N/A
Oversized headstone			500.00			550.00	VAT out of Scope	N/A
Cloverleaf Memorial Garden								
Contact Bereavement Services 01788 533715								
Pest Control								
Domestic Pest Control								
Rats - up to 3 visits		Advance payment	Pay by Invoice		Advance payment	Pay by Invoice		
Mice - up to 3 visits		35.00	55.00		39.00	61.00	VAT at 20%	Included
Bedbugs - up to 2 visits		71.00	95.00		79.00	105.00	VAT at 20%	Included
Fleas - up to 2 visits		107.00	128.00		118.00	141.00	VAT at 20%	Included
Cockroaches - up to 3 visits		83.00	105.00		92.00	116.00	VAT at 20%	Included
Wasps and Hornets - up to 2 visits		107.00	128.00		118.00	141.00	VAT at 20%	Included
General charge		60.00	80.00		67.00	89.00	VAT at 20%	Included
Additional wasp nest (no concessions)		10.00	10.00		11.00	11.00	VAT at 20%	Included
Squirrels- up to 3 visits		70.00	92.00		78.00	101.00	VAT at 20%	Included
Commercial Pest Control								
Wasps (non contract)		88.00	110.00		97.00	122.00	VAT at 20%	Included
Wasps (contract)		66.00	88.00		73.00	97.00	VAT at 20%	Included
		Advance payment	Pay per hour		Advance payment	Pay per hour		
Minimum charge 1 hour, charged per 30 minutes thereafter.								
Bedbugs, fleas and cockroaches		45.00	110.00		50.00	122.00	VAT at 20%	Included
Rats and Mice		45.00	105.00		50.00	116.00	VAT at 20%	Included
Contracts (additional treatment over and above agreed contracts terms and conditions)								
Bedbugs, fleas and cockroaches		43.00	88.00		48.00	97.00	VAT at 20%	Included
Rats and Mice		43.00	83.00		48.00	92.00	VAT at 20%	Included
Miscellaneous								
		Advance payment	Pay per hour		Advance payment	Pay per hour		
Fumigation void premises		42.80	84.70		47.10	93.30	VAT at 20%	Included
House clearance		42.80	53.00		47.10	58.40	VAT at 20%	Included
Key collections (Rugby area only)		n/a	53.00		n/a	58.40	VAT at 20%	Included

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Reclamation of Stray Dogs								
Untagged								
First Offence			95.00			95.00	VAT out of Scope	N/A
Subsequent Offence			105.00			105.00	VAT out of Scope	N/A
Tagged								
First Offence			70.00			70.00	VAT out of Scope	N/A
Subsequent Offence			90.00			90.00	VAT out of Scope	N/A
Kennel costs (per day) subject to third party increases			14.40			14.40	VAT at 20%	Included
<p>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</p>								
Licences and Permits								
Animal Licences								
House to House Licence			no charge			no charge	VAT out of Scope	N/A
Pet Shops/Selling of animals								
1 Year Licence			195.00			195.00	VAT out of Scope	N/A
2 Year Licence			320.00			320.00	VAT out of Scope	N/A
3 Year Licence			467.00			467.00	VAT out of Scope	N/A
Renewal			145.00			145.00	VAT out of Scope	N/A
Animal Boarding Establishments (large establishments- 7 and over)								
1 Year Licence			210.00			210.00	VAT out of Scope	N/A
2 Year Licence			367.00			367.00	VAT out of Scope	N/A
3 Year Licence			525.00			525.00	VAT out of Scope	N/A
Renewal			160.00			160.00	VAT out of Scope	N/A
Animal Boarding Establishments (small establishments- 6 and under)								
1 Year Licence			180.00			180.00	VAT out of Scope	N/A
2 Year Licence			315.00			315.00	VAT out of Scope	N/A
3 Year Licence			450.00			450.00	VAT out of Scope	N/A
Renewal			130.00			130.00	VAT out of Scope	N/A
Dog day care								
1 Year Licence			175.00			175.00	VAT out of Scope	N/A
2 Year Licence			300.00			300.00	VAT out of Scope	N/A
3 Year Licence			425.00			425.00	VAT out of Scope	N/A
Renewal			130.00			130.00	VAT out of Scope	N/A
Hiring of horses (plus annual vet's fee- payable separately)								
1 Year Licence			220.00			220.00	VAT out of Scope	N/A
2 Year Licence			385.00			385.00	VAT out of Scope	N/A
3 Year Licence			550.00			550.00	VAT out of Scope	N/A
Renewal			170.00			170.00	VAT out of Scope	N/A
Breeding of Dogs (plus vet's fee- payable separately)								
1 Year Licence			240.00			240.00	VAT out of Scope	N/A
2 Year Licence			420.00			420.00	VAT out of Scope	N/A
3 Year Licence			600.00			600.00	VAT out of Scope	N/A
Renewal			190.00			190.00	VAT out of Scope	N/A

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Licences								
Keeping or training animals for exhibition (3 year licence)			180.00			180.00	VAT out of Scope	N/A
Keeping or training animals for exhibition (renewal)			130.00			130.00	VAT out of Scope	N/A
Re-rating visits			175.00			175.00	VAT out of Scope	N/A
Variation of a licence			130.00			130.00	VAT out of Scope	N/A
Dangerous Wild Animals Act (excluding vet fees)			315.00			315.00	VAT out of Scope	N/A
Zoo Licence (excluding vet fees)			625.00			625.00	VAT out of Scope	N/A
Skin Piercing etc., Acupuncture, tattooing, electrolysis and ear piercing (per practitioner)			165.00			165.00	VAT out of Scope	N/A
Skin Piercing etc., Acupuncture, tattooing, electrolysis and ear piercing (temporary events e.g. conventions and guest tattooists. Limited to 2 weeks and only if registered with another local authority - proof required.)			40.00			40.00	VAT out of Scope	N/A
Ear piercing only (per practitioner)			85.00			85.00	VAT out of Scope	N/A
Food Premises Registration			no charge			no charge	VAT out of Scope	N/A
Sex Establishment Licence			4,700.00			4,700.00	VAT out of Scope	N/A
Hypnotism			100.00			100.00	VAT out of Scope	N/A
Note: all animal licenses may be subject to further vet fees in accordance with the relevant legislation. All fees stated exclude vet fees.								
Pollution Prevention and Control								
The fee charging regime for these industries will change with effect from 1st April. The charging regime is set by Government annually. The new regime is risk based and full details are available on request or can be found at www.defra.gov.uk/environment/ppc/localauth/fees-risk/fees.htm								
Lotteries and Amusement								
Initial			40.00			40.00	VAT out of Scope	N/A
Renewal			20.00			20.00	VAT out of Scope	N/A
Licensing Act 2003								
Main Application Fee - per Rateable Band								
Band A			100.00			100.00	VAT out of Scope	N/A
Band B			190.00			190.00	VAT out of Scope	N/A
Band C			315.00			315.00	VAT out of Scope	N/A
Band D			450.00			450.00	VAT out of Scope	N/A
Band E			635.00			635.00	VAT out of Scope	N/A
Band D X (2)			900.00			900.00	VAT out of Scope	N/A
Band E X (3)			1,905.00			1,905.00	VAT out of Scope	N/A
Main Annual Charge								
Band A			70.00			70.00	VAT out of Scope	N/A
Band B			180.00			180.00	VAT out of Scope	N/A
Band C			295.00			295.00	VAT out of Scope	N/A
Band D			320.00			320.00	VAT out of Scope	N/A
Band E			350.00			350.00	VAT out of Scope	N/A
Band D X (2)			640.00			640.00	VAT out of Scope	N/A
Band E X (3)			1,050.00			1,050.00	VAT out of Scope	N/A
Variation								
Band A			100.00			100.00	VAT out of Scope	N/A
Band B			190.00			190.00	VAT out of Scope	N/A
Band C			315.00			315.00	VAT out of Scope	N/A
Band D			450.00			450.00	VAT out of Scope	N/A
Band E			635.00			635.00	VAT out of Scope	N/A

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Personal Licences, Temporary Events and Other Fees								
Application for a grant or renewal of personal licence			37.00			37.00	VAT out of Scope	N/A
Temporary event notice			21.00			21.00	VAT out of Scope	N/A
Theft, loss etc. of premises licence or summary			10.50			10.50	VAT out of Scope	N/A
Application for a provisional statement where premises being built etc.			varies			varies	VAT out of Scope	N/A
Notification of change of name or address			10.50			10.50	VAT out of Scope	N/A
Application to vary licence to specify individual as premises supervisor			23.00			23.00	VAT out of Scope	N/A
Application for transfer of premises licence			23.00			23.00	VAT out of Scope	N/A
Theft, loss etc. of certificate or summary			10.50			10.50	VAT out of Scope	N/A
Notification of change of name alteration of rules of club			10.50			10.50	VAT out of Scope	N/A
Change of relevant registered address of club			10.50			10.50	VAT out of Scope	N/A
Theft, loss etc. of temporary event notice			10.50			10.50	VAT out of Scope	N/A
Theft, loss etc. of personal licence			10.50			10.50	VAT out of Scope	N/A
Duty to notify change of name or address			10.50			10.50	VAT out of Scope	N/A
Right of freeholder etc. to be notified of licensing matters			21.00			21.00	VAT out of Scope	N/A
Interim Authority notice following death etc. of licence holder			23.00			23.00	VAT out of Scope	N/A
Licences								
Fees for Scrap Metal Dealers Act 2013 scrap metal licence applications and incidental costs								
Scrap metal dealer site licence application fee			350.00			350.00	VAT out of Scope	N/A
Scrap metal dealer site licence renewal fee			250.00			250.00	VAT out of Scope	N/A
Scrap metal dealer site licence variation fee			90.00			90.00	VAT out of Scope	N/A
Scrap metal dealer collector licence fee			250.00			250.00	VAT out of Scope	N/A
Scrap metal dealer collector renewal fee			230.00			230.00	VAT out of Scope	N/A
Scrap metal dealer collector variation fee			90.00			90.00	VAT out of Scope	N/A
Replacement licence			30.00			30.00	VAT out of Scope	N/A
Fees for Mobile Homes Act 2013 licence applications and incidental costs								
Application			250.00			250.00	VAT out of Scope	N/A
Annual fee 2 to 10 residential units			150.00			150.00	VAT out of Scope	N/A
Annual fee 11 to 30 residential units			220.00			220.00	VAT out of Scope	N/A
Annual fee 31+ residential units			300.00			300.00	VAT out of Scope	N/A
Compliance notice			335.00			335.00	VAT out of Scope	N/A
Transfer of licence			72.00			72.00	VAT out of Scope	N/A
Variation of licence			215.00			215.00	VAT out of Scope	N/A
Fees only apply to relevant mobile homes sites. If exempt, licence fee £nil, no annual fee, compliance notices do not apply and transfer or variation fees £nil.								
Gambling Act permit fees								
Licensed premises gaming machines permits:								
Grant			150.00			150.00	VAT out of Scope	N/A
Existing operator grant			100.00			100.00	VAT out of Scope	N/A
Variation			100.00			100.00	VAT out of Scope	N/A
Transfer			25.00			25.00	VAT out of Scope	N/A
Annual fee			50.00			50.00	VAT out of Scope	N/A
Change of name			25.00			25.00	VAT out of Scope	N/A
Copy of permit			15.00			15.00	VAT out of Scope	N/A
Licensed premises automatic notification process								
On Notification			50.00			50.00	VAT out of Scope	N/A
Club gaming permits								
Grant			200.00			200.00	VAT out of Scope	N/A
Grant (club premises certificate holder)			100.00			100.00	VAT out of Scope	N/A
Existing operator grant			100.00			100.00	VAT out of Scope	N/A
Variation			100.00			100.00	VAT out of Scope	N/A
Renewal			200.00			200.00	VAT out of Scope	N/A
Renewal (club premises certificate holder)			100.00			100.00	VAT out of Scope	N/A
Annual fee			50.00			50.00	VAT out of Scope	N/A
Copy of permit			15.00			15.00	VAT out of Scope	N/A

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Club machine permits								
Grant			200.00			200.00	VAT out of Scope	N/A
Grant (club premises certificate holder)			100.00			100.00	VAT out of Scope	N/A
Existing operator grant			100.00			100.00	VAT out of Scope	N/A
Variation			100.00			100.00	VAT out of Scope	N/A
Renewal			200.00			200.00	VAT out of Scope	N/A
Renewal (club premises certificate holder)			100.00			100.00	VAT out of Scope	N/A
Annual fee			50.00			50.00	VAT out of Scope	N/A
Copy of permit			15.00			15.00	VAT out of Scope	N/A
Family entertainment centre gaming machine permits								
Grant			300.00			300.00	VAT out of Scope	N/A
Renewal			300.00			300.00	VAT out of Scope	N/A
Existing operator grant			100.00			100.00	VAT out of Scope	N/A
Change of name			25.00			25.00	VAT out of Scope	N/A
Copy of permit			15.00			15.00	VAT out of Scope	N/A
Prize gaming permits								
Grant			300.00			300.00	VAT out of Scope	N/A
Renewal			300.00			300.00	VAT out of Scope	N/A
Existing operator grant			100.00			100.00	VAT out of Scope	N/A
Change of name			25.00			25.00	VAT out of Scope	N/A
Copy of permit			15.00			15.00	VAT out of Scope	N/A
Gambling Act Licences								
Converted Casino								
Non-conversion provisional statement			no charge			no charge	VAT out of Scope	N/A
Non-conversion application			no charge			no charge	VAT out of Scope	N/A
1st Annual fee			2,400.00			2,400.00	VAT out of Scope	N/A
Annual fee			2,400.00			2,400.00	VAT out of Scope	N/A
Vary licence			1,600.00			1,600.00	VAT out of Scope	N/A
Transfer licence			1,080.00			1,080.00	VAT out of Scope	N/A
Reinstatement of licence			1,080.00			1,080.00	VAT out of Scope	N/A
Provisional			no charge			no charge	VAT out of Scope	N/A
Bingo								
Non conversion provisional statement			960.00			960.00	VAT out of Scope	N/A
Non conversion application			2,800.00			2,800.00	VAT out of Scope	N/A
1st annual fee			800.00			800.00	VAT out of Scope	N/A
Annual fee			800.00			800.00	VAT out of Scope	N/A
Vary Licence			1,400.00			1,400.00	VAT out of Scope	N/A
Transfer Licence			960.00			960.00	VAT out of Scope	N/A
Reinstatement of licence			960.00			960.00	VAT out of Scope	N/A
Provisional			2,800.00			2,800.00	VAT out of Scope	N/A
Gambling Act Permit Fees								
Adult Gaming Centre								
Non conversion provisional statement			960.00			960.00	VAT out of Scope	N/A
Non conversion application			1,600.00			1,600.00	VAT out of Scope	N/A
1st annual fee			800.00			800.00	VAT out of Scope	N/A
Annual fee			800.00			800.00	VAT out of Scope	N/A
Vary licence			800.00			800.00	VAT out of Scope	N/A
Transfer licence			960.00			960.00	VAT out of Scope	N/A
Reinstatement of licence			960.00			960.00	VAT out of Scope	N/A
Provisional			1,600.00			1,600.00	VAT out of Scope	N/A

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Track betting								
Non conversion provisional statement			790.00			790.00	VAT out of Scope	N/A
Non conversion application			2,050.00			2,050.00	VAT out of Scope	N/A
1st annual fee			830.00			830.00	VAT out of Scope	N/A
Annual fee			830.00			830.00	VAT out of Scope	N/A
Vary licence			1,050.00			1,050.00	VAT out of Scope	N/A
Transfer Licence			790.00			790.00	VAT out of Scope	N/A
Reinstatement of licence			790.00			790.00	VAT out of Scope	N/A
Provisional			2,100.00			2,100.00	VAT out of Scope	N/A
Betting (other)								
Non conversion provisional statement			1,000.00			1,000.00	VAT out of Scope	N/A
Non conversion application			2,500.00			2,500.00	VAT out of Scope	N/A
1st annual fee			500.00			500.00	VAT out of Scope	N/A
Annual fee			500.00			500.00	VAT out of Scope	N/A
Vary licence			1,250.00			1,250.00	VAT out of Scope	N/A
Transfer licence			1,000.00			1,000.00	VAT out of Scope	N/A
Re-instatement of licence			1,000.00			1,000.00	VAT out of Scope	N/A
Provisional			2,500.00			2,500.00	VAT out of Scope	N/A
Family Entertainment Centre								
Non conversion provisional statement			790.00			790.00	VAT out of Scope	N/A
Non conversion application			1,650.00			1,650.00	VAT out of Scope	N/A
1st annual fee			625.00			625.00	VAT out of Scope	N/A
Annual fee			625.00			625.00	VAT out of Scope	N/A
Vary licence			830.00			830.00	VAT out of Scope	N/A
Transfer licence			790.00			790.00	VAT out of Scope	N/A
Re-instatement of licence			790.00			790.00	VAT out of Scope	N/A
Provisional			1,650.00			1,650.00	VAT out of Scope	N/A
Temporary Use Notices			500.00			500.00	VAT out of Scope	N/A
Copy of Licences			25.00			25.00	VAT out of Scope	N/A
Notification of Change of Licence			50.00			50.00	VAT out of Scope	N/A
Hackney Carriages								
Vehicle Licence- New (valid for one year)			145.00			200.00	VAT out of Scope	N/A
Vehicle Licence- Renewal (valid for one year)						190.00	VAT out of Scope	N/A
Vehicle Licence- if vehicle six years + (valid for 6 months)						100.00	VAT out of Scope	N/A
Transfer of Vehicle Licence			12.50			190.00	VAT out of Scope	N/A
Replacement Vehicle Plate			34.00			20.00	VAT out of Scope	N/A
Replacement Vehicle Plate Bracket						10.00	VAT out of Scope	N/A
DBS checks			44.00			50.00	VAT out of Scope	N/A
Knowledge Test			30.00			40.00	VAT out of Scope	N/A
DVLA check						10.00	VAT out of Scope	N/A
Transfer of Proprietor						10.00	VAT out of Scope	N/A
Vehicle Safety Check (Carried out by Rugby Borough Council Work Services)			40.00			50.00	VAT out of Scope	N/A
Vehicle Safety Check cancellation fee						10.00	VAT out of Scope	N/A

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Private Hire Vehicles								
Vehicle Licence- New (valid for one year)			145.00			200.00	VAT out of Scope	N/A
Vehicle Licence- Renewal (valid for one year)						190.00	VAT out of Scope	N/A
Vehicle Licence- if vehicle six years + (valid for 6 months)						100.00	VAT out of Scope	N/A
Transfer of Vehicle Licence						190.00	VAT out of Scope	N/A
Operator's Licence:								
New Applications (valid for 5 years):								
1-4 Vehicles			380.00			790.00	VAT out of Scope	N/A
5-9 Vehicles			680.00			860.00	VAT out of Scope	N/A
10-19 Vehicles			974.00			970.00	VAT out of Scope	N/A
20+ Vehicles						1,130.00	VAT out of Scope	N/A
Application Renewal (valid for 5 years)								
1-4 Vehicles			344.00			790.00	VAT out of Scope	N/A
5-10 Vehicles			642.00			860.00	VAT out of Scope	N/A
10 or more Vehicles			940.00			970.00	VAT out of Scope	N/A
20+ Vehicles						1,130.00	VAT out of Scope	N/A
Driver's Licence - Dual Hackney and PHV Licence:								
New Application (Valid for 3 years)			370.00			480.00	VAT out of Scope	N/A
Application Renewal (Valid for 3 years)			220.00			480.00	VAT out of Scope	N/A
Transfer of Vehicle Licence			12.50			190.00	VAT out of Scope	N/A
Replacement Vehicle Plate			34.00			20.00	VAT out of Scope	N/A
Replacement Vehicle Plate Bracket						10.00	VAT out of Scope	N/A
Knowledge Test			30.00			40.00	VAT out of Scope	N/A
Replacement Operators License						10.00	VAT out of Scope	N/A
Transfer of Proprietor						10.00	VAT out of Scope	N/A
Replacement of Dual Drivers License/PHV License (Badge)						20.00	VAT out of Scope	N/A
Vehicle Safety Check (Carried out by Rugby Borough Council Work Services)			40.00			50.00	VAT out of Scope	N/A
Vehicle Safety Check cancellation fee						10.00	VAT out of Scope	N/A
Car Parks and Parking								
Off Street Parking								
John Barford Car Park								
Up to 3 hours			1.00			1.00	VAT at 20%	Included
Up to 5 hours			2.50			2.50	VAT at 20%	Included
Up to 11 hours			5.00			5.00	VAT at 20%	Included
Sunday			1.00			1.00	VAT at 20%	Included
Railway Terrace/Gas Street/Old Market Place								
Up to 3 hours			1.00			1.00	VAT at 20%	Included
Up to 5 hours			4.00			4.00	VAT at 20%	Included
Up to 11 hours			10.00			10.00	VAT at 20%	Included
Sunday			no charge			no charge	VAT at 20%	Included
Chestnut Field/North Street/Little Church Street/Evreux Way								
Up to 2 hours			1.00			1.00	VAT at 20%	Included
Up to 3 hours			1.30			1.30	VAT at 20%	Included
Sunday			1.00			1.00	VAT at 20%	Included
Westway								
Up to 5 hours			2.50			2.50	VAT at 20%	Included
Up to 11 hours			5.00			5.00	VAT at 20%	Included
Sunday			no charge			no charge	VAT at 20%	Included
Newbold Road								
Up to 3 hours			1.00			1.00	VAT at 20%	Included
Up to 5 hours (weekdays only)			4.00			4.00	VAT at 20%	Included
Up to 11 hours			10.00			10.00	VAT at 20%	Included
Saturday up to 11 hours			3.00			3.00	VAT at 20%	Included
Sunday			no charge			no charge	VAT at 20%	Included
Penalty Charges								
Penalty charge			50.00 or 70.00			50.00 or 70.00	VAT out of Scope	Excluded
Penalty charge if paid within 14 days			25.00 or 35.00			25.00 or 35.00	VAT out of Scope	Excluded

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023									
	Current Fees			Proposed Fees			VAT Type	VAT Included	
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees			
	A	B	C	A	B	C			
	£	£	£	£	£	£			
Car Parks and Parking									
Season Tickets - Day Passes									
John Barford/Westway									
3 months			120.00			120.00	VAT at 20%	Included	
6 months			215.00			215.00	VAT at 20%	Included	
Yearly			400.00			400.00	VAT at 20%	Included	
Railway Terrace/Gas Street/Old Market Place									
3 months			180.00			180.00	VAT at 20%	Included	
6 months			325.00			325.00	VAT at 20%	Included	
Yearly			615.00			615.00	VAT at 20%	Included	
Other Charges									
Vehicles over 3 tonnes/Coaches			not permitted			not permitted	VAT at 20%	Included	
Caravan/trailers and towing vehicles used for exhibitions, trade etc. (per space)			10.00			10.00	VAT at 20%	Included	
Note: Car Park fees are being reviewed for 2023/24 and may be subject to change									
Enforcement Charges									
Fixed Penalty Fines									
The Council has, where possible, determined to set its own level of fines within the standard range of penalties. The general formula is adopted to set the default penalty level to be the maximum possible within the range for that offence. However, this penalty is DISCOUNTED to the minimum penalty possible within the range, IF the penalty is paid within 10 days in the case of Public Space Protection Orders and Fly tipping, and 7 days for all other listed offences.									
	Fixed Penalty	Maximum	Discount	Fixed Penalty	Maximum	Discount			
Depositing Litter	80.00	2,500.00	50.00	80.00	2,500.00	50.00	VAT out of Scope	N/A	
Graffiti and fly posting	80.00	2,500.00	50.00	80.00	2,500.00	50.00	VAT out of Scope	N/A	
Nuisance parking	100.00	2,500.00	60.00	100.00	2,500.00	60.00	VAT out of Scope	N/A	
Fly tipping	400.00	unlimited	300.00	400.00	unlimited	300.00	VAT out of Scope	N/A	
Exposing vehicles for sale on a road	100.00	2,500.00	no discount	100.00	2,500.00	no discount	VAT out of Scope	N/A	
Repairing vehicles on a road	100.00	2,500.00	no discount	100.00	2,500.00	no discount	VAT out of Scope	N/A	
Abandoning a vehicle	200.00	2,500.00	120.00	200.00	2,500.00	120.00	VAT out of Scope	N/A	
Unauthorised distribution of free printed matter	80.00	2,500.00	50.00	80.00	2,500.00	50.00	VAT out of Scope	N/A	
Failure to furnish documentation (Waste Carriers Licence)	300.00	unlimited	no discount	300.00	unlimited	no discount	VAT out of Scope	N/A	
Failure to produce authority (Waste Transfer Note)	300.00	unlimited	no discount	300.00	unlimited	no discount	VAT out of Scope	N/A	
Failure to comply with a Public Space Protection Order	100.00	2,500.00	75.00	100.00	2,500.00	75.00	VAT out of Scope	N/A	
Failure to comply with a Community Protection Notice (Individual)	100.00	2,500.00	no discount	100.00	2,500.00	no discount	VAT out of Scope	N/A	
Failure to comply with a Community Protection Notice (Business)	100.00	unlimited	no discount	100.00	unlimited	no discount	VAT out of Scope	N/A	
Failure to comply with noise warning notice (licenced)	500.00	unlimited	no discount	500.00	unlimited	no discount	VAT out of Scope	N/A	
Failure to comply with a Public Space Protection Order (Dogs)	100.00	1,000.00	50.00	100.00	1,000.00	50.00	VAT out of Scope	N/A	
Landlords									
Implementation of the Smoke and Carbon Monoxide Alarm (England) Regulations 2015 on 1st April 2015 will result in penalty charges being issued against landlords where they have breached their legal duties in relation to offences under the regulations which require landlords to provide smoke alarms and carbon monoxide alarms in rented properties:									
		Charges Imposed	If Paid Within 14 Days	Charges Imposed	If Paid Within 14 Days				
First Offence		1,000.00	750.00	1,000.00	750.00	VAT out of Scope	N/A		
Second Offence		2,000.00	n/a	2,000.00	n/a	VAT out of Scope	N/A		
Third Offence (and all Consequent Offences)		5,000.00	n/a	5,000.00	n/a	VAT out of Scope	N/A		

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023								
	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees	2022/23 Fees	2022/23 Fees	2023/24 Fees	2023/24 Fees	2023/24 Fees		
	A	B	C	A	B	C		
	£	£	£	£	£	£		
Enforcement Charges								
Officer Rates								
For reclaiming officer costs when investigating matters that result in a legal proceeding being instituted etc.								
Category A - salary grade D and below			49.80			54.80	VAT out of Scope	N/A
Category B - salary grade E to F			65.70			72.30	VAT out of Scope	N/A
Category C - salary grade G			83.80			92.30	VAT out of Scope	N/A
Category D - Heads of Service or above			99.70			109.80	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								
			60.40			66.50	VAT out of Scope	N/A
Any associated letters, reports etc.								
			12.70			14.00	VAT out of Scope	N/A
Officers statement for solicitors (minimum 1 hour)								
			officer rates			officer rates	VAT out of Scope	N/A
Mileage charged at current casual user rates								
Note: Fees and Charges marked with an asterisk "*" are set by national legislation and will be amended as and when specified charges are amended								
		Normal	Exempt		Normal	Exempt		
Housing								
Private Housing Inspection and Assessment for Immigration and other purposes								
			120.00			120.00	VAT out of Scope	N/A
House in Multiple Occupation Licence fee:								
Where Landlord approaches Council			650.00			650.00	VAT out of Scope	N/A
Where Landlord is found to be running an unlicensed HMO			900.00			900.00	VAT out of Scope	N/A
Renewal of an HMO Licence			493.00			493.00	VAT out of Scope	N/A
Copy of Licence			15.00			15.00	VAT out of Scope	N/A
Variation of Licence			110.00			110.00	VAT out of Scope	N/A
Revoking licence			110.00			110.00	VAT out of Scope	N/A
Service of Hazard awareness notice			0.00			0.00	VAT out of Scope	N/A
Service of formal notice/order			500.00			500.00	VAT out of Scope	N/A
Additional notices/orders for multiple hazards			25.00			25.00	VAT out of Scope	N/A
DBS check								
			44.00			50.00	VAT out of Scope	N/A
Note: These Housing fees are being reviewed for 2023/24 and may be subject to change								

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023								
	Current Fees			Proposed Fees			VAT Type	VAT Included
	2022/23 Fees A	2022/23 Fees B	2022/23 Fees C	2023/24 Fees A	2023/24 Fees B	2023/24 Fees C		
	£	£	£	£	£	£		
Public Registers and other information								
All public registers can be viewed in person free of charge and attempts are being made to make some or all of these available on the internet.								
Contaminated land and pollution searches:								
			price on application			price on application	VAT out of Scope	N/A
Complete copies of list of Registered Food Premises								
			320.00			320.00	VAT out of Scope	N/A
Partial copies of the list of Registered Food Premises								
			£30 + £3 per entry			0.00	VAT out of Scope	N/A
Copies of or from other Public Registers:								
Complete premises files (printed, plus photocopying charge)								
			40.00			40.00	VAT out of Scope	N/A
Partial extracts form premises file (per request, plus copying)								
			20.00			20.00	VAT out of Scope	N/A
Printed copies of Air Quality Assessment Reports etc								
			51.00			51.00	VAT out of Scope	N/A
Information may be available in an electronic format. Prices available on request.								
OPERATIONS AND TRADED								
Waste Collection								
Bulky Waste Collection - up to 3 items								
			28.00			31.00	VAT out of Scope	N/A
Each Additional Item:								
Up to a maximum of 6								
			6.00			6.50	VAT out of Scope	N/A
Over 6 household items or any number of garden items (sheds, play equipment)								
Cancellation Fee								
			3.50			4.00	VAT out of Scope	N/A
Domestic Garden Waste Collection (annual subscription)- charge per bin								
			40.00			40.00	VAT out of Scope	N/A
Trade Waste								
			price on application			price on application	VAT out of Scope	N/A
COMMUNITIES & HOMES								
Handy Person Service								
Handy Person Service								
			price on application			price on application	VAT at 20%	N/A
Housing Services								
Replacement access fobs								
			15.00			15.00	VAT at 20%	Included
Welfare Services								
Lifeline Personal Alarm Service - weekly charge								
			4.75			5.20	VAT at 20%	Excluded
Some residents may qualify for a VAT exemption.								
Emergency Housing								
Housing Guest Bedroom Charges (Including VAT)								
			15.00			16.50	VAT at 20%	Excluded
Mobile Homes								
Pitch Fees								
			128.99			138.02	VAT at 20%	N/A

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2023

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

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



Appendix 8



Capital Strategy 2023/24-2026/27

Capital Strategy

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1. Introduction

1.1 Aim

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

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

1.2 Overview

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

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

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

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

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

- An area of 138 square miles within Warwickshire
- 41 parishes with over 114,000 residents
- Growth in the numbers of people over the age of 65
- An average deprivation score of 50
- A total of 57 designated Local Sites of which 3 are Local Geological Sites and 54 Local Wildlife Sites (as at 2016)
- 19 Conservation Areas, 6 Grade 1 Listed Buildings, 30 Grade II* Listed Buildings and 460 Grade II Listed Buildings. Spread throughout the Borough are 26 Scheduled Monuments and 5 Registered Gardens (as at 2018)

Rugby Borough Council also manages a housing stock in the region of 3,475 dwellings (2021/22).

2. Strategic Approach

2.1 Regulatory Background

Capital Strategy Development

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

Capital Finance

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

Transparency

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

2.2 Corporate Strategy

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

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

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

2.3 Capital Strategy Main Principles

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

Reporting

- Annual reporting of the four year medium term financial plan and the ten year long term plan for the capital programme. This annual report will not introduce new capital expenditure but will forecast the expenditure for existing approved schemes and projects along with the planned financing of that expenditure.

- There will be an annual presentation to the Budget Working Group of the anticipated thirty year horizon planning for capital expenditure, how it fits with corporate strategy and an outline of the potential financing options. This is not a fixed plan and is expected to change over time to reflect the completion of current projects and changes in the corporate approach and financing.
- Annual reporting of capital outturn, reprofiling, savings and pressures, and the impact on the current and future programme.
- Quarterly reporting for quarters 1, 2 and 3 on performance against budget, forecast, variances and impact on future year budgets.
- Monthly exception reporting between the quarters will also take place on an informal basis to the Leadership Team.

Approval

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

Budget Management

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

2.4 Capital Programme

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

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

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

2.5 Long-term Investment Needs

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

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

of social housing to meet the objectives set out in the Council's Housing Strategy.

2.6 Management of Risks

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

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

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

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

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

3. Operational Approach

3.1 Skills and Knowledge

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

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

3.2 Planning and Monitoring

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

1. Initially, each month, all capital budget managers will receive an expenditure report for their existing approved scheme(s) showing the agreed annual profile of spend, expenditure against budget for the year and, for projects, expenditure to date since the start of the project.
2. Once training has been provided to budget managers, they will be expected to run their own reports from the finance system and monitor their expenditure monthly. Budget managers will be provided with guidance on their responsibilities. Support will be provided by the relevant Finance Business Partner.
3. Budget managers are expected to review their monthly report in conjunction with their Finance Business Partner and where appropriate, provide a revised forecast and/or profile of expenditure for the year and/or the remaining life of the project.
4. It is important that delays or acceleration of a project is clearly distinguished from savings or pressures. Reprofile a budget does not require member approval but needs to be highlighted as early as possible with the relevant Finance Business Partner for cash management purposes.
5. The default funding for additional pressures will be the relevant revenue budget and will require member approval. Budget managers will need to identify equivalent savings elsewhere or alternative funding.
6. The revised forecast will feed back into the next iteration of the report and expenditure will be monitored regularly. As long as the expenditure remains

within the approved envelope of spend for that scheme or project, and any financing criteria continues to be met, no further action will be required.

7. Budget managers are responsible for providing all forecast information to their Finance Business Partners in accordance with the quarterly reporting timetable to ensure it can be included in the quarterly dashboards that are provided to budget managers, Chief Officers and Cabinet.
8. Where budget managers are forecasting project savings or pressures, this will be included in the quarterly financial report to Cabinet along with an up to date snapshot of the capital programme. Budget managers are responsible for providing explanations for the overall variances and the impact on services. Where additional spending is forecast on existing projects, refer to the section above Capital Strategy Main Principles (Approvals). The Financial Services Team is responsible for ensuring that the overall Council financing requirements are appropriately adjusted.
9. Each quarter, the Financial Services Team will prepare a snapshot of the full capital programme and financing schedule for the four year medium term financial plan. Annually, this will also include a ten year longer term outline plan and financing in addition to information on the direction of travel for the 30 year horizon plan. This will ensure the availability of up to date information for decision making purposes.
10. Where additional financing is available, the quarterly Cabinet report will include options to accelerate potential projects from the reserve list in priority order. A priority rating will be provided following consideration of the outline business case, and this will be managed by the Budget Working Group.
11. Where unexpected variances mean that more resource than expected will need to be used, the quarterly report will include options to defer projects and schemes where possible.

3.3 Project Appraisal

Current Process

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

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

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

3.4 Investments – Capital Loans

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

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

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

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

3.5 Continuation Programmes

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

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

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

The review will be co-ordinated by the Financial Services Team and the programme information will be provided by the budget managers. The review would recommend

any proposed changes to the annual budget value which would come into effect from the following financial year. The approved, revised values will then be included in the capital programme presented in the budget and rent setting reports.

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

3.6 Procurement

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

Link to Sharepoint guidance documents

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

3.7 Financing

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

Treasury Management Strategy

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

- **Capital Financing Requirement (CFR)** – This is the total capital expenditure which is not paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and is the underlying borrowing need. Any capital expenditure which has not immediately been paid for through a revenue or capital resource, will increase the CFR.
- **Minimum Revenue Provision (MRP)** – This is the statutory annual revenue charge which charges the economic consumption of capital assets to revenue as they are used. It broadly reduces the indebtedness in line with each asset's life.
- **Voluntary Revenue Provision (VRP)** – This is similar to MRP but is voluntary. Currently Rugby BC do not make any VRP, but this will be kept under review.
- **Depreciation** – There is no requirement for the HRA to make MRP but there is a requirement for depreciation to be charged. This is done in line with accounting policy.

- **Financing of capital expenditure** – Financing of capital expenditure can come from revenue, reserves, external grant funding, capital receipts or borrowing. All borrowing will be managed in accordance with the Treasury Management Strategy. Most borrowing is arranged to support overall cash requirements rather than specific capital projects although there may be exceptions.

Financing Considerations

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

Financing of unplanned capital spend

There may be occasions where unplanned capital expenditure occurs (e.g. emergencies, necessary purchases with prices increases that tip over the £10k revenue

de minimis, etc.). Each case must be brought to the attention of the Chief Officer– Finance and Performance as soon as possible and approved through an urgent decision.

3.8 Revenue Charges

Revenue Implications

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

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

MRP

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

NCoB

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

4. Project Completion

4.1 Project Completion

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

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

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

4.2 Financial Completion

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

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

4.3 Learning Points

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

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

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

5. Sales and Disposals

An asset will be identified as surplus to requirements and suitable for disposal if, in its current condition, it does not meet any of the corporate objectives outlined in the policy and strategy documents listed in Appendix B. Information will need to be provided as to why the asset cannot be brought to a condition where it could otherwise meet Council objectives.

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

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

5.1 Land and Property

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

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

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

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

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

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

The Council will dispose of land and property assets by:

- Tender (Formal / Informal): by advertising and inviting sealed bids

- Private Treaty: In the case of limited interest, a marketing exercise would still need to be completed.
- Public Auction: If appropriate a reserve price will be set.

5.2 Other Assets

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

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

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

The Council will dispose of other assets by:

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

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

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

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

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

6. Action Plan

The following developments will aid the smooth internal management of the capital programme and are expected to be completed during 2023/24:

1. Continuation of the training plan for finance and non-finance staff
2. A clear, written guide for budget managers on what their responsibilities are and what they are accountable for
3. A schedule of what gets reported, where it gets reported and a clear schedule of both internal management reporting and reporting to members
4. Training for Budget Working Group on responsibilities of endorsing capital expenditure
5. Updated sections on project appraisal and completion to ensure this document complements the new project management processes.

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

Appendix A: Continuation Programmes

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

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

Programme	2023/24	2024/25	2025/26	2026/27
	£000s	£000s	£000s	£000s
<i>General Fund</i>				
ICT Refresh Programme – Desktop	135	114	114	114
ICT Refresh Programme – Infrastructure	145	90	90	90
ICT Refresh Programme – AV Equipment	18	18	18	18
Digitalisation and Development Programme	45	45	45	45
Disabled Facilities Grants*	768	768	768	768
Vehicle Replacement	805	357	357	357
Waste Bins	88	88	88	88
Open Spaces Refurbishment – Street Furniture	42	42	42	42
Open Spaces Refurbishment – Leisure Facilities	150	150	150	150
Open Spaces Refurbishment – Safety Improvements	50	50	50	50
Memorial Safety	30	30	30	30
<i>Housing Revenue Account</i>				
Improvements and Capitalised Repairs**	2,145	2,290	2,812	2,812
Housing Management System	60	60	60	60
Disabled Adaptations	206	206	206	206
Lifeline Renewal Programme	60	60	0	0
Purchase of Council Homes	1,685	1,685	1,685	1,685

* Dependent on external funding

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

Other Approved Capital Schemes

	2023/24	2024/25	2025/26	2026/27
	£000s	£000s	£000s	£000s
General Fund				
Caldecott Development	9,760	0	0	0
CCTV Cameras & Lighting	15	0	0	0

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

The above does not include any reprofiled budgets from 2022/23

Appendix B: Reference Documents

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

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



Appendix 9

Treasury Management Strategy incorporating Investment Strategy 2023/24 - 2025/26

Treasury Management Strategy

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Section A – Capital Expenditure and Financing

Introduction

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

Budget managers are required to present a report to Cabinet or Council to include projects in the Council's capital programme. Full details on the process can be found in the Capital Strategy 2023/24.

Capital Expenditure & Financing

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

It will be revised, if necessary, as the 2023/24 budget process develops, and the final figures are incorporated into the Budget in February 2023.

The table below summarises capital expenditure plans, and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need. This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and includes current estimates for capital bids for 2022/23 and beyond.

Financing of capital expenditure	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
General Fund	7.440	2.451	2.027	2.027
HRA	10.150	4.241	4.341	4.341
To be financed by:				
Capital grants/contributions	2.577	0.785	0.785	0.785
Capital reserves/receipts	5.752	3.025	3.170	3.170
Revenue	2.336	1.290	1.245	1.245
Net financing need for the year	6.925	1.592	1.168	1.168

Table 1 Financing of Capital Expenditure 2022/23 – 2025/26

Capital Financing Requirement

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

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

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

The current CFR projections are included in Table 2 below

	2021/22 Actual £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Capital Financing Requirement					
CFR – Non housing	24.033	26.747	27.042	26.820	26.502
CFR – HRA	62.849	65.649	65.649	65.649	65.649
Total CFR	86.882	92.396	92.691	92.469	92.151
Movement in CFR	0.138	5.514	0.295	(0.222)	(0.318)

Movement in CFR represented by					
Net financing need for the year	1.5970	6.926	1.591	(1.167)	(1.167)
Less:					
MRP/VRP and other financing movements	(1.459)	(1.412)	(1.296)	(1.389)	(1.485)
Movement in CFR	0.138	5.514	0.295	(0.222)	(0.318)

Table 2 Capital Financing Requirement 2021/22-2025/26

Minimum Revenue Provision (MRP) Policy Statement

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

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

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

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

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

MRP Overpayments – The DLUHC MRP Guidance allows that any charges made over the statutory MRP – VRP, or overpayments – can be reclaimed in later years, if deemed necessary or prudent. For these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until 31 March 2022 the total amount of VRP overpayments were £6.453m

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

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

Commercial Activity

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

asset valuations, assumed rental yields, and tenant strength. Emphasis will be given to exit strategies and risks associated with asset obsolescence and/or changing market conditions.

Service Investments: Loans

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

1. A loan of up to **£5.414m** has been approved as the Council became a partner in the Sherbourne Recycling Facility to be located in Coventry. The facility will be the location for the processing of all recycle material for the partners with also the opportunity to sell any surplus capacity in the private market. The scheme which has 8 partner local authorities

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

This loan is scheduled to be repaid over a 25-year term and the first tranche of the Council's contribution was paid in 2021. The centre is scheduled to be operational from Summer 2023.

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

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

The loan is to provide the company with capital and revenue for the next 5 years to allow them to complete feasibility studies on several proposals which, if successful, will provide Rugby with a number of redeveloped or new houses. Drawdown of the loan facility will only be actioned following approval from the Shareholder's Committee. To date there have been no drawdowns of the loan.

CDL is expected to pay RBC interest on the Loan at commercial rates to ensure compliance with the Subsidy Control regime, replacing the EU State Aid rules pursuant to the terms of the Project Plan.

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

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

Assessment:

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

Service Investments: Shares

The Council has a minimal committed shareholding of up to £0.095m as part of its investment in the Sherbourne Recycling Facility.

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

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

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

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

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

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

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

Commercial Investments: Property

The Council owns a small portfolio of Investment Property which are predominantly ‘legacy’ properties. Investment properties are defined as those that are used solely to earn rentals and/or for capital appreciation.

As financial return through rental income and/or capital appreciation is the main objective, the Council recognises the higher risk on commercial investment compared with treasury investments. The principal risk exposures include:

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

Individual property risks are constantly monitored and managed by the Property Manager. In order that commercial investments remain proportionate to the financial capacity of the Council, these are subject to an overall maximum investment limit which is set at £60m. Should income not meet expectations the Council holds c.£8m of General Fund reserves available to balance the revenue budget in the short term while the Property Manager reviews the performance of the portfolio. The movement in the fair value of the investment properties in 2021/22 is as follows:

	£m
Balance at 1 April 2021	0.690
Derecognition - disposals	0
Balance at 31 March 2022	0.690

Table 3 Movement in Fair Value of Investment Property 2021/22

Investment properties are measured initially at cost and subsequently at fair value, based on the amount at which the asset could be exchanged between knowledgeable parties at arm’s length. Properties are not depreciated but are revalued annually according to market conditions at the year-end. Gains and losses on revaluation are posted to the Financing

and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal.

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

Decisions on new commercial investments are made by the leadership Team and Cabinet after recommendation from the Asset Management Strategy Group in line with the criteria and limits approved by the Council in this strategy. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.

Liquidity and Security Fair Value Hierarchy

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

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

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

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

- i. assessing the relevant market sector including the level of competition, the barriers to entry and exit and future market prospects.
- ii. using advisors if thought appropriate by the Chief Officer Finance and Performance.
- iii. consulting Council's Asset Management Working Group

iv. taking a final comprehensive report on all new investments to Cabinet

v. continually monitoring risk in the whole portfolio and any specific assets

c. **Liquidity:** Clearly property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell in certain market conditions. Given that the Council’s portfolio is comprised of only of 4 properties, liquidity is not considered to be an issue currently, but should numbers increase then this will need to be assessed further.

Loan Commitments and Financial Guarantees

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Council and are included here for completeness. The Council does not provide such commitments and guarantees, and this strategy does not include them for 2023/24. As noted above, if the Council creates a potential subsidiary which may, or may not, require commitments or guarantees dependent on its legal structure. the required limits will be set as a part of the Council report on the setting up of a subsidiary.

Investment Indicators

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

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

Total investment exposure (anticipated)	2022/23 £m	2023/24 £m	2024/25 £m
Treasury management investments	101.000	55.911	56.133
Service investments: Loans	4.325	5.414	5.414
Service investments: Shares	0.095	0.095	0.095
Commercial Investments: Property	-	-	-
TOTAL INVESTMENTS	105.420	61.420	61.642
Commitments to lend	-	9.760	9.760
Guarantees issued on loans	-	-	-
TOTAL EXPOSURE	105.420	71.180	71.402

Table 4 Total Risk Exposure

How investments are funded: Government guidance is that these indicators should include how investments are funded. The Council does not currently hold **any** investment

assets with liabilities (i.e. associated borrowing). All the Council's investments are funded by usable reserves and income received in advance of expenditure.

The DLUHC guidance lists other indicators including:

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

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

Revenue Budget Implications

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

	2021/22	2022/23	2023/24	2024/25	2025/26
	Actual	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
General Fund					
- Interest Payable	0.539	0.531	0.514	0.514	0.499
- MRP	1.459	1.412	1.296	1.389	1.485
Total General Fund	1.988	1.943	1.810	1.903	1.984
HRA					
- Interest Payable	1.838	1.295	1.104	1.104	1.085
Total	3.836	3.238	2.914	3.007	3.069

Table 5, Revenue Implications of Capital Expenditure

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

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

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

	2021/22 Actual %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %
General Fund	3.5	6.2	11.9	12.2	13.0
HRA	32.8	27.3	22.3	21.2	20.5

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

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

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

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

- £73m borrowing undertaken at the point of self-financing in 2012. The final loan relating to self-financing, will be repaid in March 2023.
- £66m of borrowing undertaken for the planned Biart place/Rounds Gardens high rise replacement scheme to take advantage of the preference PWLB rates

From April 2023, the Council will account for leases in line with the requirements of IFRS16 – Leases. This standard requires that local authorities will have to treat all leases where they are acting as a lessee, except for low value or short-term leases, as finance leases. This means that the Council will need to bring an asset valuation and a corresponding liability onto its balance sheet with effect from 1 April 2023. As the Council will have a liability, it will have to recognise interest payments and minimum revenue provision requirements as separate elements of the lease payments whereas previously the lease payment was accounted for as cost of supplies and services. This will have a direct impact on the Council's prudential indicators. The impact has not yet been determined for Rugby, but it is not expected to be material.

Section B - Treasury Management

Introduction

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

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

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

ESG (Environmental, Social and Governance)

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

- security
- liquidity
- yield

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

Further information of ESG considerations are detailed in TMP1

Cash Resources

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

External Debt	2021/22 Actual £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Debt at 1 April	156.00	90.600	83.300	83.300
Expected change in Debt	(65.400)	(7.300)	(0.000)	0.000
Other long-term liabilities (OLTL)	0	0	0	0
Expected change in OLTL	0	0	0	0
Gross debt at 31 March	90.600	83.300	83.300	83.300
The Capital Financing Requirement	86.882	92.396	92.691	92.469
Under / (over) borrowing	(3.718)	9.096	9.391	9.169

Table 7 Gross Debt and the CFR 2021/22 – 2024/25

Within the range of prudential indicators there are several key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2022/23 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

Affordable borrowing limit and Operational boundary

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

This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt

which, while not desired could be afforded in the short-term, but is not sustainable in the longer term.

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

The table below identifies the current borrowing limit:

Authorised limit £m	2021/22 Actual £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Debt and other long-term liabilities	190.000	190.000	190.000	190.000

Table 8 Authorised Limit 2021/22 – 2024/25

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

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

Operational boundary £m	2021/22 Actual £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Debt and other long-term liabilities	180.000	180.000	180.000	180.000

Table 9 Operational Boundary 2021/22 – 2024/25

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

Governance

Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Chief Officer Finance and Performance and staff, who must act

in line with the approved Treasury Management Strategy. The Audit and Ethics Committee receives a mid-year and full year report and is responsible for scrutinising treasury management decisions made.

Borrowing Strategy

The Council will move towards achieving an under-borrowed position by the end of 2023/24. This means that the total capital borrowing need (the CFR), will not have been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow is used as a temporary measure. This strategy was prudent whilst investment returns have remained low until recently and to mitigate counterparty risk.

Against this background and the risks within the economic forecast, caution will be adopted with the 2023/24 treasury operations. The Chief Officer Finance and Performance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

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

Currently there is no borrowing requirement until 2024, but any decisions will be reported to the appropriate decision-making body when necessary.

Sources of Borrowing

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

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

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

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

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

Treasury Investment Strategy

The Council holds significant funds, representing income received in advance of expenditure plus balances and reserves held. In the past year, the Council's total investments have ranged between £96m and £106m and although the level of reserves is expected to reduce in the longer term, there will still be significant short to medium-term cash flow surpluses leading to larger sums being held than the core reserves of the Council would indicate.

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

The Council will look to diversify its investment portfolio so far as possible. This diversification will represent a continuation of the present strategy that has moved investment into pooled funds and other local authorities.

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

Approved Counterparties

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

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

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

1. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus

avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.

2. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “**credit default swaps**” and overlay that information on top of the credit ratings.
3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
4. This authority has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are categorised as either ‘specified’ or ‘non-specified’ investments.
 - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity if originally they were classified as being non-specified investments solely due to the maturity period exceeding one year.
 - **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.
5. **Non-specified and loan investment limits.** The Council has determined that it will set a limit to the maximum exposure of the total treasury management investment portfolio to non-specified treasury management investments of £70m.
6. **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the matrix table 10
7. **Transaction limits** are set for each type of investment (as per table 10)
8. This authority will set a limit for its investments which are invested for **longer than 365 days**, (see Table 13).
9. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating** of AA-.

10. This authority has engaged **external consultants**, to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
11. All investments will be denominated in **sterling**.
12. As a result of the change in accounting standards for 2020/21 under IFRS 9, the authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the MHCLG (now DLUCH) concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31 March 2023. On 5 January 2023 DLUHC has announced that the IFRS 9 statutory override in local government will be extended for another two years until 31 March 2025.

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

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

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

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

Long Term - A-

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

- Banks 2 – Part nationalised UK bank – Royal Bank of Scotland ring-fenced operations. This bank can be included provided they continue to be part nationalised or meet the ratings in Banks 1 above.
- Banks 3 – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time invested. The minimum credit rating for operational bank accounts will be BBB-, and with assets greater than £25bn.

- Bank subsidiary and treasury operation -. The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Building societies - The Council will use all societies which have a minimum credit rating of BBB.
- Money Market Funds (MMFs) CNAV (Constant Net Asset Value)
- Money Market Funds (MMFs) LVNAV (Low Volatility Net Asset Value)
- Money Market Funds (MMFs) VNAV (Variable Net Asset Value)
- Ultra-Short Dated Bond Funds with a credit rating of at least – AA
- UK Government (including gilts, Treasury Bills and the Debt Management Account Deposit Facility – “DMADF”)
- Local authorities, parish councils etc
- Housing associations/Registered Providers
- Supranational institutions
- Corporate loans, bonds and commercial paper
- Property and equity pooled funds

A limit of £70m will be applied to the use of non-specified investments

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

Approved counterparties (limit per counterparty)				
Credit Rating	Banks / Building Societies	Non-UK Government	Corporate	Registered Providers
AAA	£10m 5 years	£5m 10 years	£5m 10 years	£15m 10 years
AA+	£10m 5 years	£5m 7 years	£5m 7 years	£15m 10 years
AA	£10m 4 years	£5m 5 years	£5m 5 years	£15m 10 years
AA-	£10m 3 years	£5m 4 years	£5m 4 years	£15m 10 years
A+	£10m 12 months	£5m 3 years	£5m 3 years	£15m 5 years
A	£10m 12 months	£5m 2 years	£5m 2 years	£15m 5 years
A-	£10m 6 months	£5m 1 year	£5m 1 year	£15m 5 years
BBB- and assets > £25bn	Council's UK operational bank account only £10m 1 day			
No credit rating	UK unrated Building Societies £3m 6 months	Corporates £1m 1 year	Registered Providers	
			£10m 3 years	
UK Govt	Central government: £unlimited 50 years UK Local Authority: £20m 10 years			
Pooled Funds (incl. Money Market Funds) and Real Estate Investment Trusts		£5m per Fund or Trust Overall limit on aggregate amounts invested across Funds or Trusts of £30m		

Table 10 Counterparty Limits

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

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

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

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

c. **Banks Secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

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

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

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

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

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

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

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

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

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

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

- no new investments will be made,
- any existing investments that can be ended at no cost will be and

- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

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

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

- a) **Non-specified treasury management investment limit.** The Council has determined that it will limit the maximum total exposure of treasury management investments to non-specified treasury management investments as being £70m of the total treasury management investment portfolio.
- b) **Country limit.** The Council has determined that it will only use approved counterparties from the UK and from countries with a **minimum sovereign credit rating of AA-** from Fitch or equivalent. The range of countries that qualify using this credit criteria will be added to, or deducted from, by officers should ratings change in accordance with this policy.
- c) **Other limits.** In addition:
 - no more than £20m will be placed with outside the United Kingdom at any time.
 - limits in place above will apply to a group of companies.
 - sector limits will be monitored regularly for appropriateness.

Treasury Management consultants – the Council uses Link Treasury Services Ltd. as its external treasury management advisors.

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

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

Investment performance

This Council will use an investment benchmark to assess the performance of investment portfolio using the 12-month compounded / SONIA.

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

External fund managers – As at 31 December 2022 £6m of the Council's funds is externally managed on a discretionary / pooled basis by CCLA and Lothbury Property Funds

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

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

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

Investment Security and Borrowing

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

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

Investment limits: The Council's revenue reserves available to cover investment losses are forecast to be in the region of £4.7m on 31 March 2023. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country since the risk is diversified over many countries.

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

Treasury Management Indicators

Security benchmark: The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the historic risk of default of its investments against a maximum target rate.

As an example, based on historic data, a AAA (least risk) rated investment has 0.04% chance of default within 1 year and a 0.17% chance of default within 3 years. A -BBB (most risk) rated investment has a 0.65% chance of default within 1 year and a 3.22% chance of default within 3 years.

	Target
Historic risk of default	0.25% (max)

Table 11 Security Benchmark Target

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

Maturity structure of fixed & variable interest rate borrowing		
	Lower	Upper
Under 12 months	0%	75%
12 months to 2 years	0%	75%
2 years to 5 years	0%	75%
5 years to 10 years	0%	75%
10 years to 20 years	0%	75%
20 years to 30 years	0%	75%
30 years to 40 years	0%	75%
40 years to 50 years	0%	75%

Table 12 Limits on maturity structure of borrowing

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

Maximum principal sums invested > 365 days			
	2023/24 £m	2024/25 £m	2025/26 £m
Limit on principal sums invested for longer than 365 days	70.0	70.0	70.0

Table 13 Maximum Principal Invested more than 365 days

Liability Benchmark: This is a new indicator of 2023/24. As a minimum, the Council will estimate and measure the liability benchmark for the forthcoming financial year and the following two financial years. However, CIPFA strongly recommends that the liability benchmark is produced for at least ten years and should ideally cover the full debt maturity profile. A strong grasp of both their existing debt maturity profile and how minimum revenue provision (MRP) and other cash flows affect the Council's future debt requirement.

The liability benchmark should be analysed as part of the annual treasury management strategy, and any substantial mismatches between actual loan debt outstanding and the

liability benchmark should be explained. Any years where actual loans are less than the benchmark indicate a future borrowing requirement; any years where actual loans outstanding exceed the benchmark represent an overborrowed position, which will result in excess cash requiring investment (unless any currently unknown future borrowing plans increase the benchmark loan debt requirement). The treasury strategy should explain how the treasury risks inherent in these mismatched positions will be managed.

The result of liability benchmark indicator will be reported as part of our mid-year and annual performance during 2023/24.

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

Economic Background

Against a backdrop of an inflationary pressures, the easing of Covid restrictions in most developed economies, the Russian invasion of Ukraine, and a range of different UK Government policies, the UK interest rates have been volatile during 2022.

Key points to note:

- CPI was at 10.7% at December 2022
- Increases in gas and electricity prices
- GDP has fallen
- Interest rate have risen to 3.5% during 2022

Credit Outlook

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

%	March 2023	June 2023	September 2023	December 2023	March 2024	June 2024	September 2024	December 2024
Bank Rate	4.25	4.50	4.50	4.50	4.00	3.75	3.50	3.25
5yr PWLB Rate	4.20	4.20	4.10	4.00	3.90	3.80	3.60	3.50
10yr PWLB Rate	4.40	4.40	4.30	4.10	4.00	3.90	3.80	3.60
25yr PWLB Rate	4.60	4.60	4.50	4.40	4.20	4.10	4.00	3.90
50yr PWLB Rate	4.30	4.30	4.20	4.10	3.90	3.80	3.70	3.60

Table 14 Interest Rate Forecast March 2023 – March 2024

Present Position and Forecast

On 31 December 2022 the Council held £90.6m of borrowing and £106.1m of investments at market value; broken down as follows:

	31 December 2022 £m
Call Accounts	
Other Local Authorities / Registered Providers	55.5
Banks / Building Societies – rated	42.6
Banks / Building Societies – unrated	
Total managed in-house	98.1
Pooled Funds	6.0
Bonds and Certificates of Deposit	2.0
Total managed externally	8.0
Total Treasury Investments	106.1
PWLB	76.9
Other Long-Term Borrowing	13.7
Short Term Borrowing	-
Total External Borrowing	90.6
Net Treasury Investments / (Borrowing)	15.5

Table 15 Net Investments Summary

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

Year End Resources	2021/22 Actual £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Fund balances / reserves	35.596	35.596	35.596	35.596	35.596
Capital receipts	15.854	15.854	15.854	15.854	15.854
Provisions	3.852	3.852	3.852	3.852	3.852
Total core funds	55.302	55.302	55.302	55.302	55.302
Working capital (surplus) / deficit	10.000	10.000	10.000	10.000	10.000
Under/(over) borrowing	(4.403)	9.096	9.391	9.169	9.851
Expected Investments	81.729	56.206	55.911	56.133	55.451

Table 16 Balance Sheet Analysis 2021/22 – 2025/26

Section C Knowledge and Skills

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Chief Officer Finance & Performance is a qualified accountant with over 14 years' experience and the Property Manager is a fellow of RICS with over 20 years of experience in commercial property. The Council will support all staff involved in treasury management to attend any appropriate training to develop their knowledge and keep up to date with requirements of the code of practice, through our external treasury advisors.

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

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

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

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

Appendix A – Summary of Treasury Limits (Non-Counterparty)

Treasury Limits – Non-Counterparty	£m
Service Loans	20.000
Service Investment Shares	0.120
Non-specified Investments	70.000
Overseas Investments	20.000



Procurement Strategy
April 2023 – March 2027

Foreword

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

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

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

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

1. Compliance

2. Strategic Procurement & Purchasing

3. Value for Money

4. Collaboration

5. Social Value

Procurement Vision

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

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

Background

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

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

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

Our operating principles are to:

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

¹ Creditors & Procurement Annual Performance Report 2021/2022

Theme 1 – Compliance

Outcomes Sought:

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

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

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

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

Theme 2 - Strategic Procurement & Purchasing

Outcomes Sought:

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

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

Theme 3 - Value for Money

Outcomes Sought:

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

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

Theme 4 - Collaboration

Outcomes Sought:

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

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

Theme 5 - Social Value

Outcomes Sought:

- Consider and where appropriate, maximise Social Value by encouraging the local and wider economy to stimulate economic, social and environmental development
 - *creating new businesses, new jobs and new skills*
 - *tackling climate change and reducing waste*
 - *improving supplier diversity, innovation and resilience*
 - *aim to pay over 70% of invoices to SMEs within 10 days*
- Develop and enhance links to organisations such as the Federation of Small Businesses (FSB), Voluntary, Community and Social Enterprise organisations (VCSE) and Federation of Master Builders (FMB) to help identify best practice and reduce barriers to trade

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

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

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

² [Procurement Policy Note 05/21](#)

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

1. Introduction

1.1. The Local Government Act 2000 requires Full Council to approve the annual budget, on the recommendation of the Executive or equivalent, together with the associated Council Tax demand.

1.2. The 2003 Local Government Act places specific responsibilities on the “Chief Financial Officer”, to report on the robustness of the budget and the adequacy of proposed financial reserves when the Authority is considering its budget requirement. The Authority is required to consider this report when it sets the budget. It is a statutory requirement that councillors must consider this when considering and approving a budget.

1.3. The agreed Council approach adopted for a number of years is to use a risk-based approach based upon the following areas of assessed risk:

- Inflation is underestimated in the original estimates
- Interest rates are underestimated
- Changes to grant funding regimes
- Some budgets are only indicative at the time the budget is agreed • Volatility in some budget headings between years
- Efficiency gains expected in the agreed budget are not achieved
- Unforeseen insurance costs
- Emergencies which cannot be foreseen which occur on an ad hoc basis
- Changes to budgets where targets are not met
- Unforeseen events

1.4. There are a range of other safeguards that the Chief Financial Officer must also consider to prevent the Local Authority from over committing itself financially, including:

- The balanced budget requirement (England, Scotland and Wales) (sections 32, 43 and 93 of the Local Government Finance Act 1992);
- The legislative requirement to make arrangements for the proper administration of their financial affairs (section 151 of the Local Government Act 1972).

1.5. There continues to be significant risks facing the Council in delivering a balanced budget contributing towards this is the national economic landscape, rising inflation and through planning budgets based on another single year Local Government Finance Settlement. In fulfilling the responsibilities of Chief Financial Officer, the sections below set out the identified key risks associated with the proposed budget and details of how they can be managed. This will ensure Members are clear on the risks associated with these budget proposals when making their budget decision.

- **Delivering the proposed savings and income items**

The proposals in Appendix 2 of the Council Tax Setting Booklet will need to be fully implemented to ensure that the 2023/24 budget remains balanced and financial resilience is maintained. To manage the risk;

- The delivery of both the savings and income proposals will be monitored through savings delivery plans. These plans will help to ensure appropriate governance is achieved and that responsible officers take ownership for delivery. Progress reports will be collected and presented to Members through the budget monitoring process.
- To assist the process, the Chief Officer led Budget Working Group will review the delivery of the approved savings as well as look at Medium Term options.
- If any schemes are not delivered, the Chief Officer in conjunction with the relevant portfolio holder may be required to identify alternative ways for achieving the target.

Failure to deliver the approved schemes will impact on the ability to maintain the level of reserves identified as part of the corporate reserve risk assessment. This will also increase the amounts required in future years to deliver an overall balanced Medium Term Financial Plan (MTFP).

- **Inflation**

The impact of inflation included within the proposed budget has been based on the analysis that has been undertaken by key officers. If the rate of inflation is higher for a longer period than expected then this will have an impact on the savings required to deliver a balanced budget in future years.

To mitigate against any inflation shocks the proposals include a growth item of £0.330m. This will be held centrally and allocated to services where needed. In addition to this, the reserve risk assessment has identified potential risks in inflation risk over the MTFP. This is not a forecast use, however will be taken into consideration when the reserves are being allocated across the life of the MTFP.

- **Budget pressures/income shortfalls**

Formal budget monitoring will take place quarterly to determine if pressures are one-off or permanent and for high risk/high impact areas monthly exception reporting will take place. Any multi-year pressures may require Chief Officers to deliver additional budget savings on top of anything planned as part of the approved MTFP. The use of Corporate reserves (budget stability, business rates equalisation and general fund balances) will be used to temporarily support the Council's financial position after taking into account existing commitments and potential risks.

• Treasury Management

The level of interest receipts and return on Treasury Management activities and borrowing costs are subject to market rates. Members are advised of this risk each year, and this is mitigated by application of the annual Treasury Management Strategy and incorporating the Annual Investment Strategy, which is complimented by a dedicated Capital Strategy.

Actual interest returns and costs are determined by a variety of factors largely outside the Authority's control.

The strategy combines an overview of how capital expenditure, capital financing, treasury and other investment activity contribute to the provision of local public services along with how associated risk is managed and the implications for future financial sustainability. The strategy sets limits and indicators that embody a prudent risk management approach. The strategy is set against the Medium Term Financial Strategy, the context of the UK economy, and projected outlook on interest rates. The investment strategy pulls together information on commercial property to explicitly show the risk management approach in that area.

• Local Government Funding Reform

The estimates within this draft budget reflect the Local Government Finance Settlement 2023/24 as well as the most up to date forecast of business rates income. As reported previously, there are several risks faced due to the forthcoming funding reform. The most significant are:

- Loss of existing growth due to the Business Rates Reset (now deferred until 2025/26 at the earliest)
- The outcome of the Fair Funding Review providing a reduction in our assessed funding need
- Significant changes and ending of the New Homes Bonus scheme.

If all items came into effect, it is not considered a realistic scenario that no transitional protection would be built into the system to prevent authorities from losing more than a set amount each financial year. However, at this stage nothing has been identified by central government, therefore the current MTFP reflects a more prudent approach and consequently assumes no transitional protection.

As a high growth borough, being able to maintain another two years business rates growth is significant. The Medium Term Financial Strategy adopted a policy to transfer any above sustainable baseline growth to the business rates equalisation reserve. Not only does this provide more resilience from the expected cliff edge reduction when the reset takes place, it also provides resources to potentially implement one off plans to implement the Corporate Strategy Delivery Plan.

With the Council not building the business rates growth into the base budget it means that the level of savings required to deliver a balanced budget can be tapered until the point of reform.

2. Medium Term Financial Plan

- 2.1. The budget presented to Council meets the statutory obligations as it is balanced; included within the funding though is a £2.538m use of the retained business rates growth for 2023/24. This has been achievable with the announcement that the business rates reform expected from 2023/24 has been deferred until 2025/26 at the earliest
- 2.2. This is not a permanent solution but the impact of the further deferral of the business rates reset has resulted in a potential further £5.836m growth above the baseline being identified for the year, with a further £7.066m expected in 2024/25. As per the MTFs this will support the Authority when the cliff edge reduction in business rates income takes place which is now expected to be on 1 April 2025
- 2.3. Members have been advised of the challenges facing the Council to deliver a balanced budget and that work will begin on identifying areas from reducing the costs of the Council as soon as the budget for 2023/24 is approved.

Also included within the funding for 2023/24 is £2.463m of grant funding from central government. Although welcome the grant is phased out and reduces to £1.324m in 2024/25 and £0.249m in 2025/26.
- 2.4. Through the reserves risk assessment, potential future year risks have been identified and RAG rated. Taking into consideration everything in this proposed budget, the balance available for emergencies could be in the region of £24m. If all risks materialised with no other unexpected pressures this balance would reduce to around £1.202m by 2026/27.
- 2.5. Commitment is essential from Members and Leadership Team if a balanced MTFP is to be maintained.
- 2.6. The Council continues to strive to be commercial and through the development of a trading company structure and the incorporation of Caldecott Developments Limited Company there are expected financial benefits, but the impact on the MTFP will be included following further developments including timelines.
- 2.7. The Medium Term Financial Strategy has been updated and covers the period 2023/24-2026/27. This will now be a rolling document covering allowing officers to be adaptable to any changes from a national or local perspective.

3. Section 151 Officer's Statement

- 3.1. The budget information used in preparing this budget resolution has undergone scrutiny by
 - Leadership Team and their teams
 - The Financial Services Team
 - The cross-party Budget Working Group and Cabinet

- 3.2. Considering the above, it is the Chief Financial Officer's view that the estimates for 2023/24 have been made with realistic assumptions in an uncertain environment and that it represents a robust but challenging budget.
- 3.3. The Chief Financial Officer has also undertaken a risk analysis of the adequacy of financial reserves, which has been presented to Cabinet throughout the process. Looking at the expected opening balance of £18.29m for the key corporate reserves for 2023/24 and the forecast movement, our risk-based approach has identified potential significant financial burdens that the Authority could be exposed to in the medium term. To manage the medium-term risk work will begin to deliver the savings target for the remainder of the 3 years of the MTFP. The Council is in a positive position to hold significant balances and through the work of delivering transformation for the remainder of the MTFP, there may be a requirement to use reserves whilst plans are finalised. This will not be utilised without detailed timelines and milestones.
- 3.4. The Chief Financial Officer is of a view that the Council provides an adequate level of reserves for the forthcoming year, but also recognises the challenge facing reserves from 2024/25 onwards.



Department for Levelling Up,
Housing & Communities

NATIONAL NON-DOMESTIC RATES RETURN
NNDR1 2023-24

Please e-mail to : nndr.statistics@levellingup.gov.uk

Please enter your details after checking that you have selected the correct authority name

Forms should be returned to the Department for Levelling Up, Housing and Communities by Tuesday 31 January 2023

All figures should be entered in whole £

Please remember that a copy of this form, certified by your Chief Financial Officer / Section 151 officer should also be sent to your relevant Precepting Authorities, and Pool Leads (if applicable).

These instructions highlight the special features of the form and should be read in conjunction with the **Guidance Notes and Validation notes**.

Completing the form

1. The form can be set up for each individual local authority by selecting the appropriate authority name from the list. The example shows the local authority ZZZZ. Once a local authority name is selected the spreadsheet will automatically complete the data for the white cells with a blue border.

2. There are three different type of input cells:



* White, Black Border - these are blank for new data - Please ensure all white cells are filled before submitting the form including entering zeroes where appropriate.



* White background, green border - These cells are information cells and have the appropriate formula in them. **Please do not overwrite the formula.**



* White background, blue border - actual data entered by the Department for Levelling Up, Housing and Communities into these cells.

The **Total column** is greened out - there is no need to enter data in any of these cells.

In addition areas of the form are **greyed out** - especially for those authorities that do not have designated areas. **Please do not enter data** in these areas as this will cause delay as we will have to ask you to complete a revised form.

Entering data

3. All values in the form should be entered in whole £. Except for part 1 of the form, **receipts** (eg sums due to the billing authority from ratepayers, or central government) should always be entered as **positive numbers**. **Payments from the authority, or amounts foregone** (eg reliefs given to ratepayers) should always be entered as **negative numbers**.

4. Where possible, you will be prevented from entering data with the wrong sign (+ve when it should be -ve or vice versa).

Updates

21 December - Correction to data used in cost of collection calculation

Checking the Validation Sheet

5. Once the form has been completed go to the validation sheet and check if any of the data require any further explanation. The data are compared with the NNDR1 for 2022-23 and, if the change in number or percentage terms is higher or lower than we would normally expect, you are asked to provide an explanation for the change in the box provided.

For further details on the types of checks we do see *Validation notes for NNDR1 2023-24*.

Submitting the Form

6. When the data have been checked and verified please email the complete file to nndr.statistics@levellingup.gov.uk

7. The form should be sent by your Chief Financial / Section 151 Officer. The email should include the officer's electronic signature and the following statement:

I confirm that the entries in this form are the best I can make on the information available to me and amounts are calculated in accordance with regulations made under Schedule 7B to the Local Government Act 1988. I also confirm that the authority has acted diligently in relation to the collection of non-domestic rates.

8. A copy of the form must also be sent to your NNDR contact at all your major precepting authorities.

9. If you experience any problems using the form please email

nndr.statistics@levellingup.gov.uk

NATIONAL NON-DOMESTIC RATES RETURN - NDR1**2023-24**Please e-mail with certification to: nndr.statistics@levellingup.gov.uk by no later than 31 January 2023.**All figures must be entered in whole £**

If you are content with your answers please return this form to DLUHC as soon as possible

Select your local authority's name from this list:

Rochdale
Rochford
Rossendale
Rother
Rotherham
RugbyAuthority Name
E-code
Local authority contact name
Local authority contact number
Local authority e-mail addressRugby
E3733
Anna Baxter
01788533421
anna.baxter@rugby.gov.uk

Ver 1.1

PART 1A: NON-DOMESTIC RATING INCOME

This section of the form uses entries from other parts to calculate the forecast net business rates income for the authority in 2023-24. Note that you still need to enter data for line 5 and line 9a, but otherwise it is all calculated. Also please note that Parts 1B and 1C are below.

COLLECTABLE RATES

£

1. Net amount receivable from rate payers after taking account of transitional adjustments, empty property rate, mandatory and discretionary reliefs and accounting adjustments

59,948,889**TRANSITIONAL PROTECTION PAYMENTS**

2. Sums due to the authority

2,287,146

3. Sums due from the authority

0**COST OF COLLECTION (See Note A)**

4. Cost of collection formula

136,664

5. Legal costs

0

6. Allowance for cost of collection

136,664**SPECIAL AUTHORITY DEDUCTIONS**

7. City of London Offset : Not applicable for your authority

0**DISREGARDED AMOUNTS**

8. Amounts retained in respect of Designated Areas

09. Amounts retained in respect of Renewable Energy Schemes
(see Note B)**21,917***of which:*

9a. sums retained by billing authority

21,917

9b. sums retained by major precepting authority

010. Amounts retained in respect of Shale Oil and Gas Sites Schemes
(see Note C)**0****NON-DOMESTIC RATING INCOME**

11. Line 1 plus line 2, minus lines 3, 6 to 9 and 10

62,077,454

NATIONAL NON-DOMESTIC RATES RETURN - NDR1

2023-24

Please e-mail with certification to: nldr.statistics@levellingup.gov.uk by no later than 31 January 2023.

All figures must be entered in whole £

If you are content with your answers please return this form to DLUHC as soon as possible

Local Authority : Rugby

Ver 1.1

PART 1B: PAYMENTS

This page is for information only; please do not amend any of the figures

The payments to be made, during the course of 2023-24 to:

- i) the Secretary of State in accordance with Regulation 4 of the Non-Domestic Rating (Rates Retention) Regulations 2013;
- ii) major precepting authorities in accordance with Regulations 5, 6 and 7; and to be
- iii) transferred by the billing authority from its Collection Fund to its General Fund,

are set out below

	Column 1 Central Government	Column 2 Rugby	Column 3 Warwickshire County Council	Column 4	Column 5 Total
Retained NDR shares	£	£	£	£	£
12. % of non-domestic rating income to be allocated to each authority in 2023-24	50%	40%	10%	0%	100%
Non-Domestic Rating Income for 2023-24					
13. Non-domestic rating income from rates retention scheme	31,038,727	24,830,982	6,207,745	0	62,077,454
14. (less) deductions from central share	0				0
15. TOTAL:	31,038,727	24,830,982	6,207,745	0	62,077,454
Other Income for 2023-24					
16. add: cost of collection allowance		136,664			136,664
17. add: amounts retained in respect of Designated Areas		0			0
18. add: amounts retained in respect of renewable energy schemes		21,917	0		21,917
19. add: amounts retained in respect of Shale oil and gas sites schemes		0	0	0	0
20. add: qualifying relief in Designated Areas		0	0	0	0
21. add: City of London Offset		0			0
22. add: in respect of Port of Bristol hereditament		0			0
Estimated Surplus/Deficit on Collection Fund	£	£	£	£	£
23. Surplus/Deficit at end of 2022-23 (+ve = surplus, -ve = deficit) (including adjustment for three year spread)	-852,781	-682,225	-170,556	0	-1,705,562
TOTAL FOR THE YEAR	£	£	£	£	£
24. Total amount due to authorities	30,185,946	24,307,338	6,037,189	0	60,530,473

NATIONAL NON-DOMESTIC RATES RETURN - NDR1

2023-24

Please e-mail with certification to: nndr.statistics@levellingup.gov.uk by no later than 31 January 2023.

All figures must be entered in whole £

If you are content with your answers please return this form to DLUHC as soon as possible

Local Authority : Rugby

Ver 1.1

PART 1C: SECTION 31 GRANT (See Note D)

This page is for information only; please do not amend any of the figures

Estimated sums due from Government via Section 31 grant, to compensate authorities for the cost of changes to the business rates system announced in the 2013 to 2016 and 2022 Autumn Statements, 2020 and 2021 spending reviews, and 2017 (March and November), 2018 (October) and 2021 (October) Budgets

	Column 2 Rugby	Column 3 Warwickshire County Council	Column 4	Column 5 Total
Adjustment Factor: 1.17				
Multiplier Cap	£	£	£	£
25. Cost of cap on 2014-15, 2015-16 and post-2018-19 and freezing of 2021-22, 2022-23 and 2023-24 small business rates multipliers	4,233,460	1,057,432	0	5,290,892
Small Business Rate Relief				
26. Cost of doubling SBRR & threshold changes for 2023-24	1,000,979	250,245	0	1,251,224
26a. Additional compensation for loss of supplementary multiplier income	78,237	19,559	0	97,796
27. Cost to authorities of maintaining relief on "first" property	0	0	0	0
Rural Rate Relief				
28. Cost to authorities of providing 100% rural rate relief	2,482	621	0	3,103
Supporting Small Business Scheme				
29. Cost to authorities of providing relief	12,965	3,241	0	16,206
Designated Areas qualifying relief in 100% business rates retention areas				
30. Cost to authorities of providing relief	0	0	0	0
Local newspaper relief				
31. Cost to authorities of providing relief	0	0	0	0
Public lavatories relief				
32. Cost to authorities of providing relief	1,822	455	0	2,277
Retail, Hospitality and Leisure relief				
33. Cost to authorities of providing relief	1,150,483	287,621	0	1,438,104
Freeports relief				
34. Cost to authorities of providing relief	0	0	0	0
Low-carbon heat networks relief				
35. Cost to authorities of providing relief	0	0	0	0
TOTAL FOR THE YEAR	£	£	£	£
36. Amount of Section 31 grant due to authorities to compensate for reliefs	6,480,428	1,619,174	0	8,099,602

NB To determine the amount of S31 grant due to it, the authority will have to add / deduct from the amount shown in line 36, a sum to reflect the adjustment to tariffs / top-ups in respect of the multiplier cap (See notes for Line 36)

This completed Excel form should be e-mailed to nndr.statistics@levellingup.gov.uk and any relevant precepting authorities by the Chief Financial / Section 151 Officer. The email should include the officer's electronic signature and the following statement:

I confirm that the entries in this form are the best I can make on the information available to me and amounts are calculated in accordance with regulations made under Schedule 7B to the Local Government Act 1988. I also confirm that the authority has acted diligently in relation to the collection of non-domestic rates.

NATIONAL NON-DOMESTIC RATES RETURN - NNDR1
2023-24

All figures must be entered in whole £

Note that any reliefs for the year 2023-24 announced after this form has gone out may be covered by future supplementary data collections

If you are content with your answers please return this form to DLUHC as soon as possible

Ver 1.1

Local Authority : Rugby

PART 2: RELIEFS AND NET RATES PAYABLE

This section of the form is for you to enter the gross rates value and the amount of various business rates reliefs forecast for 2023-24. This will then calculate the forecast net rates payable. These values also populate the section 31 payment calculations in Part 1.

You should complete column 1 only

	Column 1 BA Area (exc. Designated areas) Complete this column	Column 2 Designated areas Do not complete this column	Column 3 TOTAL (All BA Area) Do not complete this column
	£		£
GROSS RATES PAYABLE (All data should be entered as +ve unless specified otherwise) - see Note E			
1. Rateable Value at <input type="text" value="07/01/2023"/>	<input type="text" value="149,121,945"/>	<input type="text"/>	<input type="text" value="149,121,945"/>
2. Small business rating multiplier for 2023-24 (pence) <input type="text" value="49.9"/>			
3. Gross rates 2023-24 (RV x multiplier)	<input type="text" value="74,411,851"/>	<input type="text"/>	
4. Estimated growth/decline in gross rates (+ = increase, - = decrease)	<input type="text" value="1,363,363"/>	<input type="text"/>	
5. Forecast gross rates payable in 2023-24	<input type="text" value="75,775,214"/>	<input type="text"/>	<input type="text" value="75,775,214"/>
TRANSITIONAL ARRANGEMENTS (See Note F)			
6. Revenue foregone because increases in rates have been deferred (Show as -ve)	<input type="text" value="-2,287,146"/>	<input type="text"/>	<input type="text" value="-2,287,146"/>
7. Changes as a result of estimated growth / decline in cost of transitional arrangements (+ = decline, - = increase)	<input type="text" value="0"/>	<input type="text"/>	
8. Forecast net cost of transitional arrangements	<input type="text" value="-2,287,146"/>	<input type="text"/>	<input type="text" value="-2,287,146"/>
TRANSITIONAL PROTECTION PAYMENTS (See Note F(a))			
9. Sum due to/(from) authority	<input type="text" value="2,287,146"/>	<input type="text"/>	<input type="text" value="2,287,146"/>

NATIONAL NON-DOMESTIC RATES RETURN - NDR1
2023-24

All figures must be entered in whole £
Note that any reliefs for the year 2023-24 announced after this form has gone out may be covered by future supplementary data collections

If you are content with your answers please return this form to DLUHC as soon as possible

Ver 1.1

Local Authority : Rugby

PART 2: RELIEFS AND NET RATES PAYABLE

This section of the form is for you to enter the gross rates value and the amount of various business rates reliefs forecast for 2023-24. This will then calculate the forecast net rates payable. These values also populate the section 31 payment calculations in Part 1.

You should complete column 1 only

	Column 1 BA Area (exc. Designated areas)	Column 2 Designated areas	Column 3 TOTAL (All BA Area)
MANDATORY RELIEFS (See Note G) (All data should be entered as -ve unless specified otherwise)			
Small Business Rate Relief			
10. Forecast of relief to be provided in 2023-24	-3,054,603		-3,054,603
11. <i>of which:</i> relief on existing properties where a 2nd property is occupied	0		0
12. Additional yield from the small business supplement (Show as +ve)	1,581,146		1,581,146
13. Net cost of small business rate relief (line 10 + line 12)	-1,473,457		-1,473,457
Charitable occupation			
14. Forecast of relief to be provided in 2023-24	-4,068,289		-4,068,289
Community Amateur Sports Clubs (CASCs)			
15. Forecast of relief to be provided in 2023-24	-79,950		-79,950
Rural rate relief			
16. Forecast of relief to be provided in 2023-24	-5,303		-5,303
Public Lavatories relief (see note H)			
17. Forecast of relief to be provided in 2023-24	-3,892		-3,892
18. Forecast of mandatory reliefs to be provided in 2023-24 (Sum of lines 13 to 17)	-5,630,891		-5,630,891
19. Changes as a result of estimated growth/decline in mandatory relief (+ = decline, - = increase)	0		
20. Total forecast mandatory reliefs to be provided in 2023-24	-5,630,891		-5,630,891
UNOCCUPIED PROPERTY (See Note J) (All data should be entered as -ve unless specified otherwise)			
Partially occupied hereditaments			
21. Forecast of 'relief' to be provided in 2023-24	-200,000		-200,000
Empty premises			
22. Forecast of 'relief' to be provided in 2023-24	-1,820,092		-1,820,092
23. Forecast of unoccupied property 'relief' to be provided in 2023-24 (Line 21 + line 22)	-2,020,092		
24. Changes as a result of estimated growth/decline in unoccupied property 'relief' (+ = decline, - = increase)	0		
25. Total forecast unoccupied property 'relief' to be provided in 2023-24	-2,020,092		-2,020,092

NATIONAL NON-DOMESTIC RATES RETURN - NDR1
2023-24

All figures must be entered in whole £

Note that any reliefs for the year 2023-24 announced after this form has gone out may be covered by future supplementary data collections

If you are content with your answers please return this form to DLUHC as soon as possible

Ver 1.1

Local Authority : Rugby

PART 2: RELIEFS AND NET RATES PAYABLE

This section of the form is for you to enter the gross rates value and the amount of various business rates reliefs forecast for 2023-24. This will then calculate the forecast net rates payable. These values also populate the section 31 payment calculations in Part 1.

You should complete column 1 only

Column 1 BA Area (exc. Designated areas)	Column 2 Designated areas	Column 3 TOTAL (All BA Area)
--	---	--

NATIONAL NON-DOMESTIC RATES RETURN - NNDR1
2023-24

All figures must be entered in whole £

Note that any reliefs for the year 2023-24 announced after this form has gone out may be covered by future supplementary data collections

If you are content with your answers please return this form to DLUHC as soon as possible

Ver 1.1

Local Authority : Rugby

PART 2: RELIEFS AND NET RATES PAYABLE

This section of the form is for you to enter the gross rates value and the amount of various business rates reliefs forecast for 2023-24. This will then calculate the forecast net rates payable. These values also populate the section 31 payment calculations in Part 1.

You should complete column 1 only

	Column 1 BA Area (exc. Designated areas)	Column 2 Designated areas	Column 3 TOTAL (All BA Area)
DISCRETIONARY RELIEFS (See Note K) (All data should be entered as -ve unless specified otherwise)			
Charitable occupation			
26. Forecast of relief to be provided in 2023-24	-116,609		-116,609
Non-profit making bodies			
27. Forecast of relief to be provided in 2023-24	0		0
Community Amateur Sports Clubs (CASCs)			
28. Forecast of relief to be provided in 2023-24	0		0
Rural shops etc			
29. Forecast of relief to be provided in 2023-24	0		0
Small rural businesses			
30. Forecast of relief to be provided in 2023-24	0		0
Other ratepayers (refer to guidance for further details)			
31. Forecast of relief to be provided in 2023-24	0		0
<i>of which:</i>	<i>of which:</i>		
32. Relief given to Case A hereditaments			
33. Relief given to Case B hereditaments	0		
34. Relief given to Freeports (see Note L)			
35. Forecast of discretionary relief to be provided in 2023-24 (Sum of lines 26 to 31)	-116,609		-116,609
36. Changes as a result of estimated growth/decline in discretionary relief (+ = decline, - = increase)	0		
37. Total forecast discretionary relief to be provided in 2023-24	-116,609		-116,609

NATIONAL NON-DOMESTIC RATES RETURN - NDR1
2023-24

All figures must be entered in whole £

Note that any reliefs for the year 2023-24 announced after this form has gone out may be covered by future supplementary data collections

If you are content with your answers please return this form to DLUHC as soon as possible

Ver 1.1

Local Authority : Rugby

PART 2: RELIEFS AND NET RATES PAYABLE

This section of the form is for you to enter the gross rates value and the amount of various business rates reliefs forecast for 2023-24. This will then calculate the forecast net rates payable. These values also populate the section 31 payment calculations in Part 1.

You should complete column 1 only

Column 1 BA Area (exc. Designated areas)	Column 2 Designated areas	Column 3 TOTAL (All BA Area)
--	---	--

DISCRETIONARY RELIEFS FUNDED THROUGH SECTION 31 GRANT

(See Note M) (All data should be entered as -ve unless specified otherwise)

Rural Rate Relief

38. Forecast of relief to be provided in 2023-24	<input style="width: 100%;" type="text" value="-5,303"/>		<input style="width: 100%;" type="text" value="-5,303"/>
--	--	--	--

Supporting Small Business Scheme

39. Forecast of relief to be provided in 2023-24	<input style="width: 100%;" type="text" value="-27,694"/>		<input style="width: 100%;" type="text" value="-27,694"/>
--	---	--	---

Local newspaper relief

40. Forecast of relief to be provided in 2023-24	<input style="width: 100%;" type="text" value="0"/>		<input style="width: 100%;" type="text" value="0"/>
--	---	--	---

Retail, Hospitality and Leisure relief

41. Forecast of relief to be provided in 2023-24	<input style="width: 100%;" type="text" value="-2,457,581"/>		<input style="width: 100%;" type="text" value="-2,457,581"/>
--	--	--	--

Low-carbon heat networks relief

42. Forecast of relief to be provided in 2023-24	<input style="width: 100%;" type="text" value="0"/>		<input style="width: 100%;" type="text" value="0"/>
--	---	--	---

43. Forecast of discretionary reliefs funded through S31 grant to be provided in 2023-24 (Sum of lines 38 to 42)	<input style="width: 100%;" type="text" value="-2,490,578"/>		<input style="width: 100%;" type="text" value="-2,490,578"/>
--	--	--	--

44. Changes as a result of estimated growth/decline in Section 31 discretionary relief (+ = decline, - = increase)	<input style="width: 100%;" type="text" value="0"/>		
--	---	--	--

45. Total forecast of discretionary reliefs funded through S31 grant to be provided in 2023-24	<input style="width: 100%;" type="text" value="-2,490,578"/>		<input style="width: 100%;" type="text" value="-2,490,578"/>
--	--	--	--

NET RATES PAYABLE

	£		£
46. Forecast of net rates payable by rate payers after taking account of transitional adjustments, unoccupied property relief, mandatory and discretionary reliefs	<input style="width: 100%;" type="text" value="63,229,898"/>		<input style="width: 100%;" type="text" value="63,229,898"/>

NATIONAL NON-DOMESTIC RATES RETURN - NNDR1
2023-24

All figures must be entered in whole £

If you are content with your answers please return this form to DLUHC as soon as possible

Ver 1.1

Local Authority : Rugby

PART 3: COLLECTABLE RATES AND DISREGARDED AMOUNTS

Enter accounting adjustments in this section, which calculations will deduct from the net rates calculated from entries in Part 2.

You should complete column 1 only

	Column 1 BA Area (exc. Designated areas)	Column 2 Designated Areas	Column 3 TOTAL (All BA Area)
	Complete this column	Do not complete this column	Do not complete this column
	£	£	£
NET RATES PAYABLE			
1. Sum payable by rate payers after taking account of transitional adjustments, empty property rate, mandatory and discretionary reliefs	63,229,898	0	63,229,898
(LESS) LOSSES (Data should be entered as -ve)			
2. Estimated bad debts in respect of 2023-24 rates payable	-250,000	0	-250,000
3. Estimated repayments in respect of 2023-24 rates payable	-3,031,009	0	-3,031,009
COLLECTABLE RATES			
4. Net Rates payable less losses	59,948,889	0	59,948,889
DISREGARDED AMOUNTS (Data should be entered as +ve)			
5. Renewable Energy (see Note B)	21,917	0	21,917
6. Shale oil and gas sites scheme (see Note C)	0	0	0
7. Transitional Protection Payment		0	
8. Baseline		0	
DISREGARDED AMOUNTS			
9. Total Disregarded Amounts		0	0
DESIGNATED AREAS IN 100% BRR AUTHORITIES			
10. Designated Areas Qualifying Relief: Not applicable	0	0	0
DEDUCTIONS FROM CENTRAL SHARE			
11. Designated Areas Qualifying Relief	0	0	0
Port of Bristol			
12. In respect of Port of Bristol: Not applicable	0		0
DEDUCTIONS FROM CENTRAL SHARE			
13. Total Deductions	0	0	0

NATIONAL NON-DOMESTIC RATES RETURN - NNDR1
2023-24

All figures must be entered in whole £

If you are content with your answers please return this form to DLUHC as soon as possible

Ver 1.1

Local Authority : Rugby

PART 4: ESTIMATED COLLECTION FUND BALANCE

This section estimates the collection fund closing balance for the current year (*not* the forecast year otherwise referred to in this form). Please refer to guidance notes for details. Note that you can edit the blue-bordered cells, but you will be asked to provide a comment explaining why they are changed from the prepopulated figures.

	£	£
OPENING BALANCE		
1. Opening Balance (From Collection Fund Statement)		4,186,869
BUSINESS RATES CREDITS AND CHARGES		
2. Business rates credited and charged to the Collection Fund in 2022-23 (enter as +ve)	53,181,241	
3. Sums written off in excess of the allowance for non-collection (enter as -ve)	0	
4. Changes to the allowance for non-collection	-257,485	
5. Amounts charged against the provision for alteration of lists and appeals following RV list changes (enter as +ve)	1,822,664	
6. Changes to the provision for alteration of lists and appeals	-3,373,202	
7. Total business rates credits and charges (Total lines 2 to 6)		51,373,218
OTHER RATES RETENTION SCHEME CREDITS (enter as +ve)		
8. Transitional protection payments received, or to be received in 2022-23	0	
9. Transfers/payments to the Collection Fund for end-year reconciliations	0	
10. Transfers/payments into the Collection Fund in 2022-23 in respect of a previous year's deficit	0	
11. Total Other Credits (Total lines 8 to 10)		0
OTHER RATES RETENTION SCHEME CHARGES (enter as -ve)		
12. Transitional protection payments made, or to be made, in 2022-23	-256,465	
13. Payments made, or to be made, to the Secretary of State in respect of the central share in 2022-23	-26,100,286	
14. Payments made, or to be made to, major precepting authorities in respect of business rates income in 2022-23	-5,220,057	
15. Transfers made, or to be made, to the billing authority's General Fund in respect of business rates income in 2022-23	-20,880,229	
16. Transfers made, or to be made, to the billing authority's General Fund; and payments made, or to be made, to a precepting authority in respect of disregarded amounts in 2022-23	-180,327	
17. Transfers/payments from the Collection Fund for end-year reconciliations	0	
18. Transfers/payments made from the Collection Fund in 2022-23 in respect of a previous year's surplus	-4,628,285	
19. Total Other Charges (Total lines 12 to 18)		-57,265,649
ESTIMATED SURPLUS/(DEFICIT) ON COLLECTION FUND IN RESPECT OF FINANCIAL YEAR 2022-23 - Surplus (positive), Deficit (Negative)		£
20. Opening balance plus total credits, less total charges (Total lines 1, 7, 11,19)		-1,705,562

APPORTIONMENT OF ESTIMATED SURPLUS / DEFICIT (See Note N)

	Column 1 Central Government	Column 2 Rugby	Column 3 Warwickshire County Council
21. % for distribution of prior year surplus/deficit (i.e. 2021-22)	50%	40%	10%
22. Total prior year surplus (+)/deficit (-)	-220,708	-176,566	-44,142
<i>of which:</i>			
22a. Amount deferred in respect of estimated 2020-21 surplus-deficit	-429,015	-343,212	-85,803
22b. Amount in respect of 2021-22	208,307	166,646	41,661
23. % for distribution of in-year surplus/deficit (i.e. 2022-23)	50%	40%	10%
24. In year surplus (+)/deficit (-)	-632,073	-505,658	-126,415
25. Total (total lines 22 and 24)	-852,781	-682,225	-170,556

SUPPLEMENTARY INFORMATION ON HEREDITAMENTS BEING GRANTED RELIEF FROM NATIONAL NON-DOMESTIC RATES AND THE AMOUNT OF RELIEF GRANTED

Please complete the following questions on hereditaments that were being granted relief from national non-domestic rates and the amount of relief granted

If you have any queries on completing the form please contact us with the subject heading 'NNDR1 query' by email to nndr.statistics@levellingup.gov.uk

The completed form must be returned to nndr.statistics@levellingup.gov.uk no later than 31 JANUARY 2023

Authority Name	Rugby
E-code	E3733
Contact name	Anna Baxter
Contact number	01788533421
Contact e-mail	anna.baxter@rugby.gov.uk

Ver 1.1

PART 1 : NUMBERS OF HEREDITAMENTS THAT WERE BEING GRANTED RELIEF AS AT 31 DECEMBER 2022 *

Number of hereditaments that were being granted relief as at 31 December 2022*

MANDATORY RELIEF

a. Number of hereditaments that were being granted charitable relief as at 31 December 2022*	187
b. Number of hereditaments that were being granted Community Amateur Sports Clubs relief as at 31 December 2022*	11
c. Number of hereditaments that were being granted rural general stores, post offices, public houses, petrol filling stations and food shops relief as at 31 December 2022*	3
d. Number of hereditaments that were due public lavatories relief as at 31 December 2022*	2
e. Number of hereditaments that were being granted partly occupied premises relief as at 31 December 2022*	1
f. Number of hereditaments that were being granted empty property relief as at 31 December 2022* of which:	136
i. those that are classed as "industrial property" above the exemption threshold	12
ii. those that have "listed building status"	7
iii. those that are "Community Amateur Sports Clubs"	0
iv. those that are "charities"	2
v. those where the hereditament is empty and not included in categories i to iv	106
vi. those that are classed as "non-industrial" above the exemption threshold	9

DISCRETIONARY RELIEF

g. Number of hereditaments that were being granted charitable relief as at 31 December 2022*	59
h. Number of hereditaments that were being granted non-profit making bodies' relief as at 31 December 2022*	0
i. Number of hereditaments that were being granted Community Amateur Sports Clubs relief as at 31 December 2022*	0
j. Number of hereditaments that were being granted rural shops, post offices, public houses, petrol filling stations and food shops relief as at 31 December 2022*	0
k. Number of hereditaments that were being granted other small rural businesses relief as at 31 December 2022*	0
l. Number of hereditaments within Designated Areas being granted discounts as at 31 December 2022*	0
m. Number of hereditaments subject to a S47 local discount as at 31 December 2022*	0

RELIEF FUNDED THROUGH SECTION 31 GRANT

n. Number of hereditaments receiving Rural Rate Relief as at 31 December 2022*	4
o. Number of hereditaments receiving Local Newspaper Relief as at 31 December 2022*	0
p. Number of hereditaments receiving Supporting Small Business Relief as at 31 December 2022*	18
q. Number of hereditaments that were being granted expanded retail, hospitality and leisure relief as at 31 December 2022*	337

SMALL BUSINESS RATE RELIEF

r. Number of hereditaments contributing to the small business rate relief scheme by paying the additional supplement as at 31 December 2022*	784
s. Number of hereditaments that receive a discount from the small business rate relief scheme as at 31 December 2022*	1,110
of which:	
i. Hereditaments with a rateable value between £0 and £12,000 receiving the maximum discount	1,009
ii. Hereditaments with a rateable value between £12,001 and £15,000 receiving the discount on a sliding scale	101
t. Number of hereditaments that pay only the small business rate multiplier and are not granted a small business rates relief discount as at 31 December 2022*	1,146

* The data should be as at 31 December 2022 or as soon as possible after that date.

PART 2 : ESTIMATED VALUE OF RELIEF TO BE GRANTED IN 2023-24
(enter values as -ve)

Amount of relief to be granted in 2023-24 (£)

EMPTY PROPERTY RELIEF

a. Estimated value of empty property relief to be granted in 2023-24

-1,820,092

of which:

i. Relief to be given - industrial property above the exemption threshold

-1,523,754

ii. Relief to be given - listed building status

-31,522

iii. Relief to be given - Community Amateur Sports Clubs

0

iv. Relief to be given - charities

-10,163

v. Relief to be given where the hereditament is empty and is not included in categories i to iv

-226,077

vi. Relief to be given - "non-industrial" above the exemption threshold

-28,576

SMALL BUSINESS RATE RELIEF

b. The cost of small business rate relief for properties within the billing authority area

-3,054,603

of which:

i. Hereditaments with a rateable value between £0 and £12,000 that will receive the full discount

-2,722,005

ii. Hereditaments with a rateable value between £12,001 and £15,000 that will receive the discount on a sliding scale

-332,598

DATE OF LATEST INFORMATION

Date of latest information taken into account when calculating the figures on the supplementary form

16/01/2023

Notes :

NATIONAL NON-DOMESTIC RATES RETURN - NNDR1
2023-24
Validation Checks

Ver 1.1

Local authority : Rugby E3733
 Local authority contact name : Anna Baxter
 Local authority contact number : 01788533421
 Local authority contact email address : anna.baxter@rugby.gov.uk

This sheet automatically highlights any validation queries and provides space for your explanations
 The note 'NNDR1 Validation Checks 2023-24' provides further details on the validations we carry out. Please consult this when completing this validation sheet

As well as using these to check for errors in data entry, your comments also help us to inform policy colleagues about the causes of patterns in the data, and the extent of the effect of different factors. Therefore, even if the reason for a change in a line seems obvious it is still useful for you to provide comments.

If you click on Column C you can see which line of the form the validation refers to.

Test	Data		Change		Parameters			Please comment below where required	
	VOA data	2023-24	Actual	%	Actual	%			
1	Check total RV	149,025,000	149,121,945	96,945	0%	0	2%	OK	
Mandatory Reliefs									
		2022-23	2023-24	Actual	%	Actual	%		
2	Cost SBR relief	-3,467,791	-3,054,603	413,188	12%	500,000	5%	OK	
3	Additional yield to finance SBRR	1,376,587	1,581,146	204,559	15%	50,000	5%	Comment made	Rateable value increase
4	Net cost of SBRR	-2,091,204	-1,473,457	617,747	30%	250,000	10%	Comment made	Decrease in SBR and increase in additional yield to finance SBRR
5	Cost of Charity relief	-3,559,924	-4,068,289	508,365	14%	0	10%	Comment made	Rateable value increase
6	Cost of CASC relief	-75,817	-79,950	4,133	5%	20,000	20%	OK	
7	Cost of Rural relief	-7,667	-5,303	2,364	31%	5,000	10%	OK	
8	Cost of Public lavatories relief	-4,045	-3,892	153	4%	5,000	15%	OK	
9	Cost of Partly Occupied relief	-200,000	-200,000	0	0%	75,000	20%	OK	
10	Cost of Empty property relief	-1,792,424	-1,820,092	27,668	2%	750,000	25%	OK	
Discretionary Reliefs									
		2022-23	2023-24	Actual	%	Actual	%		
11	Cost of Charity relief	-109,439	-116,609	7,170	7%	50,000	25%	OK	
12	Cost of non-profit bodies' relief	0	0	0	0%	50,000	25%	OK	
13	Cost of CASC Relief	0	0	0	0%	5,000	25%	OK	
14	Cost of rural shop relief	0	0	0	0%	5,000	25%	OK	
15	Cost of other rural relief	0	0	0	0%	5,000	25%	OK	
16	Cost of other discretionary relief	0	0	0	0%	100,000	25%	OK	
17	Class A hereditaments	0	0	0	0%	25,000	25%	OK	
18	Class B hereditaments	0	0	0	0%	0	25%	OK	
19	Cost of retail, hospitality and leisure relief ¹	-2,631,544	-2,457,581	173,963	7%	0	50%	OK	
20	Net rates payable	55,688,282	63,229,898	7,541,616	14%	0	7.5%	Comment made	Rateable value increase
Other checks									
		2022-23	2023-24	Actual	%	Actual	%		
21	Estimated repayments (Appeals provision)	-3,113,820	-3,031,009	82,811	3%	2,000,000	25%	OK	
22	Zero in surplus / deficit		-1,705,562	n/a	n/a	0	n/a	OK	
Pre-populated									
		2023-24 form	Actual	Actual					
23	Collection fund opening balance	4,186,869	4,186,869	0		0		OK	

¹ The validation for retail, hospitality and leisure relief will also flag if it has fallen by more than 10%

Number where comments are outstanding **0**

Please provide any further comments below

NATIONAL NON-DOMESTIC RATES RETURN - NNDR1
2023-24
Validation Checks

Ver 1.1

Local authority : Rugby E3733
Local authority contact name : Anna Baxter
Local authority contact number : 01788533421
Local authority contact email address : anna.baxter@rugby.gov.uk

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If you click on Column C you can see which line of the form the validation refers to.

Test	Data		Change		Parameters		Please comment below where required
	VOA data	2023-24	Actual	%	Actual	%	

NATIONAL NON-DOMESTIC RATES RETURN - NNDR1

2023-24

Supplementary data - validation checks

1.1

Local authority : Rugby E3733

Local authority contact name : Anna Baxter

Local authority contact number : 01788533421

Local authority contact email address : anna.baxter@rugby.gov.uk

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The note 'NNDR1 Validation Checks 2023-24' provides further details on the validations we carry out. Please consult this when completing this validation sheet

As well as using these to check for errors in data entry, your comments also help us to inform policy colleagues about the causes of patterns in the data, and the extent of the effect of different factors. Therefore, even if the reason for a change in a line seems obvious it is still useful for you to provide comments.

If you click on Column C you can see which line of the form the validation refers to.

Test	Data		Change		Parameters				Please comment below where required
	2022-23	2023-24	Actual	%	Actual	%			
Mandatory Reliefs									
1	Charity relief	183	187	4	2%	20	10%	OK	
2	CASC relief	11	11	0	0%	5	0%	OK	
3	Rural shop relief	4	3	-1	-25%	10	0%	OK	
4	Public lavatories relief	2	2	0	0%	15	0%	OK	
5	Partly Occupied relief	2	1	-1	-50%	10	0%	OK	
6	Empty relief	169	136	-33	-20%	100	30%	OK	
Discretionary Reliefs									
7	Charity relief	57	59	2	4%	20	10%	OK	
8	Non-profit bodies' relief	0	0	0	0%	20	0%	OK	
9	CASC Relief	0	0	0	0%	5	0%	OK	
10	Rural shop relief	4	0	-4	-100%	10	0%	OK	
11	Other rural relief	0	0	0	0%	5	0%	OK	
12	Enterprise zone granted relief	0	0	0	0%	10	0%	OK	
13	Local discount relief	0	0	0	0%	20	0%	OK	
14	Retail, hospitality and leisure relief	477	337	-140	-29%	150	15%	OK	
SBRR									
15	SBBR - contributing	758	784	26	3%	100	10%	OK	
16	SBBR - getting a discount	1,185	1,110	-75	-6%	100	10%	OK	
17	SBBR - RV between £0 & £12k	1,104	1,009	-95	-9%	100	10%	OK	
18	SBBR - RV between £12k & £15k	81	101	20	25%	50	10%	OK	
19	SBBR - just lower multiplier	1,098	1,146	48	4%	100	10%	OK	
Number of hereditaments									
		Total Hereds	Hereds included in lines 15, 16 & 19 above						
20	Number hereditaments in tests 15, 16 & 19 above compared to total number of hereditaments	3,050	3,040	-10	0%	25	10%	OK	

Number where comments are outstanding **0**

Please provide any further comments below

NATIONAL NON-DOMESTIC RATES RETURN - NNDR1

2023-24

Supplementary data - validation checks

Local authority : Rugby E3733
Local authority contact name : Anna Baxter
Local authority contact number : 01788533421
Local authority contact email address : anna.baxter@rugby.gov.uk

This sheet automatically highlights any validation queries and provides space for your explanations
The note 'NNDR1 Validation Checks 2023-24' provides further details on the validations we carry out. Please consult this when completing this validation sheet

As well as using these to check for errors in data entry, your comments also help us to inform policy colleagues about the causes of patterns in the data, and the extent of the effect of different factors. Therefore, even if the reason for a change in a line seems obvious it is still useful for you to provide comments.

If you click on Column C you can see which line of the form the validation refers to.

Test	Data		Change		Parameters	
	2022-23	2023-24	Actual	%	Actual	%

Rugby Borough Council

Climate Change and Environmental Impact Assessment

TEMPLATE – NOVEMBER 2022

CONTEXT

In 2019 the UK Parliament set a commitment in law to reach net zero carbon emissions by 2050. Achieving this target will require considerable effort with public bodies, private sector organisations, the third sector and individuals working together to take action. Rugby Borough Council declared a climate emergency in 2019, in doing so committed to:

- To move the Council's operations towards Carbon Neutrality by 2030.
- To establish action to tackle climate change as a key driver of all decision-making.
- To provide community leadership in reducing the impact of Climate Change.
- To take action to mitigate the impact of climate change on a Borough wide basis and beyond, through adaptation.

The Council's Corporate Strategy (2021-2024) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions must now be progressed through the decisions which the Council makes.

It is therefore important that Rugby Borough Council gives due regard to climate change when making decisions. In the context of the Council's business, Climate Change includes carbon emissions, biodiversity, habitat loss and environmental destruction. When putting forward recommendations for decision, officers must assess how these recommendations are likely to influence our climate change commitments by completing the following Climate Change and Environmental Impact Assessment.

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to the Deputy Chief Executive.

If you require help, advice and support to complete the form, please contact Dan Green, Deputy Chief Executive.

SECTION 1: OVERVIEW

Portfolio and Service Area	All Portfolios
Policy/Service/Change being assessed	Council Tax Determination
Is this a new or existing Policy/Service/Change?	Existing
If existing policy/service please state date of last assessment	February 2022
Ward Specific Impacts	All Wards
Summary of assessment Briefly summarise the policy/service/change and potential impacts	<p>This report presents an updated overview of the Council's General Fund revenue and capital budgets needs to be approved by Full Council as part of the budget setting process and to ensure its affordability. Which includes proposals for savings and income generation which require consideration for inclusion in the 2023/24 Final budgets and the medium term.</p> <p>This is a high-level Environmental Impact Assessment and individual assessments will be completed by services as part of their detailed savings proposals and actions will be identified to address this if relevant.</p> <p>The MTFS complements the Corporate Strategy (including the outcome that '<i>Rugby is an Environmentally Sustainable Place, where we work together to reduce and mitigate the effects of climate change</i>') by defining the financial framework within which these priorities will be delivered. It outlines the factors which are expected to drive future costs and sets out the funding projections and our strategy for addressing the transformation/savings targets across the period of the strategy.</p>
Completed By	Jon Illingworth
Authorised By	Dan Green
Date of Assessment	10 February 2023

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There are no direct energy usage implications from this report, however energy usage remains one of the Council's biggest sources of GHG emissions.	Ongoing assessment of improved energy efficiency and green sources of energy to be progressed	William Winter	
Fleet usage	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There are no direct fleet implications from this report, however vehicles remain one of the Council's biggest emitters of GHG. The current limitations of carbon reducing/zero technology including electric vehicles and charging provision mean that most of the vehicles procured will have an internal combustion engine suitable for diesel fuel.	Ongoing assessment of sustainable solutions such as low/ zero emission vehicles. Where low/ zero carbon options are available and suitable for the task required, they will be procured. Feasibility of other fuel sources which may reduce the Council's Carbon footprint will be continually assessed. Journeys must be delivered in the most efficient manner possible. Consideration must be given to the size of the Council's fleet, ensuring that it is reduced as appropriate	Anton Cuscito	

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Sustainable Transport/Travel (customers and staff)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There are no direct sustainable travel implications arising from this report.	N/A	N/A	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Through its procurement processes, can engage key stakeholders involved in the commissioning, designing, specifying, procuring and managing of requirements, to apply climate change requirements in a relevant and proportionate manner. Considering the potential for carbon reduction as early as possible in the process can effectively mobilise procurement to deliver relevant local and climate change priorities.	The development of the Procurement and Accounts Payable Strategy 2023-2027 will ensure that environmental impact informs future procurement activity. Environmental Impact Assessment and individual assessments will be completed by services as part of their individual procurement plans.	Catrina Rimen	
Community leadership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There are no direct community leadership implications arising from this report, however in approving additional funds towards the climate change reserve, the council will be better placed to meet the	N/A	N/A	

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				objectives of its climate change strategy			
Biodiversity and habitats	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There are no direct implications for biodiversity and habitats arising from this report, however in delivering core services, the Council will take all opportunities to increase biodiversity and support nature's recovery.	Ensure consideration of all opportunities to increase and support nature's recovery.	Tom Kittendorf	
Adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There are no direct adaptation implications arising from this report, however detailed a climate risk assessment and adaptation plan will be brought forward through the financial year.	Detailed a climate risk assessment and adaptation plan to be brought forward	Dan Green	
Impact on other providers/partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There are no direct implications on other providers/ partners arising from this report,	N/A	N/A	

SECTION 3: REVIEW

Where a negative impact is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review date	February 2024
Key points to be considered through review	
Person responsible for review	
Authorised by	

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Equality Impact Assessment

Service Area	Finance and Performance
Policy/Service being assessed	Council Tax Determinisation 2023/24
Is this is a new or existing policy/service?	Existing
If existing policy/service please state date of last assessment	February 2022
EqlA Review team – List of members	Jon Illingworth
Date of this assessment	10 February 2023
Signature of responsible officer (to be signed after the EqlA has been completed)	Jon Illingworth

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

If you require help, advice and support to complete the forms, please contact Minakshee Patel, Corporate Equality and Diversity Advisor via email: minakshee.patel@rugby.gov.uk or 01788 533509

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	To determine the amount of Council Tax for the 2023/24 financial year
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	It is a statutory requirement to set the Council Tax annually for the following financial year. The Council Tax is the most significant individual source of overall funding for the Council.
(3) What are the expected outcomes you are hoping to achieve?	To set an appropriate level of Council Tax for 2023/24 to enable a balanced budget to be achieved for the year.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	All residents of the borough will be affected.
<u>Stage 2 - Information Gathering</u>	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?	N/A

<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>There has been no formal consultation. However, there have been prior budget setting reports to Cabinet as part of the 2023/24 budget setting cycle. A total of three papers went to Cabinet in October 2022, and, January and February 2023. In addition, the announcement of the Local Government Finance Settlement 2023/24 will have informed the government financing for future years.</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>N/A</p>		
<p><u>Stage 3 – Analysis of impact</u></p>			
<p><u>(1) Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination? If yes, identify the groups and how they are affected.</p>	<p>RACE</p>	<p>DISABILITY</p>	<p>GENDER</p>
	<p>MARRIAGE/CIVIL PARTNERSHIP</p>	<p>AGE</p>	<p>GENDER REASSIGNMENT</p>
	<p>RELIGION/BELIEF</p>	<p>PREGNANCY MATERNITY</p>	<p>SEXUAL ORIENTATION</p>

<p><u>(2) Cross cutting themes</u></p> <p>(a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	<p>No</p> <p>No</p>
<p>(3) If there is an adverse impact, can this be justified?</p>	<p>N/A</p>
<p>(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)</p>	<p>The Council will be receiving a government funding allocation of £134,000 to reduce bills for current working age and pension age Local Council Tax Support claimants by up to £25. The remainder of the allocation can be used, as we see fit, to support vulnerable households with council tax bills.</p> <p>This is a high level EqIA and individual EqIA's will be completed by services as part of their detailed savings proposals and actions will be identified to address this if relevant.</p>
<p>(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?</p>	<p>All residents are affected by the Council Tax determination. Individual bills will be determined by the personal circumstances of each resident as well as where they live within the borough (e.g. single person discount, living in the town area or a parish etc.).</p>
<p>(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?</p>	<p>N/A</p>
<p>(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?</p>	<p>N/A</p>

<p><u>Stage 4 – Action Planning, Review and Monitoring</u></p>																														
<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1" data-bbox="889 536 2130 764"> <thead> <tr> <th data-bbox="889 536 1135 612">Action</th> <th data-bbox="1135 536 1382 612">Lead Officer</th> <th data-bbox="1382 536 1628 612">Date for completion</th> <th data-bbox="1628 536 1874 612">Resource requirements</th> <th data-bbox="1874 536 2130 612">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>Carry out a EqlA in February 2024 for 2024/25 Council Tax determination.</p>																													

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on (date of assessment) and will be reviewed in February 2024.’

Agenda No 7(b)

AGENDA MANAGEMENT SHEET

Report Title:	UK Shared Prosperity Fund Year 1 Update
Name of Committee:	Council
Date of Meeting:	22 February 2022
Report Director:	Chief Officer – Growth and Investment
Portfolio:	Growth and Investment
Ward Relevance:	All wards
Prior Consultation:	Internal consultation with Leadership Team, Finance, Legal, Corporate Performance and Risk and Equalities.
Contact Officer:	Nicola Smith – Chief Officer Growth and Investment
Public or Private:	Public
Report Subject to Call-In:	No
Report En-Bloc:	No
Forward Plan:	No
Corporate Priorities:	This report relates to the following priority(ies): <input checked="" type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input checked="" type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024
(C) Climate (E) Economy (HC) Health and Communities (O) Organisation	
Summary:	The purpose of this report is to make recommendations for the reallocation of Year 1 spend previously approved at Council on the 23 rd November 2022 for digital signage in Rugby Town Centre.

Financial Implications:	The financial implications can be found in section 4 of the report detailing the proposed schemes to be funded in place of the previously approved digital signage.
Risk Management/Health and Safety Implications:	If funding for Year 1 is not re-allocated and committed by 31 st March 2023 then the Government may not release funds allocated for year 2 and 3.
Environmental Implications:	A Climate Change and Environmental Impact Assessment has been completed and is attached as an appendix. There is a positive impact on energy usage.
Legal Implications:	None as a direct result of this report.
Equality and Diversity:	An Equality Impact Assessment has been completed and is attached as an appendix. There is a positive impact on people with disabilities.
Options:	<p><u>Option 1</u> Agree the re-allocate of the funding previously allocated for digital signage as set out in the report</p> <p><u>Option 2</u> Not agree the re-allocation of the funding as set out in the report</p>
Recommendation:	<ol style="list-style-type: none"> 1. The reallocation of the proportion of UK Shared Prosperity Fund previously agreed for Digital Signage as set out in the report be approved; and 2. delegated authority be given to the Chief Officer for Finance and Performance in consultation with the Chief Officer for Growth and Investment to make any other minor changes to the spend to ensure that all money is spent by the end of the financial year.
Reasons for Recommendation:	To enable the Borough Council to use the funding provided by Government to deliver levelling up schemes which also deliver on the aims of the Corporate Strategy.

Council - 22 February 2022

UK Shared Prosperity Fund Year 1 Update

Public Report of the Chief Officer – Growth and Investment

Recommendation

1. The reallocation of the proportion of UK Shared Prosperity Fund previously agreed for Digital Signage as set out in the report be approved; and
2. delegated authority be given to the Chief Officer for Finance and Performance in consultation with the Chief Officer for Growth and Investment to make any other minor changes to the spend to ensure that all money is spent by the end of the financial year.

1. Background

- 1.1 In April 2022 the Government announced a new fund to support its levelling up agenda. The UK Shared Prosperity Fund (UKSPF) is a 3 year fund to replace the monies which used to come from the European Union such as the European Social Fund (ESF) and European Regional Development Fund (ERDF). The prosperity fund is centred around 3 investment priorities Community and Place, Supporting Local Business and People and Skills.
- 1.2 Council on 19 July 2022 approved the general areas of spend across the 3 years which formed part of the Council's Investment Plan which was then submitted to Government on 1 August 2022.
- 1.3 The Council received the funds for year 1 on 31st January 2023. This money has to be spent or committed by the 31st March 2023. If it not spent or committed then the Government could withhold spend in years 2 and 3.

2. Year 1 Capital Spend

- 2.1 The funding allocated for Year 1 is £370,500 of which £345,680 is allocated to capital projects which were agreed at Council on 23rd November 2022.
- 2.2 The digital signage original proposed by the Council was to support and raise the profile of activity in the town centre in support of levelling up intervention E1 – Funding for improvements to town centres and high streets, including better accessibility for disabled people.
- 2.3 In January 2023 British Telecom Group (BT) submitted planning applications to install six Street Hubs within Rugby town centre. The proposed Street Hubs are similar to the digital signage boards proposed as part of the capital

schemes in Table 1, however they will have wider functionality and be maintained by BT.

2.4 BT's Street Hubs provide

- Free advertising space for Councils,
- Free wifi for the town centre,
- Local information and navigation,
- Phone charging points as well as the ability to make free UK landline and mobile phonecalls.
- Air quality monitors

2.5 As BT have the intention of installing six Smart Hubs within Rugby town centre, notwithstanding the need for planning approval, it is considered unwise for the Council to spend a large proportion of Year 1 UKSPF monies on a digital signage project, which could duplicate a product that is likely to be provided in the town centre by an external party delivering signage that has additional benefits.

2.6 It is therefore proposed that the £120,000 allocated for digital signage is reallocated to other projects that will bring a benefit to Rugby Town Centre, meeting the Government's levelling up objectives by investing in community and place and supporting local businesses.

3. New Projects

3.1 The Corporate Strategy seeks to develop and promote our town centre as a place to live, work and socialise. The newly adopted Town Centre Regeneration Strategy sets out the Council's Vision for the town centre. One of the short term recommendations of the Strategy is to deliver a meanwhile use programme to encourage footfall and activity in the town centre.

3.2 The cross party working groups held in summer 2022 considered the delivery of a new operator for Rugby Markets along with public realm improvements and an increased events programme as way in which the Council could meet the objectives of meanwhile use. It is therefore proposed that remaining spend of UKSPF be allocated to fund these meanwhile uses.

Rugby Market £31,260

3.3 The Council's Investment Plan set out plans to invest in the market. Due to ongoing negotiations with a new 3rd party operator this was not put forward as a year 1 project. A new operator took over the market on the 3rd February 2023, the existing market stalls are the property of Rugby First and following inspection needed significant improvement and did not have the capacity to be linked together.

3.4 New market stalls are therefore required to be purchased, as at present the stalls used are those provided by CJ Events, however this is only a temporary arrangement. It is therefore proposed that some of the reallocated money could be spent on the provision of new market stalls which would lift the appearance of the market, and in turn the appearance of the town centre

along with supporting local businesses who wish to trade from market stalls. A set of 30 new stalls plus a trailer to transport them to and from the market would cost £31,260.

- 3.5 The provision of market stalls would deliver on UKSPF Investment Priority, Supporting Local Businesses specially E16 Investment in open markets and improvements to town centre retail and service sector infrastructure with wrap around support for small businesses.

Events £79,730

- 3.6 In 2023 there are two significant events that the Council has already committed to supporting, the first being the Bicentenary of the game of rugby and the second being the Coronation of King Charles III. A number of events across the town centre will be taking place which it is hoped will bring residents into the town. To support the delivery of these events a range of capital and revenue spend is proposed to deliver public realm improvements to our key areas of public realm that being Caldecott Park and the pedestrian areas around the shops and other businesses. Additional lighting and electricity for big screens will provide an improved visitor experience to Caldecott Park whilst tourist trails, public art and town dressing through flags and banners will improve the appearance of the town centre and help the town celebrate and commemorate these two key events.
- 3.7 The improvements to public realm and provision of events would deliver on UKSPF Investment Priority Communities and Place specifically E1 – Funding for improvements to town centres and high streets, including better accessibility for disabled people.

4. Financial Implications

- 4.1 The table below set out the additional projects proposed by this report to ensure that the full allocation is spent.

Description	£	
Digital signage no longer required	(120,000)	Capital
Market Stalls & Trailer	31,263	Capital
Improvements to Caldecott Park	34,923	Capital
Rugby Bicentenary Banners & Flags	25,406	Revenue
Crown Trail	6,500	Revenue
Festoon Lights 5*100m	4,905	Revenue
Bicentenary Ball	4,000	Revenue
Bicentenary Female Statue	3,000	Revenue
Remaining budget to be spent	£10,000	

- 4.2 The table above shows that there is £10,000 remaining to be spent in the re-allocation of the digital signage money. Under the delegated authority granted as part of the Council resolution in November the Chief Officer for Finance and Performance and the Chief Officer for Growth and Investment will ensure

that this money is reallocated to other projects that meet the requirements of the UKSPF.

- 4.3 It should also be noted that of the committed year 1 schemes previously agreed by Council in November there is a further underspend of £18,540 as the projects have been delivered under budget. Under the delegated authority granted as part of the Council resolution in November the Chief Officer for Finance and Performance and the Chief Officer for Growth and Investment will ensure that this money is reallocated to other projects that meet the requirements of the UKSPF.

5. UKSPF Local Partnership Group

- 5.1 For the purposes of UKSPF the Council is the Local Lead Authority (LLA). The LLA is responsible of convening a Local Partnership Group (LPG).
- 5.2 The list below is a guide for the types of groups that should be represented on the LPG. The precise composition will be for each place to determine, based on their needs and what measures they wish to tackle in their Investment Plan but could include the following:
- Representatives from the Lead Local Authority
 - Local businesses and investors
 - Business support providers or representatives,
 - Local partnership boards and strategic bodies where relevant
 - Voluntary, sector social enterprise and civil society organisations,
 - Rural representatives unless there are no rural communities within the area
 - Education and skills providers – for example higher education institutions and further education colleges, adult learning providers
 - Employment experts and providers – for example Jobcentre Plus representatives and employment related service providers
 - Public health representatives
 - Police and crime representatives (such as Police and Crime Commissioners where relevant)
 - Members of Parliament where appropriate

The Purpose of a Local Partnership Group

- 5.3 The purpose of the LPG is to bring together local stakeholders in the borough to provide advice, guidance and recommendations on the strategic fit and deliverability of the UKSPF.

As the Local Lead Authority the Council will be responsible for:

- Overseeing the defrayal of funding and managing the delivery of the final, agreed Investment Plan.
- Agreeing with central government the level and detail of information required to monitor the progress of UKSPF implementation against spend, milestones, interventions, outputs and results agreed in the Investment

- Plan, recommending remedial actions where necessary and relating progress to local indicators.
- Reporting progress and feeding into national monitoring as directed by central government.
- Informing and overseeing programme evaluation at the local level, in line with the agreed national arrangements.
- Ensuring that there are clear governance and/or working arrangements within the local area.
- Working with adjacent Local Authorities to agree arrangements for commissioning joint projects.

Objectives of the Local Partnership Group

- Encourage the development of pipeline projects that meet the needs as set out in the Investment Plan
 - Review and engage in project assessment and approval
 - Engage in community grant applications
 - Monitor project delivery including outputs and outcomes as per central government requirements
 - Act as a conduit to engage with local education providers, organisations, partnerships, voluntary groups, community and faith groups and businesses
 - Develop communications, liaising with local communities and ensuring consistency and clarity of messaging
- 5.4 A further report will be brought back to Members regarding the details and options on establishing a Local Partnership Group in Rugby.

6. Options Available

- 6.1 Taking the above into account, two options are proposed for the consideration of Members, namely:

Option 1

Agree the spend as set out in the report

Option 2

Not agree the spend as set out in the report

7. Conclusion and Recommendation

- 7.1 It is recommended that the capital spend previously agreed for digital signage is re-allocated to the purchase of new market stalls and the improvements to public realm to support public events. This will allow the capital schemes to be commenced or procured and to ensure that they are delivered by the 31 March 2023. The UKSPF will ensure that the Council can deliver on its Corporate Plan commitments and deliver for the residents of Rugby.

Name of Meeting: Council

Date of Meeting: 22 February 2023

Subject Matter: UK Shared Prosperity Fund Year 1 Update

Originating Department: Growth and Investment

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	Report to Council 23 rd November 2022

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

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,
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2. The characteristics protected by the Equality Act are:
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 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sex/gender
 - sexual orientation
3. In addition to the above-protected characteristics, you should consider the crosscutting elements of the proposed policy, such as impact on social inequalities and impact on carers who look after older people or people with disabilities as part of this assessment.
4. The Equality Impact Assessment (EqIA) document is a tool that enables RBC to test and analyse the nature and impact of what it is currently doing or is planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. The questions will enable you to record your findings.
6. Where the EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. Once completed and signed off the EqIA will be published online.
8. An EqIA must accompany all **Key Decisions** and **Cabinet Reports**.
9. For further information, refer to the EqIA guidance for staff.
10. For advice and support, contact:
Minakshee Patel
Corporate Equality & Diversity Advisor
minakshee.patel@rugby.gov.uk
Tel: 01788 533509

Equality Impact Assessment

Service Area	Growth & Investment
Policy/Service being assessed	UK Shared Prosperity Fund (UKSPF) Capital Spend Year 1
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	No. Council approved the general areas of spend across the three years at Council.
EqlA Review team – List of members	Helen Nightingale
Date of this assessment	13/02/2023
Signature of responsible officer (to be signed after the EqlA has been completed)	Helen Nightingale

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

If you require help, advice and support to complete the forms, please contact Minakshee Patel, Corporate Equality & Diversity Advisor via email: minakshee.patel@rugby.gov.uk or 01788 533509

Details of Strategy/ Service/ Policy to be analysed

Stage 1 – Scoping and Defining

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

The purpose of the report is to make recommendations on Year 1 projects to spend UK Shared Prosperity Fund Monies in place of the previously approved digital signage

<p>(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?</p>	<p>The Delivery of the alternative Year 1 capital projects for the UKSPF has the ability to contribute to several corporate priorities:</p> <ul style="list-style-type: none"> • Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change • Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents • Residents live healthy, independent lives, with the most vulnerable protected. • Rugby Borough Council is a responsible, effective and efficient organisation. <p>These priorities can be met by the purchase of market stalls, supporting local businesses with investment in the market, supporting the recent appointment of a new market provider.</p> <p>Investment in two significant events for 2023, the Bicentenary of the game of rugby and the Coronation of King Charles III to support the delivery of events and increasing footfall in the town centre.</p> <p>To support the delivery of these events a range of capital and revenue spend is proposed to deliver public realm improvements to our key areas of public realm that being Caldecott Park and the pedestrian areas around the shops and other businesses. Additional lighting, electricity for big screens will provide an improved visitor experience to Caldecott Park whilst tourist trails, public art and town dressing through flags and banners will improve the appearance of the town centre and help the town celebrate and commemorate these two key events.</p> <p>The improvements to public realm and provision of events provide improvements to town centres and high streets, including better accessibility for disabled people.</p>
<p>(3) What are the expected outcomes you are hoping to achieve?</p>	<p>To improve the physical environment of Rugby Town Centre for its residents and businesses and to encourage Rugby as a destination to boost its economy.</p>

<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>The spending of the fund may affect customers or the wider community.</p>
<p><u>Stage 2 - Information Gathering</u></p>	<p>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, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>
<p>(1) What does the information tell you about those groups identified?</p>	<p>No analysis has been undertaken as this is a grant from Government and it has not been feasible to get data as the fund has a time limit to be spent.</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>Public consultation on the Bi-Centenary of the game of Rugby public realm improvements and the festival lights was undertaken in June and reported back to Council 19th July.</p> <p>At July 19th Council, Members agreed the scope of the year 1 capital spend to benefit the local business, resident and visiting population by:</p> <p>Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.</p> <p>Funding for local sports facilities, tournaments, teams and leagues; to bring people together.</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>N/A</p>
<p><u>Stage 3 – Analysis of impact</u></p>	

<p>(1) Protected Characteristics From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination? If yes, identify the groups and how they are affected.</p>	<p>RACE No</p>	<p>DISABILITY Yes</p>	<p>GENDER No</p>
	<p>MARRIAGE/CIVIL PARTNERSHIP No</p>	<p>AGE No</p>	<p>GENDER REASSIGNMENT No</p>
	<p>RELIGION/BELIEF Yes</p>	<p>PREGNANCY MATERNITY No</p>	<p>SEXUAL ORIENTATION No</p>
<p>(2) Cross cutting themes (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?</p>	<p>Yes. The holding of events within the town centre will be accessible for all, including public realm improvements to ensure all can enjoy the town centre and Caldecott Park.</p>		
<p>(3) If there is an adverse impact, can this be justified?</p>	<p>N/A</p>		
<p>(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)</p>	<p>N/A</p>		
<p>(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?</p>	<p>Proposals intend to fund improvements to town centres and high streets, including better accessibility for disabled people.</p>		

(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?	The proposals intend to fund improvements to town centres and high streets, to promote good relations between groups.
(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	No

<u>Stage 4 – Action Planning, Review & Monitoring</u>																					
<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1" data-bbox="875 831 2107 1061"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>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> </tbody> </table>	Action	Lead Officer	Date for completion	Resource requirements	Comments															
Action	Lead Officer	Date for completion	Resource requirements	Comments																	
(2) Review and Monitoring State how and when you will monitor policy and Action Plan	After the year 1 UKSPF fund is spent, years 2 and 3 will also need to be evaluated and the success of year 1's spend will be evaluated to see if it achieved what it intended. Football camera installation will also enable effective monitoring of the improvements to the town centre by recording the numbers of people visiting Rugby Town Centre.																				

Please annotate your policy with the following statement:

'An Equality Impact Assessment on this policy was undertaken on 13th February 2023 and will be reviewed on 31st March 2025.

Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

In 2019 the UK Parliament set a commitment in law to reach net zero carbon emissions by 2050. Achieving this target will require considerable effort with public bodies, private sector organisations, the third sector and individuals working together to take action. Rugby Borough Council declared a climate emergency in 2019, in doing so committed to:

- To move the Council's operations towards Carbon Neutrality by 2030.
- To establish action to tackle climate change as a key driver of all decision-making.
- To provide community leadership in reducing the impact of Climate Change.
- To take action to mitigate the impact of climate change on a Borough wide basis and beyond, through adaptation.

The Council's Corporate Strategy (2021-24) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions must now be progressed through the decisions which the Council makes.

It is therefore important that Rugby Borough Council gives due regard to climate change when making decisions. In the context of the Council's business, Climate Change includes carbon emissions, biodiversity, habitat loss and environmental destruction. When putting forward recommendations for decision, officers must assess how these recommendations are likely to influence our climate change commitments by completing the following Climate Change and Environmental Impact Assessment.

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to the Deputy Executive Director.

If you require help, advice and support to complete the forms, please contact Dan Green, Deputy Executive Director.

SECTION 1: OVERVIEW

Portfolio and Service Area	Growth and Investment
Policy/Service/Change being assessed	UK Shared Prosperity Fund (UKPF) – Capital Spend Year 1
Is this a new or existing Policy/Service/Change?	This is a new Government funding source. Council approval has been given for the general areas of spend across the next 3 years as of 19 th July 2022.
If existing policy/service please state date of last assessment	None.
Ward Specific Impacts	Borough wide.
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	<p>The UKSPF is centred around three investment priorities Community and Place, Supporting Local Business and People and Skills. Year one capital spend is centred around funding for improvements to town centres, to bring people together through local sports facilities.</p> <p>The projects outlined have given consideration to the Council's Climate Change Strategy, whilst also benefitting the Borough's residents.</p>
Completed By	Helen Nightingale - Major Projects & Economic Development Manager
Authorised By	Nicola Smith – Chief Officer for Growth & Investment
Date of Assessment	13 th February 2023

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Items listed in proposed capital spend will improve energy efficiency		Nicola Smith	2022/2023
Fleet usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable Transport/Travel (customers and staff)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Community leadership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Biodiversity and habitats	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Adaptation/Mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Impact on other providers/partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 3: REVIEW

Where a negative impact is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review date	None
Key points to be considered through review	No negative impacts have been identified at this stage.
Person responsible for review	Helen Nightingale - Major Projects & Economic Development Manager
Authorised by	Nicola Smith – Chief Officer for Growth & Investment