



THE RUGBY BOROUGH COUNCIL

An ordinary meeting of the Rugby Borough Council will be held via Microsoft Teams at 6.00pm on Tuesday 23 February 2021.

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

Mannie Ketley
Executive Director

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Apologies for absence.

2. Minutes.

To approve the minutes of the special meeting of Council held on 2 February 2021.

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) Cabinet – 4 January 2021

- (1) Corporate Strategy 2021-24 – Leader of the Council.

(b) Cabinet – 1 February 2021

- (1) Finance and Performance Monitoring 2020/21 – Quarter 3 – Corporate and Resources Portfolio Holder.

- (2) Preventing Homelessness in Warwickshire: A Multi-Agency Approach – Communities and Homes Portfolio Holder.

(c) Audit and Ethics Committee – 26 January 2021

- (1) Treasury Management Strategy incorporating the Annual Investment Strategy.

7. To receive and consider the Reports of Officers.

- (a) Council Tax Determination 2021/22 – to receive the report of the Chief Financial Officer.

8. Notices of Motion pursuant to Standing Order 11.

- (a) “The £20 weekly boost to Universal Credit is a lifeline that is keeping many individuals and families in Rugby afloat at this difficult time. The pandemic has caused immense economic pressure to those on a low income, and if the £20 boost is withdrawn these people will sink below the poverty line.

Because of the continuing and unprecedented economic pressure that Covid has caused for some of our residents, we urge Rugby Borough Council to write to Central Government to demand that the £20 weekly boost to Universal Credit payment is retained.”

Proposer: Councillor Mrs Brown

Secunder: Councillor Mistry

- (b) “This council recognises the increase in flooding in the Borough and the probability that this will continue to increase in severity as global warming and rainfall become more prevalent. It is essential that new build homes and local facilities are protected from future flooding and that flood plains are developed to cope with the increase. This is demonstrated by the facilities at the Elliotts Field shopping centre and the good use of the car park to accommodate flooding from the River Avon and the River Swift.

We ask that this issue is reviewed by the Scrutiny Committee, looking at the way in which flooding in the Borough is managed and how this can be improved. A report then be brought to Cabinet and Council for consideration.”

Proposer: Councillor Ms Robbins
Seconder: Councillor Poole

(c) “Covid 19 has had a major negative impact on people’s health, wealth and wellbeing throughout the world. In response to the pandemic, our national government has begun the roll out of vaccination and testing centres throughout England.

With the exception of the two hospital sites in the county, the Rugby centre has delivered more vaccines than any other in Warwickshire “(*Rugby Advertiser* 21.01.2021). In addition, the feedback from individuals who have attended both Locke House, and the testing centre in Edward Street is extremely complimentary, with many commenting on the professionalism of the staff and volunteers, the Covid security of the facilities and how well organised everything was.

This motion calls for the Council to formally acknowledge the excellent progress our local vaccination centre, Locke House, and the testing centre, have made by recording a sincere thank you to all concerned. When so much of the news around Covid 19 is not good, we feel that such positive news should be celebrated.”

Proposer Councillor Mrs Allanach
Seconder Councillor Miss Dumbleton

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 Committees’ 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 1 of Schedule 12A of the Act.”

PART 2 – EXEMPT INFORMATION

1. To receive the private report of Cabinet which has met since the last meeting of the Council and to pass such resolutions and to make such orders thereon as may be necessary:

(a) Cabinet – 4 January 2021

- (1) Election of Mayor and Appointment of Deputy Mayor 2021/22 – Corporate Resources Portfolio Holder.

DATED THIS 11th day of February 2021

To: The Mayor and Members of Rugby Borough Council

QUESTIONS AT COUNCIL

A Councillor may ask a Question at the meeting by giving notice in writing of the Question to the Executive Director no later than midday on Wednesday 17 February 2021. The rules relating to Questions are set out in Standing Order 10 of Part 3a of the Constitution.

REPORT OF CABINET

4 January 2021

PRESENT:

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

Councillors Beame, Brader, Douglas, Gillias, Miss Lawrence, Mrs O'Rourke, Picker, Roodhouse, Sandison and Srivastava were also in attendance.

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

1. CORPORATE STRATEGY 2021-2024

Cabinet considered a report concerning the Council's proposed corporate strategy for 2021-2024.

Recommendation of Cabinet

Cabinet decided that -

(1) the Executive Director, in consultation with the Leader, be granted delegated authority to make necessary changes to the Corporate Strategy 2021-24, prior to it being brought to Full Council; and

(2) a final draft of the Corporate Strategy 2021-24 be brought to Full Council in February 2021 for adoption.

Final version for adoption

No further changes have been made to the content of the draft strategy since the publication of the Cabinet agenda. The final draft of the Corporate Strategy, as at Appendix 1 to this report, shows the document with artwork.

It is, therefore, recommended to Council that the final draft of the Corporate Strategy, as at Appendix 1 to this report, be approved and adopted.

Recommended that – the final draft of the Corporate Strategy, as at Appendix 1 to this report, be approved and adopted.

**COUNCILLOR S LOWE
CHAIRMAN**



Corporate Strategy 2021-2024

#RightForRugby

Welcome

I am pleased to introduce Rugby Borough Council's Corporate Strategy. This strategy will shape and direct the work of local public services in the borough of Rugby for the next three years.

I am passionate about Rugby. I am proud of the borough's diverse communities, our vibrant charity and not for profit sector, our environmental assets, and our businesses. I recognise how these contribute to making Rugby a place that offers a high quality of living.^[1]

As we collectively respond to, and then recover from the Covid-19 pandemic, we will build on these strengths. Rugby will remain a welcoming and rewarding borough to live, to socialise and to do business long into the future.

We have developed ambitious commitments to focus on climate change and the environment, on our economy, and on health and wellbeing. We will deliver the jobs, homes, and infrastructure our borough needs. To support these objectives, we have also made some organisational commitments that will help us prioritise and redirect resources. These are the things that are right for Rugby.

We commit to keeping our communities up to date on our progress, and to publishing an annual review.

We all have an active, positive, and influential role in shaping the borough's future. There are many challenges ahead of us. However, we will maintain our focus on doing what's right for Rugby and work with our communities to achieve our goals.

Cllr Seb Lowe
Leader of Rugby Borough Council

[1] Halifax Quality of Life Survey 2020





Climate

Outcome 1:
"Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change"



Health & communities

Outcome 3:
"Residents live healthy, independent lives, with the most vulnerable protected"

Economy

Outcome 2:
"Rugby has a diverse and resilient economy that benefits all residents"



Organisation

Outcome 4:
"Rugby Borough Council is a responsible, effective and efficient organisation"



PRIORITY OUTCOMES

To do what's Right for Rugby

Our Corporate Values



Have zero net carbon emissions by 2030.

Work together to further improve the Borough's connectivity and encourage greener travel.



Promote and encourage green and sustainable businesses within the Borough.

Reduce resident's and businesses' impact on the environment and help them adapt to the consequences of climate change.

Link places together with good quality Green Infrastructure and improve biodiversity across the Borough.



Build environmentally sustainable homes, including within our own housing stock.



OUTCOME 1: CLIMATE

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

The Council has declared a climate emergency and formed a cross party climate working group to lead on this work. We will work with residents, businesses and partners to improve the environmental sustainability of the council and lead the Borough through a green recovery and into a greener future.

To achieve this, we will:

Promote the Borough of Rugby as a place to do business.

Help businesses thrive and provide jobs for our residents.

Develop and promote our town centre as a place to live, socialise and work.

Encourage and support sustainable economic growth, consistent with our social and environmental priorities.

Make sure that residents have the skills they need to meet local demand.

OUTCOME 2: ECONOMY

Rugby has a diverse and resilient economy that benefits all residents

We want businesses to grow, individuals to prosper and places to thrive.

We are developing an ambitious Economic Strategy that will define our work to help the Borough recover from the economic impact of Covid-19 by investing in our businesses, by developing skills, by embracing new technology and by improving infrastructure.

To achieve this, we will:

Nurture and support independent shops.

Regenerate neighbourhoods that need support and build communities that sustain change.



OUTCOME 3: HEALTH AND COMMUNITIES

Residents live healthy, independent lives, with the most vulnerable protected

We want to ensure that Rugby continues to be a good place to live, with all residents having the access to opportunities, services and the support that they need to live well.

We are used to working with statutory partners, the third sector and communities in delivering improvement. Through our recovery from Covid 19 and beyond, we will work with, and empower, our communities to share the responsibility of ensuring that Rugby continues to thrive.

To achieve this we will:

Make sure that our communities are safe.

Make sure that residents are proud of their community and their borough.

Develop and tailor services to meet local needs, with a focus on prevention and early intervention.

Support residents who are, or are at risk of being, homeless or sleeping rough.



Support residents to lead active lives, with high quality, accessible green space and recreational facilities.

Make sure that residents of rugby have access to high quality, affordable, and environmentally sustainable homes.

Promote, encourage and celebrate diversity and inclusion, to ensure that rugby is a place where everyone feels welcome.

OUTCOME 4: ORGANISATION

Rugby Borough Council is a responsible, effective and efficient organisation

We will continue to manage our finances well, embrace innovation, value our people and deliver high quality services.

Even through the various challenges facing our organisation, our services will be efficient, customer focused, and delivered with openness and transparency.

To achieve this we will:

Embrace digital opportunities and nurture a culture of innovation.

Set robust, comprehensive and achievable budgets, exploring all avenues of income to meet our financial targets.

Maintain robust systems of governance that ensure fairness, accountability, and transparency.

Ensure that our organisational structure and methods of working are agile, efficient and effective.

Undertake commercial activities in the open market, where it is sustainable and responsible to do so.

Make best use of data and customer insight when to design services and interventions.

Treat taxpayers' money with respect and ensure that our high-quality services demonstrate value for money.

Provide residents with the service they need when they need it.



Would you like to know more?

www.rugby.gov.uk

 @RugbyBoroughCouncil

 @rugbybc

#RightForRugby

REPORT OF CABINET

1 February 2021

PRESENT:

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

Councillors Mrs A'Barrow, Beame, Mrs Brown, Cranham, Gillias, Miss Lawrence, Lewis, Mistry, Mrs O'Rourke, Roodhouse, Sandison and Srivastava were also in attendance.

Note: An electronic version of the Cabinet reports referred to below can be found [here](#).

1. FINANCE AND PERFORMANCE MONITORING 2020/21 – QUARTER 3

Cabinet considered a report concerning the Council's anticipated financial and performance position for 2020/21 based on data as at 31 December 2020 together with proposed budget adjustments for 2020/21 as required under the Council's Financial Standing Orders.

Recommendation of Cabinet

Cabinet decided that it be recommended to Council that -

- (1) General Fund and HRA capital budget carry forwards to 2021/22 of £14.083m as detailed in section 7 be approved;
- (2) General Fund revenue budget carry forwards to 2021/22 of £0.265m as detailed in section 7 be approved;
- (3) a supplementary general fund capital and revenue budgets of £0.562m for 2020/21 detailed in section 6 be approved; and
- (4) a HRA capital virement of £1m for 2020/21 be approved from the Rounds Garden capital scheme to the Rounds Gardens Demolition Costs scheme as detailed in section 6 and of that £0.25m be carried forward to 2021/22 as detailed in section 7 be approved.

Recommended that – the recommendation of Cabinet be approved.

2. PREVENTING HOMELESSNESS IN WARWICKSHIRE: A MULTI-AGENCY APPROACH

Cabinet considered a report concerning the proposed adoption of a county-wide strategy, 'Preventing Homelessness'.

Recommendation of Cabinet

Cabinet decided to recommend to Council that -

- (1) the strategic vision and recommendations within the strategy; Preventing Homelessness in Warwickshire: a multiagency approach be approved; and
- (2) the Homelessness Strategic Group be supported to develop the action plan underpinning these recommendations and continue to work towards preventing homelessness in 2021/22.

Recommended that – the recommendation of Cabinet be approved.

**COUNCILLOR S LOWE
CHAIRMAN**

REPORT OF AUDIT AND ETHICS COMMITTEE

26 January 2021

PRESENT:

John Eves (Vice-Chairman in the Chair), Councillors McQueen, Mistry and Pacey-Day.

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

1. TREASURY MANAGEMENT STRATEGY INCORPORATING THE ANNUAL INVESTMENT STRATEGY

Audit and Ethics Committee considered a report concerning the Treasury Management Strategy and 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 A4 of strategy).
- (3) the updated Treasury Management Practice 1 be noted (Appendix A of strategy).

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

**JOHN EVES
VICE-CHAIRMAN**

AGENDA MANAGEMENT SHEET

Report Title: Council Tax Determination 2021/22

Name of Committee: Council

Date of Meeting: 23 February 2021

Report Director: Chief Financial Officer

Portfolio: Corporate Resources

Ward Relevance: All Wards

Prior Consultation: Cabinet 1 February 2021

Contact Officer: Jon Illingworth, Interim Chief Finance Officer

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

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

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

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

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

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

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

Ensure that the council works efficiently and effectively (CR)

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

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

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

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

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

Protect the public (EPR)

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

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

Summary: This is the Final Budget report to include Revenue, Capital, and Treasury commitments for 2021/22 through to 2024/25.

Financial Implications: As detailed in the main report.

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

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

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

Equality and Diversity: There is an Equality Impact Assessments of the implications.

Recommendation:

- (1) The Council passes a resolution in the form set out in Appendix 1 with the inclusion of the appropriate proposals, figures, key decisions as approved at the meeting;
- (2) the Growth, Income and Savings proposals for 2021/22 as set out in appendices 3, 4 and 5 be approved;
- (3) the key decisions (incorporating the continuation of the dual-use of Town Centre Improvement fund), as shown in section 6, to provide a balanced budget for 2021/22 be approved;

- (4) the General Fund Capital Programme as detailed in Appendices 6 and 7 be approved;
- (5) delegated authority be given to the Chief Financial Officer to reallocate the budget proposal of £0.204m to mitigate any changes following any pay award settlement which is unlikely to be finalised before 1 April 2021;
- (6) delegated authority be given to the Chief Financial Officer to realign the budgets to reflect the new Senior Management Team structure, including the Deputy Executive Director's role, following full implementation;
- (7) the Risk Assessment and forecast levels of Reserves at Appendix 9 and 10 be noted;
- (8) the Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments as set out in Appendix 11 be considered; and
- (9) the proposed 2021/22 Fees and Charges as set out in the detailed schedule at Appendix 12 and previously considered by Cabinet on 6 January 2021 be approved.

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 2021/22 Final budgets and also the medium term.

Agenda No 7(a)

Council - 23 February 2021

Council Tax Determination 2021/22

Public Report of the Chief Financial Officer

Recommendation

- (1) The Council passes a resolution in the form set out in Appendix 1 with the inclusion of the appropriate proposals, figures, key decisions as approved at the meeting;
- (2) the Growth, Income and Savings proposals for 2021/22 as set out in appendices 3, 4 and 5 be approved;
- (3) the key decisions (incorporating the continuation of the dual-use of Town Centre Improvement fund), as shown in section 6, to provide a balanced budget for 2021/22 be approved;
- (4) the General Fund Capital Programme as detailed in Appendices 6 and 7 be approved;
- (5) delegated authority be given to the Chief Financial Officer to reallocate the budget proposal of £0.204m to mitigate any changes following any pay award settlement which is unlikely to be finalised before 1 April 2021;
- (6) delegated authority be given to the Chief Financial Officer to realign the budgets to reflect the new Senior Management Team structure, including the Deputy Executive Director's role, following full implementation;
- (7) the Risk Assessment and forecast levels of Reserves at Appendix 9 and 10 be noted;
- (8) the Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments as set out in Appendix 11 be considered; and
- (9) the proposed 2021/22 Fees and Charges as set out in the detailed schedule at Appendix 12 and previously considered by Cabinet on 4 January 2021 be approved.

1. THIS REPORT INCLUDES APPENDICES AS FOLLOWS;

- **Appendix 1** Council Tax Resolution template.
- **Appendix 2** is a summary position for 2021/22 detailing the various changes made to the 2020/21 original budget.
- **Appendix 3** identifies, by service, the proposed growth items for 2021/22, also showing whether corresponding proposals in Appendices 4 or 5, have been identified to offset the growth.
- **Appendix 4** identifies, by service, the proposed income increases.
- **Appendix 5** identifies, by service, proposed savings items for 2021/22.
- **Appendix 6** identifies the draft capital programme for 2021/22 onwards based on scheme proposals from budget officers, along with proposed funding splits, revenue implications, and a projection for capital receipts usage.
- **Appendix 7** provides the general fund Capital Programme Tables.
- **Appendix 8** shows the initial Medium Term Financial Plan 2021-25.
- **Appendix 9** Risk Assessment of Reserves.
- **Appendix 10** Detailed Reserves Forecast Summary.
- **Appendix 11** Section 25 Statement.
- **Appendix 12** Fees and Charges Schedule for 2021/22.
- **Appendix 13** General Fund Budgets and Council Tax Booklet for 2021/22.
- **Appendix 14** EqIA Council Tax.

1. INTRODUCTION

In order to determine overall Council Tax levels for 2021/22, a number of items need to be brought together.

Appendices 2 to 5 provides the final details of the budget including growth, savings and income proposals which provide minor changes within services considered by Cabinet on 1 February 2021.

Details of the proposed Capital Programme are detailed in Appendices 6 and 7 which. The only differences to the papers considered by Cabinet on 1 February 2021 are that the value of the street furniture scheme has been reduced following further analysis of the scheme and that programme now includes schemes that had already gained approval for inclusion in the programme. These are shown separately from the schemes that still require approval.

Appendices 9 and 10 provide summaries of the risk assessment and reserves forecast.

In addition, section 9 details the requirement of the Chief Finance Officer to provide a statement of the adequacy of the reserves and balances which is reported in detail within Appendix 11.

Appendix 12 of this report provide details on all the proposed fees and charges for the year. There are no changes from the schedule considered by Cabinet on 1 February 2021.

Appendix 13 “General Fund Budgets and Council Tax for 2021/22” provides details of the procedures and decisions required for setting Council Tax levels alongside a more detailed breakdown of budgets by portfolio and service.

2. LOCAL GOVERNMENT FINANCE SETTLEMENT

The Final Local Government Finance Settlement was announced on the 4 February 2021 via a written statement, see link below.

<https://www.gov.uk/government/collections/final-local-government-finance-settlement-england-2021-to-2022>

There were no 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.

More details on the settlement can be found within section 2.3 of Appendix 13 of this report.

3. 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. In addition to this, budget workshops have been introduced this year which consisted of Cabinet and also opposition group leaders. The draft budget continues to be presented based on an assumed £5 increase in Council Tax, which is the maximum permitted without the need to hold a local referendum. Should members approve a different increase in council tax then the draft budget will need to be adjusted accordingly.

The final changes since the last report presented to Cabinet 1 February 2021 are listed below within table 1.

Main Changes	2021/22	2022/23	2023/24	2024/25
	£000s	£000s	£000s	£000s
Savings requirement as at February 2021	0	2,769	100	26
Changes				
Final Business Rates	8	164	(187)	(23)
transfers to/from BRER	(8)	(164)	187	23
Business Rates Collection Deficit	141	0	0	(141)
transfers to/from BRER	(141)	0	0	141
Final Parish Council Precepts collection	(21)	(21)	(21)	(21)
Final Parish Council Precepts payments	21	21	21	21
Corporately held Pay Award provision at 1%	154	1	2	2
Minimum Revenue Provision	(35)	(100)	49	101
Net Cost of Borrowing	(49)	110	(135)	(230)
Other minor changes	4	0	0	0
Total changes since February Cabinet	74	11	(84)	(127)
Less changes to Key Decisions				
Changes to Business Rates reserve requirement	(74)	74	0	0
Changes to Budget Stability reserve requirement	0	0	0	0
Contribution to replenish reserves	0	0	0	102
Revised Position 2021/22	0	2,854	16	0

Table 1 – Summary of budget changes since February 2021 Budget Report presented to Cabinet

The main changes to the medium term financial plan reflect the NNDR1 submission for business rates, final precept information from the Parish Councils, a 1% centrally held provision for any negotiated pay award and an updated position on net cost of borrowing for future years. It is proposed that the increase in cost is funded through reserve balances, increasing the requirement in the key decisions table in section 6 of this report.

Furthermore, a cumulative budget gap of £2.870m still exists across the medium term as also shown in the Medium Term Financial Plan included at Appendix 8, however this is based on assumptions made without clarity from Central Government in relation to the Fair Funding, Business Rates reset and the future of the New Homes Bonus scheme. This will be continued to be monitored over the next 12 months as new information is made available.

Budget saving and income generation proposals will be developed further and presented to Members for their consideration in due course, allowing sufficient time for any strategic service or policy changes to be implemented in a managed fashion. Following on from the work completed as part of this budget setting round, the process will also consider the feedback gained from the public survey.

4. COUNCIL TAX REQUIREMENT

The final settlement confirmed for 2021/22 that shire districts have the flexibility to increase rates by a maximum 1.99% or £5, whichever is greater. For financial planning purposes a maximum increase of £5 has been projected for all years of the medium-term financial strategy.

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

The following Table shows the additional council tax income that will be generated in 2021/22 from either a £5 or 1.99% increase in the Band D council tax.

	£5 increase 2020/21 £	1.99% increase 2021/22 £	£5 increase 2021/22 £
Basic Band D Amount	194.72	198.59	199.72
Annual Increase	5.00	3.87	5.00
Council Tax Requirement - excluding Parish Precepts	(7,542,526)	(7,692,670)	(7,736,250)
Additional Income in 2021/22		(150,144)	(193,724)

Table 2 – Council Tax increases when compared with 2020/21

5. 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.

- 1) 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.
- 2) 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 is provided in Appendix 13 section 4.3 (Appendix B).

In addition, a template resolution is shown at Appendix 1. The final figures in the resolution will be those approved by Council at the meeting on 23 February 2021.

6. KEY DECISIONS

Key Decisions	2021/22 £000s	2022/3 £ 000s	2023/24 £ 000s	2024/25 £ 000s
Review of the continuation of Town Centre Budget	0	(150)	0	0
One off contribution from BSR (mitigation against funding losses)	(644)	644	0	0
One off contribution from BRER (mitigation against COVID-19 potential pressure and transitional funding)	(587)	587	0	0
Release of Revenue Contribution to Capital Outlay	(353)	0	0	0
COVID-19 recovery fund (£0.510m to be funded from COVID emergency funding tranche 5)	1,100	(277)	(325)	(325)
Contribution to reserves to rebuild balances	0	0	50	201
Deferral of Housing Acquisition Saving	148	(148)	0	0
Total	(336)	655	(275)	(124)

Table 3 – Key Decisions for consideration

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

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

Savings – (negative values) If the decision is made not to pursue these schemes the deficit will be increased accordingly, and further savings or income generation options will need to be pursued.

One off – The use of reserves is one off and the entry is reversed in the following year

The key decisions in the table above have all been factored into the budget for 2021/22 and are included within the balanced budget and MTFP. The total movement of £0.074m in increased reserve requirements follows the final review of Interest, borrowing and further consideration of current updates on potential pay award requirements for 2021/22. See table 1

In addition, there is a total of £0.251m budgeted to replenish of reserves in future years.

Continuation of contribution to the Town Centre Improvement Budget

At budget setting in 2017/18 it was announced as part of the Conservative Resolution that £0.150m generated through additional Business Rates from the

Elliott's Field would be used toward Town Centre Improvements. The continuation of the contribution has been an annual key decision and formed part of the 2020/21 Budget Resolution submitted for the Annual Council Tax meeting 25 February 2020. However, it is proposed that continued commitment to town centre free parking is financed from this budget for 2021/22 only. This is not shown in the table above as it is a continuation of the current budget and the removal assumed in 2022/23 reflects the requirement for a further key decision.

Contribution from Budget Stability Reserve

As part of the 2020 spending review, Government announced that the New Homes Bonus Scheme would continue for one further year in 2021/22 with no new legacy payments. The proposed use of the budget stability reserve is to mitigate for any reductions in 2021/22 as a result of the change in policy and is reversed in 2022/23.

Contribution from Business Rates Equalisation Reserve (BRER)

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

Release of Revenue Contribution to Capital Outlay

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

Housing Acquisition fund

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

Centrally held budget to cover COVID-19 pressures

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

7. BORROWING

The MTFP includes the interest costs associated with the expected borrowing required for delivering the three year capital programme shown in Appendix 6.

The total expected borrowing requirement is £5.862m with full year interest costs of £0.070m and a minimum revenue provision of £0.149m. As reported to Cabinet in January, the current programme includes £4.674m for the delivery of the Sherbourne Recycling Facility and at this stage does not include the additional £0.800m requirement as a specific report on this will be presented to Cabinet on 1 March 2021.

8. 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 2021/22 is included as Appendix 12 of this report.

9. 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 Finance 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 11.

In summary, it is the Chief Finance Officer's view that the estimates for 2021/22 are robust, the proposed level of reserves is adequate and the proposals for balancing the budget are accepted as being achievable.

To support this statement, a risk assessment of the key Corporate reserve assumptions is set out in Appendix 9. This assessment includes the Business Rates Equalisation Reserve. As part of the Medium Term Financial Strategy 2018-22 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 2021, £9.773m 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.

10. EQUALITY

Under the terms of the Equality Act 2010 the Council must assess the impact (EqIA) of its financial decisions on the "protected groups" listed in the Act. There is a duty to consider the impact of its decisions with regard to race, gender, disability, sexual orientation, religion, belief, pregnancy and maternity.

An overarching high level EqIA has been completed for Council Tax Determination and is included in Appendix 14. However, individual EqIA's will be completed by services for savings they have identified and agreed by Council where necessary.

11. CONCLUSION

In summary, the proposals in this report provide a balanced budget for 2021/22, this includes;

- £1.100m - introduction of COVID-19 recovery fund to support the recovery from the pandemic
- £0.636m – growth and inflation across operational services
- £0.204m – anticipated pay award whilst awaiting on pay negotiations to conclude
- (£0.756m) – saving and new income generating proposals
- £0.148m – key decision to defer the Housing Acquisition saving proposal
- £0.100m - key decision to continue free evening and weekend parking
- (£0.353m) – key decision to reduce the revenue contribution to Capital Outlay
- (£1.231m) - use of reserves to part fund the COVID-19 recovery fund and also mitigate against the reduction in new homes bonus funding due to the phasing out of the scheme
- A council tax increase of £5 – the maximum permitted before a referendum is 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 Appendices 2, 3, 4, 5 & 13 respectively, the Key Decisions as detailed in table 3, and proposed capital schemes within Appendices 6 and 7. Should Members which to propose changes to any of these items, the amendments will be need to ensure a balanced budget is set overall.

Name of Meeting: Council

Date of Meeting: 23 February 2021

Subject Matter: General Fund Revenue and Capital Budget 2021/22

Originating Department: Corporate Resources

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
	Draft General Fund Revenue and Capital Budget 1 February 2021
	Draft General Fund Revenue and Capital Budget 4 January 2021
	Draft General Fund Revenue and Capital Budget 7 September 2020

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

COUNCIL MEETING - 23 FEBRUARY 2021

COUNCIL TAX DETERMINATION 2021/22

RECOMMENDED THAT:-

- (1) the Council's General Fund Capital budget for 2021/22 be as shown within Appendix 6 & 7 of the "Council Tax Determination 2021/22" report. With the following variations:

£
0

- (2) the Council's General Fund Revenue budget for 2021/22 be as shown within Appendix 2 of the "Council Tax Determination 2021/22" report. With the following variations:

£

0

- (3) the Council Tax requirement for the Council's own purposes for 2021/22 (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 11 of the "Council Tax Determination 2021/22" report are adequate to support the level of spending in the proposed capital and revenue budgets for 2021/22 and onwards;

- (5) it be noted that at its meeting on 4th January 2021 Cabinet confirmed the following amounts for the year 2021/22 calculated in accordance with regulations under section 33(5) of the Local Government Finance Act 1992:-

(a) **38,735.48** 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	128.36
Binley Woods	987.77
Birdingbury	162.22
Bourton & Draycote	141.27
Brandon & Bretford	294.03
Brinklow	453.73
Burton Hastings	94.58
Cawston	1,955.45
Church Lawford	154.88
Churchover	772.74
Clifton-upon-Dunsmore	1,220.11
Combe Fields	66.94
Copston Magna	21.02
Cosford	7.46
Dunchurch	1,719.74
Easenhall	104.10
Frankton	172.52
Grandborough	216.77
Harborough Magna	181.53
Kings Newnham	29.37

Leamington Hastings	234.18
Long Lawford	1,389.68
Marton	214.90
Monks Kirby	217.43
Newton & Biggin	460.21
Pailton	223.26
Princethorpe	169.37
Ryton-on-Dunsmore	682.28
Shilton & Barnacle	337.06
Stretton Baskerville	8.68
Stretton-on-Dunsmore	514.58
Stretton-under-Fosse	96.87
Thurlaston	198.42
Wibtoft	25.23
Willey	39.17
Willoughby	185.34
Withybrook	121.18
Wolfhampcote	152.85
Wolston	981.94
Wolvey	510.08
Rugby Town Area	22,957.18
MOD Properties	131.00

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 2021/22 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992, as amended:-

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

(g) Part of the Council's area

Parish of	£
Ansty	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
Easehall	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 2021/22 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	1,022.34	168.64
B	1,192.73	196.75
C	1,363.12	224.85
D	1,533.51	252.96
E	1,874.29	309.17
F	2,215.07	365.39
G	2,555.85	421.60
H	3,067.02	505.92

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 2021/22 for each of the categories of dwellings shown;

(9) the Council has determined that its relevant basic amount of Council Tax for 2021/22 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 2021/22 is excessive and that the billing authority is not required to hold a referendum in accordance with Section 52ZK Local Government Finance Act 1992.

Draft General Fund Revenue Summary 2021/22	2020/21 Original Budget	Base Adjustment	2020/21 Revised Budget	Corporate Adjustments	Total Inflation	Salary Adjustments	Proposed Growth Items (Appendix 3)	Proposed Income Adjustments (Appendix 4)	Savings (Appendix 5)	Key Decisions	2021/22 Draft Budget
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
EXPENDITURE:											
Growth & Investment	3,016	(118)	2,898	(198)	15	10	0	(91)	0	(100)	2,534
Corporate Resources	1,028	(1)	1,027	10	23	14	14	(5)	(44)	0	1,039
Environment & Public Realm	7,292	(145)	7,147	(46)	24	40	142	(230)	(88)	100	7,089
Communities & Homes	1,975	(10)	1,965	(114)	(2)	4	419	91	(388)	148	2,123
Executive Director's Office	2,069	14	2,083	(143)	0	15	0	(3)	0	0	1,952
Estimated Pressure due to the COVID-19 Pandemic	0	0	0	0	0	0	0	0	0	1,100	1,100
Corporate Items	(143)	0	(143)	0	0	116	0	0	0	0	(27)
PORTFOLIO EXPENDITURE	15,237	(260)	14,977	(491)	60	199	575	(238)	(520)	1,248	15,810
Less Capital Charge Adjustment	(2,767)	0	(2,767)	394	0	0	0	0	0	0	(2,373)
Less Corporate Savings Target (including salary voids)	(300)	0	(300)	0	0	0	0	0	0	0	(300)
Less Pension Adjustment	(357)	0	(357)	(6)	0	0	0	0	0	0	(363)
NET PORTFOLIO EXPENDITURE	11,813	(260)	11,553	(103)	60	199	575	(238)	(520)	1,248	12,774
Net Cost of Borrowing	315	0	315	117	0	0	0	0	0	0	432
Minimum Revenue Provision (MRP)	1,594	0	1,594	(88)	0	0	0	0	0	0	1,506
Investment Income	(50)	0	(50)	0	0	0	0	0	0	0	(50)
Revenue Contribution to Capital Outlay	440	0	440	0	0	0	0	0	0	(353)	88
Contribution to Business Rate Equalisation Reserve	1,726	755	2,481	715	0	0	0	0	0	0	3,196
Contribution from BRER - Management of Funding Changes	0	0	0	0	0	0	0	0	0	(587)	(587)
Contribution from BRER - Collection Fund Deficit	0	0	0	(6,586)	0	0	0	0	0	0	(6,586)
Contribution from Budget Stability Reserve - Council Tax Deficit	0	0	0	(27)	0	0	0	0	0	0	(27)
Contribution from Budget Stability Reserve - Management of Budget Gap	0	0	0	0	0	0	0	0	0	(644)	(644)
Contribution to Reserves & Balances from Earmarked Reserves	742	(500)	242	(242)	0	0	0	0	0	0	0
TOTAL EXPENDITURE (before Parish Precepts)	16,580	(5)	16,575	(6,214)	60	199	575	(238)	(520)	(336)	10,102
Parish Council Precepts and Council Tax Support	855	0	855	41	0	0	0	0	0	0	896
TOTAL EXPENDITURE	17,435	(5)	17,430	(6,173)	60	199	575	(238)	(520)	(336)	10,998
INCOME:											
Retained Business Rates	(6,318)	0	(6,318)	204	0	0	0	0	0	0	(6,114)
Contribution from BRER - Collection Fund Deficit	(734)	0	(734)	734	0	0	0	0	0	0	0
Retained Business Rates - Collection Fund Surplus(-)/Deficit	734	0	734	5,852	0	0	0	0	0	0	6,586
Government Grants Including New Homes Bonus Funding	(2,638)	0	(2,638)	(225)	0	0	0	0	0	0	(2,863)
Council Tax	(8,398)	0	(8,398)	(235)	0	0	0	0	0	0	(8,633)
Council Tax - Collection Fund Surplus(-)/Deficit	(81)	0	(81)	108	0	0	0	0	0	0	27
TOTAL INCOME	(17,435)	0	(17,435)	6,438	0	0	0	0	0	0	(10,998)
VARIANCE ON BUDGET	(0)	(5)	(5)	265	60	199	575	(238)	(520)	(336)	0

Note BRER = Business Rates Equalisation Reserve

2021/22 Growth Adjustments

Service Line Description	Account Description	Growth £000s	Proposal Detail	Corresponding savings/income proposal Y / N	Reference
Cast Team	Homelessness HRA Temporary Accommodation	232	The budget has been increased to reflect the current demand for people being housed in HRA temporary accommodation. Currently there are around 100 tenants in this type of accommodation.	Y = C&HI1	C&HG1
Total Cast Team		232			
Warks Homelessness Early Intervention Project	Software Maintenance	14	Software required to implement the new Trailblazing project, this is offset with additional income to fund the project.	Y = C&HI5/6/7 & C&HS7	C&HG2
Total Warks Homelessness Early Intervention Project		14			
Customer & Information Services	Software Maintenance	34	Annual running costs for new email web filtering software approved by Council in 2020 and an increase to existing software budgets based on current contract prices.	Y = C&HS4/5	C&HG3
Customer & Information Services	Hardware Maintenance	9	Review of historic spend trends on Public Service network.	N	C&HG4
Customer & Information Services	Software/Equipment Licences	7	Increased cost of Microsoft Licences.	N	C&HG5
Customer & Information Services	Payments to Other Local Authorities	10	Salary costs of IT Training officer who is an employee at Nuneaton Borough Council in regard to the shared service arrangement.	N	C&HG6
Customer & Information Services	Software Maintenance	88	Additional budget required for annual running costs of software previously paid from capital and all software budgets reflecting current contract prices.	Y = C&HS6	C&HG7
Total Customer & Information Services		148			
Minor Growth Proposals within Communities and Homes		25	Increased budget for various services across the Communities and Homes portfolio including items such as Training Costs, Utilities and New Equipment.		C&HG8
Total Communities & Homes		419			
General Financial Expenses	Other Insurance Premiums	14	Annual cost of the new Cyber Security Insurance costs to mitigate increased risks through working remotely.	N	CRG1
Total General Financial Expenses		14			
Total Corporate Resources		14			
Crematorium	Salaries & Wages	55	Crematorium Technician and additional gardener have been added to the staff establishment, offset through additional income on appendix 4 as agreed by Joint Committee	Y = E&PRI1 & E&PRS1	E&PRG1
Total Crematorium		55			
Parks, Recreation Grounds & Open Spaces	Salaries & Wages	36	New Trees and Woodlands post added to staff establishment. Offset by a reduction to outsourcing costs and the use of S106 monies.	Y = E&PRI4 & E&PRS2	E&PRG2
Total Parks, Recreation Grounds & Open Spaces		36			
Safety & Resilience	Subscriptions	6	Budget required to meet annual subscription for Health and Safety Consultants.	N	E&PRG3
Total Safety & Resilience		6			
Street Cleansing	Contract Income - Internal	16	Reduction to internal income based on historical data and current service provision levels.	N	E&PRG4
Total Street Cleansing		16			
Waste Collection & Recycling	Agency Staff	18	Increased Agency required to meet increased volume in Garden Waste collection during the Summer periods.	Y = E&PRI5	E&PRG5
Waste Collection & Recycling	Contract Hire	8	Increased Contract Hire of vehicles to meet demand in Garden Waste collection during the Summer periods.	Y = E&PRI5	E&PRG6
Total Waste Collection & Recycling		26			
Minor Growth Proposals within Environment & Public Realm		3	Increased budget requested for various services across the Environment & Public Realm portfolio including items such as Vehicle Road Tax, Software Maintenance and Materials.		E&PRG7
Total Environment & Public Realm		142			
Overall Total Growth Proposals		575			

2021/22 Income Adjustments

Appendix 4

Service Line Description	Account Description	Income £000s	Proposal Detail	Corresponding Growth? Y / N (Y = Total growth offset)	Reference
Cast Team	Rents - Outside Scope	(161)	The increase in income reflects the current usage of HRA temporary accommodation which is currently housing around 100 tenants(as shown in Appendix 3)	Y = C&HG1	C&H11
Cast Team	Rents - Outside Scope	90	Estimated reduction to reflect the income being received for the 36 Private Sector Leasing Properties used by the Council. This reduction also includes an amount for voids where a property is empty between tenancies	Y=C&HG8	C&H12
Cast Team	Rents - Outside Scope	51	Reduction to income reflects the current demand for nightly self contained accommodation.	Y = C&HS1	C&H13
Total Cast Team		(20)			
Customer & Information Services	Reimbursements - Standard Rated	10	Reduction to income due to partnerships ending with Warwickshire County Council and Nuneaton Borough Council.	N	C&H14
Total Customer & Information Services		10			
Warks Homelessness Early Intervention Project	Other Grants	198	Removal of grant income from the trailblazer project that has now finished. This has now been replaced by a revised scheme reported at Cabinet on 9 November 2020 that will be funded by North Warwickshire Borough Council, Stratford District Council and a contribution from the Welfare Reserve.	Y = C&HG2 & C&HS7	C&H15
Warks Homelessness Early Intervention Project	Contributions & Donations	(65)	New Income contributions from Local Authorities for the new Trailblazing project which is being led by Rugby Borough Council as reported at Cabinet on 9 November 2020.	Y = C&HG2 & C&HS7	C&H16
Warks Homelessness Early Intervention Project	Revenue Grants - Transfer from reserve	(31)	Rugby Borough Council's contribution to the Trailblazing Project from the Welfare Reserve as reported at Cabinet on 9 November 2020.	Y = C&HG2 & C&HS7	C&H17
Total Warks Homelessness Early Intervention Project		102			
Minor Income Adjustments within Communities & Homes		(1)			C&H18
Total Communities & Homes		91			
Corporate Property Administration	Reimbursements - Outside Scope	(5)	Increased income based on predicted income levels for 2021/22.		CRI1
Total Corporate Property Administration		(5)			
Total Corporate Resources		(5)			
Crematorium	Fees & Charges - Exempt	(30)	Income increased to 980 cremations a year (previously 960) and an increase in the volume of memorial packages sold based on historical data.	Y = E&PRG1 & E&PRS1	E&PRI1
Total Crematorium		(30)			
Cemeteries	Fees & Charges - Outside Scope	(5)	Additional income for burials based on historical data.	N	E&PRI2
Cemeteries	Licences - Outside Scope	(5)	Additional income for Monuments based on historical data.	N	E&PRI3
Total Cemeteries		(10)			
Parks, Recreation Grounds & Open Spaces	Section 106 Contributions - Transfers from reserve	(24)	S106 income budgeted to fund the new Trees and Woodlands post.	Y = E&PRG2 & E&PRS2	E&PRI4
Total Parks, Recreation Grounds & Open Spaces		(24)			
Waste Collection & Recycling	Fees & Charges - Outside Scope	(166)	Income increased to reflect the current volume of subscriptions to the Green Waste scheme.	Y = E&PRG5/6	E&PRI5
Total Waste Collection & Recycling		(166)			
Minor Income Adjustments within Environment & Public Realm		(0)			
Total Environment & Public Realm		(230)			
Communication	Reimbursements - Standard Rated	(3)	Additional income generated through charges to Rugby First for providing Data Protection Officer	N	EO11
Total Communication		(3)			
Total Executive Director's Office		(3)			
Planning Services	Fees & Charges - Outside Scope	(100)	Increased income on Planning Applications based on historic data	Y = G&IG1	G&I11
Total Planning Services		(100)			
Economic Development	Contribution from Reserves	9	Reduction relates to removal of Grant income from service.	N	G&I12
Total Economic Development		9			
Total Growth & Investment		(91)			
Overall Total Income Proposals		(238)			

2021/22 Saving Adjustments

Appendix 5

Service Line Description	Account Description	Savings £000s	Proposal Detail	Corresponding growth/income proposal Y / N	Reference
Cast Team	Nightly Self Contained Accommodation	(144)	Reflects the current demand for nightly self-contained accommodation.	Y = C&HI3	C&HS1
Cast Team	Private Sector Leasing	(148)	Stretched saving linked to the Housing Acquisition Fund Proposal approved in 2019/20's medium term financial plan which will be deferred to 2022/23 as part of the Key Decisions.	N	C&HS2
Total Cast Team		(292)			
Customer & Information Services	Photocopying	(10)	Reduction in Printing costs based on the historical usage from RBC employees.	Y = C&HG8	C&HS3
Customer & Information Services	Hardware Maintenance	(8)	Saving made on the old email/web filtering system, which has been replaced with a new system.	Y = C&HG3	C&HS4
Customer & Information Services	Hardware Maintenance	(7)	Reduction in hardware purchases based on historical spend.	Y = C&HG3	C&HS5
Customer & Information Services	Software Maintenance	(23)	From various software contracts based on current contracts costs and removal of contracts which have ended.	Y = C&HG7	C&HS6
Total Customer & Information Services		(48)			
Warks Homelessness Early Intervention Project	Salaries & Wages	(10)	Associated with the redefined timelines of the scheme	Y = C&HI5/6/7 & C&HG2	C&HS7
Total Warks Homelessness Early Intervention Project		(10)			
Customer Support Services	Salaries & Wages	(17)	Customer Service Apprentice finishes in August 2021. It has been decided to not replace the role which is outside of the Corporate Apprentice Programme.	N	C&HS8
Customer Support Services	Postage & Distribution	(10)	Based on historical spend.	N	C&HS9
Total Customer Support Services		(27)			
Minor Adjustments within Communities & Homes		(11)			C&HS10
Total Communities & Homes	Total Communities & Homes	(388)			
Council Tax Services	Salaries & Wages	(31)	One full time post saving in this service as the post has been transferred to the Housing Revenue Account	N	CRS1
		(31)			
Corporate Property Administration	Emergency Repairs Line	(8)	No longer making contributions to Emergency repairs.	N	CRS2
Total Corporate Property Administration		(8)			
Public Offices	Materials	(5)	Basic cleaning products are now provided by the contractor.	N	CRS3
Total Public Offices		(5)			
Total Corporate Resources	Total Corporate Resources	(44)			
Crematorium	Salaries & Wages	(31)	Removal of vacant post contributing towards growth items on Appendix 3.	Y = E&PRG1 & E&PRI1	E&PRS1
Total Crematorium		(31)			
Parks, Recreation Grounds & Open Spaces	External Contractors & Operator	(12)	Saving made following the decision to create a Trees and Woodlands post to bring the expertise back in house.	Y = E&PRG2 & E&PRI4	E&PRS2
Total Parks, Recreation Grounds & Open Spaces		(12)			
Street Cleansing	Training fees	(5)	Based on historical spend.	N	E&PRS4
Total Street Cleansing		(5)			
Waste Collection & Recycling	Vehicle Repair and Maintenance	(18)	Relating to vehicle maintenance costs as a result of the new vehicle replacement programme.	N	E&PRS5
Total Waste Collection & Recycling		(18)			
Trade Waste/Recycling	Vehicle Fuel	(7)	Based on historical spend on vehicle fuel.	N	E&PRS6
Trade Waste/Recycling	Materials	(5)	Following the decision to repair bins where possible rather than replace them.	N	E&PRS7
Total Trade Waste/Recycling		(12)			
Minor Adjustments within Environment & Public Realm		(10)			E&PRS8
Total Environment & Public Realm	Total Environment & Public Realm	(88)			
Total Savings	Overall Total Savings Proposals	(520)			

Portfolio / Scheme Name	Capital						Revenue Implications					
	Gross Expenditure			External Contributions / Earmarked Reserves / Revenue Contributions		Internal Resources		Running Costs		Estimated Interest costs		Minimum Revenue Provision
	2021/22	2022/23	2023/24	2021/22	Future Years	2021/22	Future Years	2021/22*	Full Year	2021/22*	Full Year	2022/23
	1	2	3	4	5	6	7	8	9	10	11	12
£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Growth & Investment												
RAGM - Preventative Conservation Refurbishment of flexible wall system / replacement of external windows	101	0	0	0	0	101	0	0	0	0	0	4
	101	0	0	0	0	101	0	0	0	0	0	4
Communities & Homes												
ICT Refresh Programme - Desktop Annual refresh of client devices (laptops, etc)	101	85	85	0	0	101	170	0	0	0	0	19
ICT Refresh Programme - Infrastructure Annual upgrade / replacement of physical and virtual servers, firewalls, backup and business continuity systems	95	102	102	0	0	95	204	0	0	0	0	18
ICT Refresh Programme - AV Equipment Integration of MS Teams into council chamber / upgrade of Boardroom	23	15	15	0	0	23	29	0	0	0	0	4
Sophos Intercept-X Enhanced anti-virus software provision	25	0	0	0	0	25	0	0	0	0	0	5
Digitalisation and Development Program	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	683	683	683	632	1,264	51	102	0	0	0	0	2
	972	930	930	632	1,264	340	595	0	0	0	0	57
Environment & Public Realm												
Vehicle Replacement	500	500	500	0	0	500	1,000	0	0	10	10	67
Open Spaces Refurbishments - Apple Grove & Sorrell Drive Play Areas	150	150	150	50	100	100	200	0	0	0	0	6
Open Spaces Refurbishments - Safety Improvements	50	50	50	0	0	50	100	0	0	0	0	3
Parks Connector Network Create and improve path infrastructure through parks and open spaces financed via grants / S106 / climate change funds	200	200	200	200	400	0	0	0	10	0	0	0
Open Spaces Refurbishments - Street Furniture Annual refresh programme of bins, benches, bus shelters and other items	20	40	40	0	0	20	80	0	0	0	0	2
Memorial Safety	30	30	30	0	0	30	60	0	0	0	0	1
Great Central Way Bridge Repairs Structural repairs to bridges along Great Central Way route	0	165	165	0	0	0	330	0	16	0	0	0
Parks and Grounds Inspection System	15	0	0	0	0	15	0	0	0	0	0	3
Purchase of Waste Bins ¹ Acquisition of domestic bins for new developments financed via S106 and developer contributions	88	88	88	88	175	0	0	0	0	0	0	0
	1,053	1,223	1,223	338	675	715	1,770	0	26	10	10	82
Total Draft General Fund Capital Programme	2,126	2,153	2,153	970	1,939	1,156	2,365	0	26	10	10	143

General Fund Capital Programme 2021/22 and Onwards schemes already approved

Portfolio / Scheme Name	Capital						Revenue Implications					
	Gross Expenditure			External Contributions / Earmarked Reserves / Revenue Contributions		Internal Resources		Running Costs		Estimated Interest costs		Minimum Revenue Provision
	2021/22	2022/23	2023/24	2021/22	Future Years	2021/22	Future Years	2021/22*	Full Year	2021/22*	Full Year	2022/23
	1	2	3	4	5	6	7	8	9	10	11	12
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Environment & Public Realm												
Sherbourne Recycling	4,674	0	0	0	0	4,674	0	0	0	30	60	0
Corporate Resources												
Corporate Asset Management System	32	0	0	0	0	32	0	0	0	0	0	6
Total Draft General Fund Capital Programme already approved	4,706	0	0	0	0	4,706	0	0	0	30	60	6
Total Draft General Fund Capital Programme	6,832	2,153	2,153	970	1,939	5,862	2,365	0	26	40	70	149

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

* Half year is included

General Fund Draft Capital Programme 2021/22 & Onwards

Capital Appraisal Information

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

General Fund Draft Capital Programme 2021/22 & Onwards

Capital Appraisal Information

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

General Fund Draft Capital Programme 2021/22 & Onwards

Capital Appraisal Information

Portfolio	Environment & Public Realm	Environment & Public Realm	Environment & Public Realm	Environment & Public Realm
Capital Scheme	Vehicle Replacements	Open Spaces Refurbishment - Apple Grove and Sorell Drive Close Play Areas (2021/22)	Open Spaces Refurbishment - Safety Improvements	Parks Connector Network
Gross Budget Requirement 2021/22 - 2023/24 £000	1,500	450	150	600
External Funding £000s	0	150	0	600
RBC Funding 2021/22 - 2023/24 £000s	1,500	300	150	0
Head of Service	Dan Green	Dan Green	Dan Green	Dan Green
Strategic Case: Outline relevant national and local policies and strategies	The Vehicle Replacement scheme covers the provision of front line delivery services in procuring new vehicles for the Council's Works Service Unit (WSU) as existing fleet reaches the end of useful economic life. The programme is currently under review and budgets have been estimated based on prior year expenditure. A revised value reflecting actual vehicle requirements will be included in future iterations of the programme.	Every site refurbishment is undertaken in partnership with the local community. This includes community associations, external funding partners, voluntary agencies and other statutory bodies. The sites have been identified within the Play Strategy and Open Space Strategy which the Council has adopted, along with information on the general condition survey of play equipment. The next play area highlighted by recent health & safety inspection is Apple Grove & Sorrell Drive play areas. The Council has a duty to provide facilities which are safe to use and which comply with the laws governing access to disabled people. Failure to discharge this responsibility will leave the Council liable. There is significant evidence to suggest that investment in parks brings about wider social benefits. Research from the Edinburgh Council in Scotland found that for every £1 invested in parks, £12 was given back in social, economic & environmental benefits. Whilst Exeter University suggests people will exercise more if they have quality parks to do this in. The Local Government Association has also recently published the report "the role of the local government in mental health and wellbeing" which also highlights the significant role that parks and green spaces play in helping to reduce the nation's healthcare costs.	The Council is responsible for 41 play areas and 17 youth facilities along with nearly 350 hectares of green spaces. The most serious health and safety issues have been dealt with through a programme of capital refurbishments in the last few years, but in the current financial climate the council needs to focus on the essential health and safety works. This capital scheme will address sites with the most pressing health and safety issues, and where minimal investment will not extend the life of the capital asset, fully refurbish the play area. The Council has a duty to provide facilities which are safe to use and which comply with the laws governing access to disabled people. Failure to discharge this responsibility will leave the Council liable. The sites have been identified within the Play Strategy and Open Space Strategy which the Council has adopted, along with information on the general condition survey of play equipment. There is significant evidence to suggest that investment in parks brings about wider social benefits. Research from the Edinburgh Council in Scotland found that for every £1 invested in parks, £12 was given back in social, economic & environmental benefits. Whilst Exeter University suggests people will exercise more if they have quality parks to do this in. The Local Government Association has also recently published the report "the role of the local government in mental health and wellbeing" which also highlights the significant role that parks and green spaces play in helping to reduce the nation's healthcare costs.	To encourage more sustainable, active transport via walking and cycling by creating new, improve existing, and promote more strongly the path routes through our larger and connected parks and open spaces to offer residents a more healthier lifestyles, benefiting physical & mental health and reducing obesity, air pollution & other environmental benefits. . Due to the changing climate causing milder winters, increased rainfall and heavy downpours this has made our sites more boggy, so such paths and SUDS (Sustainable Drainage) would ensure our sites remain safe, accessible to all for inclusivity and equality and form part of our Climate adaption. COVID-19 has high lighted the importance of this scheme. Creating and improving the path infrastructure through our parks and open spaces could be delivered relatively rapidly, would deliver a significant climate emergency response, and would be likely to prove popular and be supported by the public. The Government are also looking at alternative methods of transport as part of the build back better post pandemic recovery.
Commercial Case: Outline the procurement arrangements that ensures the deal is achievable and attractive to the market place	Procurement is undertaken in compliance with contract standing orders, utilising established framework agreements where applicable.	All procurement is undertaken in line with our own procurement rules and processes to ensure value for money.	All procurement is undertaken in line with our own procurement rules and processes to ensure value for money.	All procurement is undertaken in line with our own procurement rules and processes to ensure value for money.
Financial Case: Outline the capital and revenue costs / savings over the life span of the project	A funding appraisal is undertaken in conjunction with the Council's treasury and leasing advisors to ascertain the optimal source of financing in advance of vehicle acquisition. The appraisal measures the benefits of outright purchase cost, anticipated maintenance costs, residual value, and leasing contracts. Vehicles have an estimated asset life of seven years and therefore minimum revenue provision (annuity method) for the 2021/22 scheme will be £66,870.	The refurbishment offers good value for money and the Council will be seeking some external funding from the landfill tax. The alternative is to close and remove the play area, restoring the land back to grass, which would cost about £50k with no community gain. The scheme has an anticipated asset life of fifteen years and therefore minimum revenue provision (annuity method) will be £5,700.	The investment of £50k to address essential health & safety issues offers good value for money as this could be the cost of just one successful insurance claim against the Council. Schemes have an anticipated asset life of fifteen years and therefore minimum revenue provision for the 2021/22 programme will be £2,850. COVID-19 19 has lead to a significant increase in use of green spaces . The Local Government Association report "the role of local government in mental health and wellbeing" also highlights the significant role that parks and green spaces play in helping to reduce the nation's healthcare costs.	This is expected to be financed either from grants, s.106 contributions or climate change funding. Estimated annual running costs are £10,000 from 22/23.
Management Case: Outline the governance, plans, and resources that are in place for successful implementation.	The existing fleet is monitored to gauge useful economic lives, potential increased maintenance costs and market indications of pricing for replacement vehicles over a medium term horizon.	Each open space that is highlighted for improvement undergoes a phased approach which includes consultation in partnership with the local community, design and implementation. Sorrell Drive play area has not been refurbished since it was built and is now at the end of its useful life and without investment would need to be closed and removed. Whilst Apple Grove play area now offers little in play value.	Each open space that is highlighted for improvement undergoes a phased approach which includes consultation in partnership with the local community, design and implementation. Failure to deal with urgent health & safety issues could lead to insurance claims and prosecutions against the Council.	This forms part of the post pandemic recovery work and an important workstream for the Climate Change Working Party and close working with the Borough and the County. Potential routes have already been mapped into QGIS along with the identification of gaps which have been circulated to the Climate Change group. Progress will be managed via the Rugby Performance Mgt group.

General Fund Draft Capital Programme 2021/22 & Onwards

Capital Appraisal Information

Portfolio	Environment & Public Realm	Environment & Public Realm	Environment & Public Realm	Environment & Public Realm
Capital Scheme	Open Spaces Refurbishment - Street Furniture	Memorial Safety Work	Great Central Walk Bridges	Parks and Grounds Inspection System
Gross Budget Requirement 2021/22 - 2023/24 £000	100	90	330	15
External Funding £000s	0	0	0	0
RBC Funding 2021/22 - 2023/24 £000s	100	90	330	15
Head of Service	Dan Green	Dan Green	Dan Green	Dan Green
Strategic Case: Outline relevant national and local policies and strategies	<p>This scheme provides for the long term permanent street furniture installations throughout Rugby and the surrounding areas. New benches are compliant with Disability Discrimination guidelines (seating height, arm rests etc.).</p> <p>New litter bins have a colour contrast to aid the visually impaired. Replacement street furniture, litter bins, and bus shelters are only considered where refurbishment will not prove economically viable.</p>	<p>To undertake essential infrastructure replacement including memorial safety in the Borough Council's cemeteries.</p> <p>The Council has a duty of care to all cemetery users in relation to the general condition of footpaths and other infrastructure.</p> <p>The Ministry of Justice has also issued guidance to Local Authorities on how to deal with the issue of memorial safety and the Council is currently producing its own policy statement.</p>	<p>The Council has a statutory requirement to undertake structural inspections every six years and general inspections every two years of its Great Central Way Bridge assets. Work has been ongoing since 2008, and prior detailed inspections are showing major structural problems with several bridges on the route that need immediate / mid-term / long term repairs. The Council has a long term commitment for the upkeep of these bridges. As some of these bridges carry main highways into Rugby, the Council cannot risk the possibility of closing bridges due to poor maintenance. The Great Central Way Bridges were re-valued as at 31st March 2016 at £15.9m on the basis of re-instatement costs for insurance purposes.</p>	<p>The Council is responsible for over 350 hectares of green spaces around Rugby and includes parks, woodland, play areas, water bodies, nature areas, sports pitches and incidental open spaces. These sites attract over a million visits a year and there is an increasing need to ensure these locations are inspected in a more robust format to protect the Council from increased insurance claims. This one off capital scheme allows the expansion of the current digitalised play area inspection system to be expanded to include whole sites ensuring an efficient and effective inspection system. This is a web based hand held digital solution which removes the need for paperwork and holds both data and photographs. The Council has a duty to provide facilities which are safe to use and which comply with the health and safety at work act along with laws governing access for the disabled. Failure to discharge this responsibly leaves the Council liable. During COVID-19 there has been an increase of over 250% in use of green spaces which brings additional strain on facilities and an increased risk of potential issues.</p>
Commercial Case: Outline the procurement arrangements that ensures the deal is achievable and attractive to the market place	Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable.	Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable.	The Council will tender for structural works based on the independent reports prepared by invasive engineering surveys carried out in May 2018. Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable. We are also looking to work collaboratively with WCC and their framework of bridge contractors.	The existing provider of the playground inspection system can provide this upgrade. There is no additional licence or maintenance costs.
Financial Case: Outline the capital and revenue costs / savings over the life span of the project	Street Furniture works have an anticipated asset life of ten years and therefore the minimum revenue provision for these works will be £2,280.	Cemetery infrastructure works have an anticipated asset life of twenty years and therefore the minimum revenue provision (annuity method) for these works will be £1,210.	In advance of the 2018 survey results being evaluated an estimated construction budget of £165,000 per annum has been requested for works based on historic data for 2022/23 and 2023/24. The unspent existing budget for 2020/21 is to be carried forward for initial refurbishment works in 2021/22. Budget requirements will be revised in light of survey results and programme scheduling. Once structural works have been undertaken bridge lifespans are estimated at fifty years and therefore minimum revenue provision (annuity method) of £1,850 per annum.	Annual minimum revenue provision charge of £2,870
Management Case: Outline the governance, plans, and resources that are in place for successful implementation.	Each item of street furniture that is highlighted for refurbishment/replacement undergoes a phased approach which includes consultation in partnership with the local community, design and implementation. Failure to deal with urgent health & safety issues could lead to insurance claims and prosecutions against the Council.		The Council works in partnership with Warwickshire County Council as the highways authority to provide and maintain some of the bridges and will seek to work collaboratively to minimise public inconvenience and optimise value for money.	Managing a large and diverse portfolio of publicly accessible land inevitably leads to potential insurance claims. With a more robust inspection system in place we should be able better defend the authority, especially with an increase in "no win, no fee" claims. Failure could lead to insurance claims against the Council.

General Fund Draft Capital Programme 2021/22 & Onwards

Capital Appraisal Information

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

Appendix 8

MTFP 2021/22 - 2024/25	2021/22	2022/23	2023/24	2024/25
	£000s	£000s	£000s	£000s
BASE EXPENDITURE BUDGET bf	17,435	10,998	13,393	13,320
Corporate Adjustments	(363)	171	0	0
BASE BUDGET	17,072	11,169	13,393	13,320
Growth Items				
Salary Adjustments	199	263	266	268
Inflation	60	70	70	70
Other Service Pressures	575	30	150	0
Total Growth	834	363	486	338
Key Decisions	(336)	655	(275)	(124)
Savings				
Efficiency, Transformation & Service Redesign	(520)	(9)	(85)	0
Income Generation	(238)	0	0	0
Budget Variance (-) Deficit	(0)	(2,854)	(16)	0
Total Savings	(758)	(2,863)	(101)	0
Corporate Items				
Changes to Net Cost of Borrowing	117	125	(419)	27
Changes to Minimum Revenue Provision (MRP)	(88)	89	29	123
Contribution to/from Business Rates Equalisation Reserve	1,470	(2,420)	187	23
Contribution to/from Reserves	(741)	0	0	0
Collection Fund (BR) one off transfer from reserves	(6,586)	6,243	0	343
Collection Fund (CTAX) one off transfer from reserves	(27)	12	0	14
Investment Income	0	0	0	0
Change in Parish Precept	41	20	20	20
Total Changes in Corporate items	(5,814)	4,069	(183)	550
Total Net Expenditure	10,998	13,393	13,320	14,084
Financed By				
BASE INCOME BUDGET				
Grants				
Other Government Grants	(1,083)	(254)	(229)	(205)
New Homes Bonus	(1,780)	(778)	(145)	(145)
Business Rates				
Settlement Funding Assessment (SFA)	(2,414)	(2,745)	(2,745)	(2,745)
Growth included in Baseline Budget	(504)	(173)	(173)	(173)
Pooling Dividend	(200)	0	0	0
Business rates growth above the sustainable baseline	(2,996)	(777)	(964)	(987)
Collection Fund Surplus(-)/Deficit	6,586	343	343	0
Contribution from Business Rates Equalisation Reserve	0	0	0	0
Council Tax				
Tax Base & 2% price increase	(8,589)	(8,937)	(9,294)	(9,662)
£5 increase in the Band D each year	(44)	(86)	(127)	(167)
Collection Fund Surplus (-)/Deficit	27	14	14	0
TOTAL	(10,998)	(13,393)	(13,320)	(14,084)

Risk Assessment review of Corporate Reserves

Appendix 9

Risks	General Fund £000s	Business Rates Equalisation Reserve £000s	Budget Stability Reserve £000s	Emergency Climate Reserve £000s	Welfare Support £000s	TOTAL Excluding Earmarked Reserves £000s	Profiled impact of forecast reserve movement					
							2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2023/24 £000s	Total £000s
Estimated Closing Balance previous year	(2,250)	(3,646)	(2,494)	0	(439)	(8,829)	(8,829)	(16,723)	(10,115)	(5,493)	(3,838)	
forecast contribution (to) / from 2020/21	235	(9,131)	55	(500)	147	(9,194)	(9,194)					
forecast contribution (to)/ from 2021/22	0	3,350	625	200	171	4,346		4,346				
forecast contribution (to)/ from 2022/23	0	(434)	(32)	0	(13)	(479)			(479)			
forecast contribution (to)/ from 2023/24	(50)	(621)	(32)	0	(13)	(716)				(716)		
forecast contribution (to)/ from 2024/25	(201)	(987)	(96)	0	0	(1,284)					(1,284)	
Closing Balance 31 March 2024	(2,266)	(11,469)	(1,974)	(300)	(147)	(16,156)	(18,023)	(12,377)	(10,594)	(6,209)	(5,122)	
Potential Future Risks:												
Emergency - Unknown Risks associated with COVID -19	1,229	0	0	0	0	1,229	500	729	0	0	0	1,229
New Emergency - up to 1% of gross budget requirement and/or one month of salary	1,506	0	0	0	0	1,506	0	0	0	0	1,506	1,506
Known Risks - Net Fees and Charges/cost pressure as a result of COVID-19(after excluding government grants)	0	0	0	0	0	-	0	0	0	0	0	0
Potential reduction in collection as a result of COVID-19 2021/22	0	1,029	42	0	0	1,071	0	0	1,071	0	0	1,071
Risk of delivery of 2021/22 current budget shortfall as a result of COVID-19 recovery planning	0	0	0	0	0	-	0	0	0	0	0	0
Borrowing and interest rate exposure	50	0	0	0	0	50	0	17	17	16	0	50
Unexpected in year service demand: demographic growth, economic factors creating need	250	0	0	0	0	250		83	83	84	0	250
Unfunded new burdens e.g. separate food waste collection	200	0	0	0	0	200	0	67	67	66	0	200
Pay structure and Employment Market	100	0	0	0	0	100	0	33	33	34	0	100
Legal challenge	200	0	0	0	0	200	50	50	50	50	0	200
Loss of Sustainable Growth above the baseline SFA Allocation	0	519	0	0	0	519	0	0	173	173	173	519
Total loss of income based on negative outcome option	0	3,978	0	0	0	3,978	0	0	2,027	964	987	3,978
Growth delay or slippage in business rates income over medium term	0	0	0	0	0	-	0		0	0		0
potential removal of above	0	0	0	0	0	-	0		0	0		0
Risk of a significant employer or business leaving the borough	0	3,750	0	0	0	3,750	750	750	750	750	750	3,750
Transformation or service improvement initiatives	0	0	400	0	0	400	0	200	200	0	0	400
New Homes Bonus - no legacy payments	0	0	0	0	0	-		0	0	0	0	0
Non achievement of savings plans including digitalisation	0	0	0	0	0	-	0	0	0	0	0	0
Income not achieved for traded and commercial services including parking and green waste	0	0	250	0	0	250	0	83	83	84	0	250
Planning fees income reduction	0	0	500	0	0	500	0	250	250	0	0	500
Potential loss of contract income from services at risk or being retendered	0	0	0	0	0	-	0	0	0	0	0	0
Action Plan to respond to Emergency Climate requirements as per paper Feb. 2020.	0	0	0	300	0	300	-	-	150	150	0	300
In year service demand: economic factors creating need in housing, homelessness	0	0	0	0	147	147	0	0	147	0	0	147
SUBTOTAL	3,535	9,276	1,192	300	147	14,450	1,300	2,262	5,101	2,371	3,416	14,450
Shortfall/(surplus)	1,269	(2,193)	(782)	0	0	(1,706)						

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

Appendix 10

	Balance at 1st April 2020	Forecast Net Transfers	Balance at 31st March 2021	Net Transfers in Year	Balance at 31st March 2022	Net Transfers in Year	Balance at 31st March 2023	Net Transfers in Year	Balance at 31st March 2024	Net Transfers in Year	Balance at 31st March 2025
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Gen Fund Revenue Acc	(2,250)	235	(2,015)	0	(2,015)	0	(2,015)	(50)	(2,065)	(201)	(2,266)
Corporate Reserves											
Business Rates Equalisation Reserve	(3,646)	(9,131)	(12,777)	3,350	(9,427)	(434)	(9,861)	(621)	(10,482)	(987)	(11,469)
Budget Stability Reserve	(2,494)	55	(2,439)	625	(1,814)	(32)	(1,846)	(32)	(1,878)	(96)	(1,974)
GF Revenue Carry Forward Reserve	(331)	331	0	0	0	0	0	0	0	0	0
Subtotal Corporate Reserves	(6,471)	(8,745)	(15,216)	3,975	(11,241)	(466)	(11,707)	(653)	(12,360)	(1,083)	(13,443)
Other Earmarked Reserves											
Non-Conditional Revenue Grants	(409)	357	(52)	0	(52)	0	(52)	0	(52)	0	(52)
Revenue Section Agreements	(1,152)	107	(1,045)	91	(954)	91	(863)	91	(772)	91	(681)
Insurance / RM Reserve	(10)	0	(10)	0	(10)	0	(10)	0	(10)	0	(10)
Subtotal - Organisation Wide Reserves	(1,571)	464	(1,107)	91	(1,016)	91	(925)	91	(834)	91	(743)
HoF Licence Reserve	(300)	120	(180)	145	(35)	0	(35)	0	(35)	0	(35)
Acquisition Reserve (AG/M)	(9)	6	(3)	(6)	(9)	(6)	(15)	(6)	(21)	(6)	(27)
Town Centre Improvement Reserve	(327)	316	(11)	0	(11)	0	(11)	0	(11)	0	(11)
Subtotal - Growth and Investment	(636)	442	(194)	139	(55)	(6)	(61)	(6)	(67)	(6)	(73)
CIPFA Training Reserve	(30)	3	(27)	2	(25)	2	(23)	2	(21)	2	(19)
Corporate Assurance Training Reserve	(5)	0	(5)	2	(3)	2	(1)	1	(0)	0	(0)
Warwickshire Consortium Reserve	(2)	0	(2)	0	(2)	0	(2)	0	(2)	0	(2)
STW Pensions Reserve	(86)	0	(86)	0	(86)	0	(86)	0	(86)	0	(86)
Energy Efficiency Investment Fund	(65)	(20)	(85)	(20)	(105)	0	(105)	0	(105)	0	(105)
Subtotal - Corporate Resources	(188)	(17)	(205)	(16)	(221)	4	(217)	3	(214)	2	(212)

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

Appendix 10

	Balance at 1st April 2020	Forecast Net Transfers	Balance at 31st March 2021	Net Transfers in Year	Balance at 31st March 2022	Net Transfers in Year	Balance at 31st March 2023	Net Transfers in Year	Balance at 31st March 2024	Net Transfers in Year	Balance at 31st March 2025
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Digitalisation & Trading Reserve	(21)	12	(9)	0	(9)	0	(9)	0	(9)	0	(9)
Corporate Apprentice Scheme Reserve	(31)	0	(31)	31	(0)	0	(0)	0	(0)	0	(0)
Woodside Park R & M Reserve	0	0	0	(14)	(14)	3	(11)	2	(9)	3	(6)
Welfare Support Reserve	(439)	147	(292)	171	(121)	(13)	(134)	(13)	(147)	0	(147)
Welfare Support IT Reserve	(100)	0	(100)	0	(100)	0	(100)	0	(100)	0	(100)
Subtotal - Communities and Homes	(591)	159	(432)	188	(244)	(10)	(254)	(11)	(265)	3	(262)
Emergency Climate Reserve	0	(500)	(500)	200	(300)		(300)		(300)	0	(300)
Hackney Carriages Reserve	(59)	7	(52)	(23)	(75)	(4)	(79)	20	(59)	0	(59)
Crematorium Replacement Reserve	(50)	(14)	(64)	(20)	(84)	(20)	(104)	(20)	(124)	(20)	(144)
Crematorium Cameo Reserve	(26)	(3)	(29)	(2)	(31)	(2)	(33)	(2)	(35)	(2)	(37)
Environmental Crimes Reserve	(19)	0	(19)	0	(19)	0	(19)	0	(19)	0	(19)
Licensing Reserve	(25)	0	(25)	0	(25)	0	(25)	0	(25)	0	(25)
Waste Reserve	(48)	0	(48)	15	(33)	0	(33)	0	(33)	0	(33)
Land Drainage Reserve	(24)	5	(19)	2	(17)	2	(15)	2	(13)	2	(11)
Graves In Perpetuity	(11)	11	0	0	0	0	0	0	0	0	0
HMO License Reserve	(34)	11	(23)	(0)	(23)	17	(6)	(13)	(19)	(17)	(36)
Subtotal - Environment and Public Realm	(296)	(483)	(779)	172	(607)	(7)	(614)	(13)	(627)	(37)	(664)
Total Service Earmarked Reserves	(3,282)	565	(2,717)	574	(2,143)	72	(2,071)	64	(2,007)	53	(1,954)
TOTAL General Fund Reserves	(12,003)	(7,945)	(19,948)	4,549	(15,399)	(394)	(15,793)	(639)	(16,432)	(1,231)	(17,663)

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 the 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 me, as “Chief Financial Officer”, to report on the robustness of the budget and the adequacy of proposed financial reserves when the Authority is considering its budget requirement. The Authority is required to consider this report when it sets the budget. It is a statutory requirement that councillors must consider this when considering and approving a budget.
- 1.3. There are a range of other safeguards that I 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).
- 1.4. The fact we are awaiting a multi-year Comprehensive Spending Review settlement after two years of single year announcements, the scale of the expenditure reductions required and the growing demands on services, mean that there are significant risks facing the Council in delivering a balanced budget. In fulfilling the responsibilities placed on me as Chief Financial Officer, I have set out below, what I see as the key risks associated with the proposed budget and how they can be managed, so that 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 4 and 5 will need to be fully implemented to ensure that the 2021/22 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,
- Senior Management Team have been assigned the task of ensuring that processes are in place to deliver as per the agreed timetable,

- If any schemes are not delivered Senior Management Team in conjunction with the relevant portfolio holder will be required to identify alternative ways for achieving the reduction in cost.

Failure to deliver the proposals identified will impact on the ability to maintain the level of reserves identified as part of the risk assessment shown in appendix 9 of this report. This will also increase the amounts required in future years to deliver an overall balanced Medium-Term Financial Plan (MTFP).

The impact of COVID-19

The proposals in this budget have been established whilst England in a national lockdown. The Council is currently working with strategic partners in order to respond to the increased demand from residents, however with officers adapting to the uncertainty of the restrictions it is difficult to determine when recovery will begin and how long it will last. The proposals include a COVID-19 recovery fund of £1.100m which will be held Corporately to support the loss of income and increased costs that are expected in the year. As part of the Provisional Settlement, the Council has been allocated £0.510m specifically to support the recovery, which will leave approximately £0.600m to be funded from reserves. In addition, the national Sales, Fees and Charges scheme will be available between April and June which will reimburse the Council for 75p in the £1 for income losses (with a 5% budget tolerance) and this will be used to compliment COVID-19 recovery fund.

Budget overspends/income shortfalls

Through quarterly budget monitoring to Cabinet arrangements work will take place to determine if pressures are in year or permanent. If expected to be multi -year, services may be required to deliver additional budget savings as well as anything planned as part of the approved MTFP. The use of the Budget Stability Reserve will be used to temporarily support the Council's financial position, subject to availability 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 Incorporating the Annual Investment Strategy

However, actual interest returns/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 set 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 2021/22 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
- 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 current MTFP reflects a more prudent approach and consequently assumes no transitional protection.

As a high growth borough, being able to maintain an additional years business rates growth is beneficial, 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 deal with higher than expected COVID-19 costs due to a prolonged recovery phase.

2. The Financial Resilience Index

2.1. The Chartered Institute of Public Finance and Accountancy (CIPFA) maintains an index of financial resilience for English councils which assesses each authority against a number of indicators, including levels of reserves, external debt and auditors' judgements, in order to illustrate each council's financial position relative to that of comparator authorities. CIPFA acknowledges that the index should not however be viewed in isolation and its interpretation will depend to a large degree on the local context specific to each authority.

2.2. The index is based largely on outturn figures reported through government returns, which means that there is a lag between spending decisions being made and the effect being visible in the index. This is particularly pertinent this year as the index is largely based on 2019/20 data, yet the context within which councils are operating has changed significantly since then.

2.3. When compared to a pre-defined neighbours list, the index has categorised the Authority as at the higher risk of financial stress in relation to interest payable/Net revenue expenditure, gross external debt and growth above baseline. This assessment is not unexpected, and officers have presented similar assessments to Members through:

- Treasury Management Strategy incorporating the Annual Investment Strategy. This strategy includes analysis of the % of the programme which is funded through borrowing.
- Medium Term Financial Strategy 2018-23 (with the approved policy of any additional business rates growth above the sustainable baseline level has been transferred to the Business Rates Equalisation Reserve)
The annual budget setting process/MTFP

2.4. The index also indicates that the authority is at the lower end of financial stress in relation to reserves sustainability and a change in reserves and this has been evident with this budget setting process as the proposals include the use of reserves in order to mitigate against the impact of the pandemic recovery and the loss of funding through the phasing out of the New Homes Bonus Scheme.

3. Medium Term Financial Plan

3.1. The budget presented to Council meets the statutory obligations as it is balanced included within the funding though is a £1.231m contribution from the Budget Stability and Business Rates Equalisation reserve. This can be attributed to the funding of the COVID-19 recovery fund and the impact of the phasing out of the new homes bonus scheme which both have a value of in the region of £0.600m and were outside of the Council's control.

3.2. The use of reserves is not intended as a permanent solution as the balances are not replenished and the reversal in year 2 of the MTFP is contributing to the £2.854m savings target for 2022/23.

3.3. 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 2021/22 is approved.

3.4. Also included within the funding for 2021/22 is £0.800m of grant funding from central government including support with COVID recovery with the phasing out of the new homes bonus scheme. Although welcome, the announcement is for a single year and so the benefit is reversed in the second year of the MTFP which increases the pressure on delivering a balanced MTFP.

3.5. 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 £10m. If all risks materialised with no other unexpected pressures this balance would reduce to in the region of £1.700m by 2024/25.

3.6. Commitment is essential from Members and Senior Management Team if a balanced MTFP is to be maintained.

3.7. The council continues to strive to be commercial and through the development of a trading company structure and the establishment of a Housing Development Company there are expected financial benefits which are not built into this MTFP

3.8. The current Medium-Term Financial Strategy covers the period 2018-2023, given the changing landscape due to COVID-19 and the pressures facing the council across the MTFP, the document will be reviewed and updated where necessary.

4. Section 151 Officer's Statement

4.1. The budget information used in preparing this budget resolution has undergone scrutiny by

- Senior Management Team and their teams
- The financial services team
- The budget working group and Cabinet

4.2. Considering the above, it is the Chief Finance Officer's view that the estimates for 2021/22 have been made with realistic assumptions in an uncertain environment and that it represents a robust but challenging budget.

4.3. I have also undertaken a risk analysis of the adequacy of financial reserves, which has been presented to Cabinet throughout the process. Looking at the opening balance of £17m for the Key Corporate reserves for 2021/22 and the forecast movement, our risk-based approach has identified potential major financial burdens that the Authority could be exposed to in the medium term. It is critical that work begins to deliver the significant saving target for 2022/23 promptly to manage the risk. The Council has been in a fortunate position to hold significant balances and through the work of delivering savings for the remainder of the MTFP, there may be a requirement to use reserves whilst plans are finalised. This will be not be utilised without a detailed timelines and milestones.

4.4. The MTFP also includes contributions to reserves in later years to provide more resilience for future risks facing the Council.

4.5. The Chief Financial Officer is of a view that the council does provide for an adequate level of reserves for the forthcoming year, but also recognises the challenge facing reserves from 2022/23 onwards.

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees	2020/21 Fees	2020/21 Fees	2021/22 Fees	2021/22 Fees	2021/22 Fees
	A	B	C	A	B	C
	£	£	£	£	£	£
GROWTH & INVESTMENT						
Rugby Art Gallery and Museum (RAGM)						
Floor One Gallery artist exhibition hire 2 weeks			122.40			124.80
Public Liability Insurance administration fee (Floor One Gallery)			26.00			26.50
Children's workshops - 2 hours			10.00			10.20
Children's workshops - 10 - 4			25.00			25.50
Baby Splats			5.50			5.60
Tripontium - Roman Britain school workshop			100.00			102.00
Roman Day			215.00			219.30
Arts Award 'Discover in a Day' school session per child			7.00			7.10
Sketch book journey school workshop			100.00			102.00
Historic loans box hire			7.00			7.10
Magic Carpet			115.00			117.30
Draw, Draw, Draw			100.00			102.00
Rugby Collection			95.00			96.90
Archaeological archive deposits, per box			300.00			300.00
Centre supervisor to stay after hours (hourly rate)			41.60			42.40
Gallery Assistant (per hour)			31.20			31.80
<u>Education Room 1 - hire charges</u>						
Per hour			23.50			24.00
National Charities/Education			18.80			19.20
Local Groups/Charities/Education			16.40			16.70
<u>Education Room 2 - hire charges</u>						
Per hour			16.60			16.90
National Charities/Education			13.40			13.70
Local Groups/Charities/Education			11.60			11.80
Note: Room Hire						
FULL day room hire offers a 5% discount						
Refreshments can be provided at an additional cost please contact service directly for details						
Rugby Open fee - single artwork			7.00			7.10
Rugby Open fee - three artworks			18.00			18.40
Rugby Open late collection of artwork fee (per artwork per day)			5.00			5.10
Rugby Open commission on artwork sales			25% commission			25% commission
The Benn Hall						
Monday - Thursday per hour						
Main Hall			30.00			35.00
Rokeby Room			20.00			25.00
Bar			15.00			15.00
Whole Building			50.00			60.00
Friday - Sunday & Bank Holidays per hour						
Main Hall			60.00			65.00
Rokeby Room			35.00			40.00
Bar			20.00			20.00
Whole Building			100.00			100.00
Wedding hire						
With exclusive use of whole building including kitchen from 10am - 1am			695.00			1,250.00
With exclusive use of whole building including kitchen from 5pm - 1am			695.00			730.00
Use of Kitchen Facilities for the provision of:-						
Tea/Coffee/Squash/Biscuits			35.00			40.00
All other catering per hour			20.00			25.00
Show Packages						
Monday - Wednesday						400.00
Thursday to Sunday						600.00
NOTE:						
(a) Preparation time, if required, must be arranged at time of booking. Please note this cannot always be guaranteed.						
(b) Christmas Eve, New Year's Eve and New Year's Day will be charged at weekend rate.						
Sports and Recreation						
Use of Community Sports Coach			16.80			17.10
Use of a Play Ranger			16.80			17.10
Use of On Track Sports Leaders						
Schools (PPA/Lunch)			16.80			17.10
Sport Specific			20.40			20.80
Mentoring			20.40			20.80
Small Group Work			30.60			31.20
Youth Club			17.30			17.60
Sport Leader Courses			30.60			31.20
Boxing Leader Courses			30.60			31.20

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees	2020/21 Fees	2020/21 Fees	2021/22 Fees	2021/22 Fees	2021/22 Fees
	A	B	C	A	B	C
	£	£	£	£	£	£
Planning Services						
Pre-application Charges						
10 - 49 Dwellings; or Site Area 0.5 - 0.99 ha; or gross floor area between 1,000 - 2,499m ²			1,440.00			1,470.00
50 - 199 Dwellings; or Site Area 1 - 1.99 ha; or gross floor area between 2,500 - 9,999m ²			2,880.00			2,940.00
200+ Dwellings; or Site Area greater than 2 ha; or gross floor area greater than 10,000m ²			4,320.00			4,410.00
Planning Application Fees - set nationally						
A Guide to the Fees for Planning Applications in England			price on application			price on application
Plan Printing – Size A0 + (per copy)						
Size A0			8.40			8.60
Size A1			6.20			6.30
Size A2			4.20			4.30
Size A3			2.00			2.00
Size A4			1.00			1.00
Planning Decision Notices (including appeal decisions)						
Per copy			15.60			15.90
Miscellaneous Documentation						
First copy from each file			1.00			1.00
Subsequent copies (black and white) per side			0.10			0.10
Subsequent copies (colour) per side			0.20			0.20
Local Development Scheme						
			no charge			no charge
Supplementary Planning Documents						
Housing Needs SPD March 2012			no charge			no charge
Planning Obligations March 2012			no charge			no charge
Sustainable Design and Construction March 2012			no charge			no charge
Building Control						
From 1st April 2015 regulatory activities will be undertaken by Warwick District Council as a shared partnership. Please visit www.warwickdc.gov.uk for further information.						
Land Charges						
Full Local Search LLC1 (no VAT) & Con29 (+VAT)			109.00			111.20
Additional Questions each			36.00			36.70
Additional Parcels each			23.00			23.50
LLC1 (search only)			25.00			25.50
Con29			84.00			85.70
Con29 O - Optional Enquiries, except ones listed below			12.00			12.20
Con29 O - Optional Enquiry 22			14.40			14.70
Personal Search - free to view in reception						
Other CON29 questions						
Question 1.1 j, k, l			16.50			16.80
Question 2			32.40			33.00
Question 3.7			14.40			14.70
Question 3.8			4.80			4.90
Question 3.9			5.10			5.20
Question 3.11			15.60			15.90
Question 3.13			1.44			1.50
We DO NOT answer Questions 4 & 16						

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

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

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees	2020/21 Fees	2020/21 Fees	2021/22 Fees	2021/22 Fees	2021/22 Fees
	A	B	C	A	B	C
	£	£	£	£	£	£
Rugby Borough Council Cemeteries						
Interment fees - preparation and backfilling of grave						
Babies and children up to 17 yrs – all areas including Cloverleaf Memorial Garden			no charge			no charge
Adult - interment of cremated remains			350.00			350.00
Adult - strewing of cremated remains under turf			200.00			200.00
Scattering of ashes on the surface is not permitted						
Use of Cemetery Chapel at Watts Lane or Croop Hill Cemeteries			100.00			100.00
Use of Rainsbrook Ceremony Room (no cremation)			250.00			250.00
Cemetery Memorial Tree with bronze plaque			275.00			275.00
Cemetery Memorial Bench			price on application			price on application
Family History Search - Detailed genealogy research			25.00			25.00
Exhumation			price on application			price on application
Plaque on Whinfield Memorial Scrolls			150.00			150.00
Plaque on Watts Lane Memorial Book			150.00			150.00
Plaque on Child in Hand Memorial at Clifton Road			150.00			150.00
Memorial Permit Fees						
Main Cemetery Areas (purchased graves only)						
Headstone (including any base slab) Up to 5'6" high x 3'0" wide x 1'6" deep			250.00			250.00
Vase Up to 1'3" high and 1'0" diameter			150.00			150.00
Plaque/tablet - Main Cemetery Section Up to 2'0" (h) x 2'6" (w) x 1'6" (d)			150.00			150.00
Plaque/tablet - Whinfield Cremation Section Up to 2'0" (h) x 2'0" (w) x 2'0" (d)			150.00			150.00
Plaque/tablet - Watts Lane Cremation Section Up to 2'0" (h) x 2'3" (w) x 2'0" (d)			150.00			150.00
Plaque/tablet - Croop Hill Cremation Section Up to 1'6" (h) x 1'6" (w) x 3'0" (d)			150.00			150.00
Added inscription to any memorial			150.00			150.00
Replacement of existing memorial where no amendment to previous approval			no charge			no charge
Kerbstones including headstone (where permitted)			450.00			450.00
Kerbstones only (where permitted)			300.00			300.00
Oversized headstone			500.00			500.00
Cloverleaf Memorial Garden						
Contact Bereavement Services 01788 533715						
Pest Control						
	Advance payment	Pay by Invoice		Advance payment	Pay by Invoice	
Domestic Pest Control						
Rats - up to 3 visits	33.00	52.00		33.70	53.00	
Mice - up to 4 visits	67.00	89.00		68.30	90.80	
Bedbugs - up to 2 visits	100.00	120.00		102.00	122.40	
Fleas - up to 2 visits	78.00	99.00		79.60	101.00	
Cockroaches - up to 3 visits	100.00	120.00		102.00	122.40	
Wasps and Hornets - up to 2 visits						
General charge	58.00	78.00		59.20	79.60	
Additional wasp nest (no concessions)	10.00	10.00		10.20	10.20	
Squirrels- up to 3 visits	66.00	87.00		67.30	88.70	
Commercial Pest Control						
Wasps (non contract)	83.00	104.00		84.70	106.10	
Wasps (contract)	62.00	83.00		63.20	84.70	
Additional wasp nests - £10.00						
	Advance payment	Pay per hour		Advance payment	Pay per hour	
Minimum charge 1 hour, charged per 30 minutes thereafter.						
Bedbugs, fleas and cockroaches	42.00	104.00		42.80	106.10	
Rats and Mice	42.00	99.00		42.80	101.00	
Contracts (additional treatment over and above agreed contracts terms and conditions)						
Bedbugs, fleas and cockroaches	40.00	83.00		40.80	84.70	
Rats and Mice	40.00	78.00		40.80	79.60	

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

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

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees	2020/21 Fees	2020/21 Fees	2021/22 Fees	2021/22 Fees	2021/22 Fees
	A	B	C	A	B	C
	£	£	£	£	£	£
Licences						
Keeping or training animals for exhibition (3 year licence)			180.00			180.00
Keeping or training animals for exhibition (renewal)			130.00			130.00
Re-rating visits			175.00			175.00
Variation of a licence			130.00			130.00
Dangerous Wild Animals Act (excluding vet fees)			315.00			315.00
Zoo Licence (excluding vet fees)			625.00			625.00
Skin Piercing etc., Acupuncture, tattooing, electrolysis and ear piercing (per practitioner)			165.00			165.00
Skin Piercing etc., Acupuncture, tattooing, electrolysis and ear piercing (temporary events e.g. conventions and guest tattooists. Limited to 2 weeks and only if registered with another local authority - proof required.)			40.00			40.00
Ear piercing only (per practitioner)			85.00			85.00
Food Premises Registration			no charge			no charge
Street Traders Licence (per pitch per day - issued by Rugby First)			32.00			32.00
Sex Establishment Licence			4,700.00			4,700.00
Hypnotism			100.00			100.00
Note: all animal licenses may be subject to further vet fees in accordance with the relevant legislation. All fees stated exclude vet fees.						
Pollution Prevention and Control						
The fee charging regime for these industries will change with effect from 1st April. The charging regime is set by Government annually. The new regime is risk based and full details are available on request or can be found at www.defra.gov.uk/environment/ppc/localauth/fees-risk/fees.htm						
Lotteries and Amusement						
Initial			40.00			40.00
Renewal			20.00			20.00
Licensing Act 2003						
Main Application Fee - per Rateable Band						
Band A			100.00			100.00
Band B			190.00			190.00
Band C			315.00			315.00
Band D			450.00			450.00
Band E			635.00			635.00
Band D X (2)			900.00			900.00
Band E X (3)			1,905.00			1,905.00
Main Annual Charge						
Band A			70.00			70.00
Band B			180.00			180.00
Band C			295.00			295.00
Band D			320.00			320.00
Band E			350.00			350.00
Band D X (2)			640.00			640.00
Band E X (3)			1,050.00			1,050.00
Variation						
Band A			100.00			100.00
Band B			190.00			190.00
Band C			315.00			315.00
Band D			450.00			450.00
Band E			635.00			635.00
Personal Licences, Temporary Events and Other Fees						
Application for a grant or renewal of personal licence			37.00			37.00
Temporary event notice			21.00			21.00
Theft, loss etc. of premises licence or summary			10.50			10.50
Application for a provisional statement where premises being built etc.			varies			varies
Notification of change of name or address			10.50			10.50
Application to vary licence to specify individual as premises supervisor			23.00			23.00
Application for transfer of premises licence			23.00			23.00
Theft, loss etc. of certificate or summary			10.50			10.50
Notification of change of name alteration of rules of club			10.50			10.50
Change of relevant registered address of club			10.50			10.50
Theft, loss etc. of temporary event notice			10.50			10.50
Theft, loss etc. of personal licence			10.50			10.50
Duty to notify change of name or address			10.50			10.50
Right of freeholder etc. to be notified of licensing matters			21.00			21.00
Interim Authority notice following death etc. of licence holder			23.00			23.00

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees	2020/21 Fees	2020/21 Fees	2021/22 Fees	2021/22 Fees	2021/22 Fees
	A	B	C	A	B	C
	£	£	£	£	£	£
Licences						
Fees for Scrap Metal Dealers Act 2013 scrap metal licence applications and incidental costs						
Scrap metal dealer site licence application fee			350.00			350.00
Scrap metal dealer site licence renewal fee			250.00			250.00
Scrap metal dealer site licence variation fee			90.00			90.00
Scrap metal dealer collector licence fee			250.00			250.00
Scrap metal dealer collector renewal fee			230.00			230.00
Scrap metal dealer collector variation fee			90.00			90.00
Replacement licence			30.00			30.00
Fees for Mobile Homes Act 2013 licence applications and incidental costs						
Application			250.00			250.00
Annual fee 2 to 10 residential units			150.00			150.00
Annual fee 11 to 30 residential units			220.00			220.00
Annual fee 31+ residential units			300.00			300.00
Compliance notice			335.00			335.00
Transfer of licence			72.00			72.00
Variation of licence			215.00			215.00
Fees only apply to relevant mobile homes sites. If exempt, licence fee £nil, no annual fee, compliance notices do not apply and transfer or variation fees £nil.						
Gambling Act permit fees						
Licensed premises gaming machines permits:						
Grant			150.00			150.00
Existing operator grant			100.00			100.00
Variation			100.00			100.00
Transfer			25.00			25.00
Annual fee			50.00			50.00
Change of name			25.00			25.00
Copy of permit			15.00			15.00
Licensed premises automatic notification process						
On Notification			50.00			50.00
Club gaming permits						
Grant			200.00			200.00
Grant (club premises certificate holder)			100.00			100.00
Existing operator grant			100.00			100.00
Variation			100.00			100.00
Renewal			200.00			200.00
Renewal (club premises certificate holder)			100.00			100.00
Annual fee			50.00			50.00
Copy of permit			15.00			15.00
Club machine permits						
Grant			200.00			200.00
Grant (club premises certificate holder)			100.00			100.00
Existing operator grant			100.00			100.00
Variation			100.00			100.00
Renewal			200.00			200.00
Renewal (club premises certificate holder)			100.00			100.00
Annual fee			50.00			50.00
Copy of permit			15.00			15.00
Family entertainment centre gaming machine permits						
Grant			300.00			300.00
Renewal			300.00			300.00
Existing operator grant			100.00			100.00
Change of name			25.00			25.00
Copy of permit			15.00			15.00
Prize gaming permits						
Grant			300.00			300.00
Renewal			300.00			300.00
Existing operator grant			100.00			100.00
Change of name			25.00			25.00
Copy of permit			15.00			15.00

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

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

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

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

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

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

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees	2020/21 Fees	2020/21 Fees	2021/22 Fees	2021/22 Fees	2021/22 Fees
	A	B	C	A	B	C
	£	£	£	£	£	£
Enforcement Charges						
Officer Rates						
For reclaiming officer costs when investigating matters that result in a legal proceeding being instituted etc.						
Category A - salary grade D and below			47.00			47.90
Category B - salary grade E to F			62.00			63.20
Category C - salary grade G			79.00			80.60
Category D - Heads of Service or above			94.00			95.90
Administration charges for works in default etc.:						
For each property or person responsible, minimum fee to apply until hourly rate and associated costs exceed this figure			57.00			58.10
Any associated letters, reports etc.			12.00			12.20
Officers statement for solicitors (minimum 1 hour)			officer rates			officer rates
Mileage charged at current casual user rates						
Note: Fees and Charges marked with an asterisk "*" are set by national legislation and will be amended as and when specified charges are amended						
Complete copies of list of Registered Food Premises			320.00			326.40
Partial copies of the list of Registered Food Premises			£30 + £3 per entry			£30 + £3 per entry
Printed copies of Air Quality Assessment Reports etc			50.00			51.00
Copies of or from other Public Registers:						
Complete premises files (printed, plus photocopying charge)			40.00			40.80
Partial extracts form premises file (per request, plus copying)			20.00			20.40
Information may be available in an electronic format. Prices available on request.						
Parks						
Caldecott Park - to be fixed with the café leaseholder						
Special Events on Parks and Open Spaces						
Sports Tournaments			price on application			price on application
Charitable Events			no charge			no charge
Dog Shows - per opening day			305.00			311.00
Fairs/Circuses - per operating day			405.00			413.00
Fairs/Circuses - per setting up day			115.00			117.00
Returnable deposit for new fair/circus operator			320.00			326.00
Commercial Events			405.00			415.00
Filming rights (per day)			215.00			220.00
Ice Cream Licence			price on application			price on application
Sports Pitches						
SPORTS PITCHES ARE HIRED PER SESSION (not including time spent changing)						
All hirers must provide evidence of Public Liability insurance of £5 million and sign the current Terms and Condition of Hire						
Matches must be completed by 9pm Monday to Saturday and by 6pm on Sunday						
Rugby Football:	1 session is deemed to last up to 100 minutes					
Football:	1 session is deemed to last up to 120 minutes					
Cricket:	1 session is deemed to last up to 4 hours					
Changing Facilities: where booked will be charged per pitch session as above						
This is an unattended service provided to specific clubs/teams by prior agreement. An attended service is available for a casual booking - additional charge payable						
Where an all day booking is made, morning is deemed to be one session, afternoon one session and evening one session. Each session will be charged as detailed.						

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

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

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2021

	Current Fees			Proposed Fees		
	2020/21 Fees	2020/21 Fees	2020/21 Fees	2021/22 Fees	2021/22 Fees	2021/22 Fees
	A	B	C	A	B	C
	£	£	£	£	£	£
COMMUNITIES & HOMES						
Welfare Services						
Lifeline Personal Alarm Service - weekly charge Some residents may qualify for a VAT exemption.			4.76			4.76
Emergency Housing						
Housing Guest Bedroom Charges (Including VAT)			15.00			15.00
Street Naming and Numbering						
Add a name to an existing address - Price per address			25.00			25.50
Change an existing address - Price per address			25.00			25.50
Register a new address - Price per address			25.00			25.50
New Addresses on Large Developments - Price per 2 - 5 plots			100.00			102.00
New Addresses on Large Developments - Price per 6 - 10 plots			200.00			204.00
New Addresses on Large Developments - Price per 11 - 19 plots			300.00			306.00
New Addresses on Large Developments - Price per 20+ plots			400.00			408.00
- Price per additional plot over 20 plots			15.00			15.30
Register a new Street - Price per street			100.00			102.00
Rename an existing street - Price per street			200.00			204.00
+ a per address charge - Price per address			25.00			25.50
CORPORATE RESOURCES						
Legal Services						
Copy Document – S106 Agreement: Bilateral Agreement or Unilateral Undertaking*			62.40			63.60
Copy Document – S106 Agreement: Supplemental Deed or Deed of Variation*			32.40			33.00
Copy Document – TPO*			32.40			33.00
Ex-Council House Consent			62.40			63.60
Ex-Council House Consent: Retrospective			92.20			94.00
Copy Document – Lease or Shared Ownership Lease			61.80			63.00
Copy Document – Enforcement Notices			18.40			18.80
Copy Document – Smoke Control Order			30.60			31.20
Ex-Council House Deed of Postponement			62.40			63.60
Ex-Council House Letter of Compliance			62.40			63.60
Leasehold Enquiries			92.20			94.00
* Standard turnaround for copies is 1-3 working days. However, if any of the above documents require expediting straight away, an additional £30.00 is added to each.						
Copy documents will be emailed out to customers where possible. A number of copy documents are available on the Council's publicly accessible registers and customers are requested to check these registers prior to making a request for a copy document. Where the Council has already scanned a copy document in and holds an electronic version that can be emailed to the customer, an administration charge of £15 will be made rather than the fee shown above.						
EXECUTIVE DIRECTOR						
Electoral Register						
The Open Electoral Register can be purchased in either data or paper form:-						
Fee for data copy £20.00 plus £1.50 for every 1,000 entries or part thereof purchased						
Fee for paper copy £10.00 plus £5.00 for every 1,000 entries or part thereof purchased						
Freedom of Information Request						
Freedom of Information and Environmental Information Regulation requests are charged for in just two cases:-						
- where the cost of answering the enquiry goes over £450; and						
- where there are costs for preparing the information e.g. printing, photocopying, postage, providing information in other formats (CD-Rom, audio cassette, translation)						
The time spent dealing with the above is calculated at £25 per hour.						
With the majority of requests the costs will be less than £450 and we will make no charge for the work involved.						
If however, the cost of dealing with your request goes over £450 we will contact you to discuss the information you have requested and the cost of providing it. If you still want the information in a format that is going to take the cost over that limit, then we will charge you the full amount.						
- Photocopying or printing material;						
- Postage;						
- Producing material in a different format when requested e.g. CD Rom, audio cassette;						
- Providing extracts of databases;						
- Translating the material into a different language where requested;						
- Allowing you to reasonable time to inspect a record containing the information (FOI only);						
- 10p per A4 sheet for printing or photocopying, black and white;						
- 20p per A3 sheet for printing of photocopying, black and white;						
- 92p per A4 sheet for printing or photocopying, colour;						
- £1.24 per A3 sheet for printing or photocopying, colour;						
- Postage costs - documents will be sent by second class mail unless specified otherwise;						
- Any costs involving staff time will be charged at £25 per hour.						
We can charge for these costs in all cases, whether or not we can also charge for the prescribed costs.						
If the total cost is less than £10, there is no charge.						



Appendix 13

COUNCIL – 23 FEBRUARY 2021

Final Draft
GENERAL FUND
CAPITAL AND REVENUE
BUDGETS

AND

COUNCIL TAX

FOR

2021/22



INTRODUCTION

This booklet sets out:

- The current position for the Council's draft General Fund capital and revenue budgets for 2021/22;
- The total spending plans for the County Council, the Office of the Police and Crime Commissioner and Parish Councils for 2021/22; and
- Information on other factors that need to be taken into account when the Council Tax for 2021/22 is set.
- A forecast summary of Reserves across the medium term.

This booklet has been produced to show a broad overview of the General Fund budgets for consideration by Council together with some other background information on Council Tax.

Where requested further information can be provided to all Councillors, electronically, shortly after the Council meeting when the budget and levels of Council Tax have been agreed.

I hope you find this document useful and informative.

Jon Illingworth
Interim Chief Financial Officer
23 February 2021



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Appendix A - Special Expense Calculation

Appendix B – Parish Precepts

1 RUGBY BOROUGH COUNCIL DRAFT GENERAL FUND REVENUE BUDGET

1.1 GENERAL FUND REVENUE BUDGET 2021/22 – A CURRENT OVERVIEW

2020/21 £000s		2021/22 £000s
	<u>Total Portfolio Net Expenditure</u>	
3,016	Growth & Investment	2,534
1,028	Corporate Resources	1,039
7,292	Environment & Public Realm	7,089
1,975	Communities & Homes	2,123
2,069	Executive Director's Office	1,952
0	Pressure due to the COVID-19 Pandemic	1,100
(143)	Corporate Items	(27)
15,237	Draft Portfolio Expenditure	15,810
(2,767)	Less Capital Charge Adjustment	(2,373)
(300)	Less Corporate Savings Target	(300)
(357)	Less IAS 19 Pension Adjustment	(363)
11,813	Net Portfolio Expenditure	12,774
	<u>Non-Portfolio Items</u>	
315	Net Cost of Borrowing	432
(50)	Investment Income	(50)
1,594	Minimum Revenue Provision (MRP)	1,506
440	Revenue Contribution to Capital Outlay	88
242	Contribution to Reserves and Balances	0
500	Transfer to Climate Change Reserve	0
0	Contribution to BSR – to support the budget	(644)
0	Contribution to BRER – to support the budget	(587)
0	Contribution to BSR – Collection Fund Deficit Council Tax	(27)
0	Contribution to BRER – Collection Fund Deficit Business Rates	(6,586)
1,726	Contribution to Business Rate Equalisation Reserve	3,196
16,580	Total RBC Expenditure	10,102
855	Parish Precepts	896
17,435	Total Proposed Budget	10,998
	<u>Income</u>	
(6,318)	Retained Business Rates	(6,114)
(2,382)	New Homes Bonus	(1,780)
(256)	Government Grants	(1,083)
(81)	Collection Fund +Deficit/-Surplus Council Tax	27
734	Collection Fund +Deficit/-Surplus Business Rates	6,586
(734)	Contribution from Balances	0
(8,398)	Council Tax Requirement	(8,633)

Table 1 – Budget Summary 2020/21 and 2021/22

1.2 PROPOSED SPENDING ON INDIVIDUAL SERVICES

Tables 4 to 28 show proposed revenue spending on individual portfolio services totalling £15.810m.

Summary of Portfolio Budgets	2020/21 Original Budget £000s	Other £000s	Growth & Inflation £000s	Income £000s	Savings £000s	Key Decision £000s	2021/22 Proposed Budget £000s
Appendices			2 & 3	4	5		
Growth & Investment	3,016	(306)	15	(91)	0	(100)	2,534
Corporate Resources	1,028	23	37	(5)	(44)	0	1,039
Environment & Public Realm	7,292	(151)	166	(230)	(88)	100	7,089
Communities and Homes	1,975	(120)	417	91	(388)	148	2,123
Executive Director's	2,069	(114)	0	(3)	0	0	1,952
Central Budget to support pressure relating to COVID	0	0	0	0	0	1,100	1,100
Corporate Budgets	(143)	116	0	0	0	0	(27)
Total	15,237	(552)	635	(238)	(520)	1,248	15,810

Table 2 – Portfolio Summary 2020/21 to 2021/22

Table 2 provides a summary of movement for the portfolio and corporate budgets from Appendix 2. The amount of £0.552m shown as 'other' includes the impact of salary changes and corporate adjustments. This also includes the Key Decision to transfer budget to fund free parking for 2021/22 from the Town Centre Improvement Budget as detailed later in this section following table 3.

Portfolio Budget Proposals 2021/22

(i) Growth Proposals

Pay

Whilst the spending review proposed that the public sector pay rise would be paused, recent information suggests that this is not confirmed therefore the final budget has built in to mitigate any increased cost. The Service budgets have been updated to reflect the announced increases to the minimum wage. In addition to the £0.049m reflecting increase of £250 for those earning below a £0.024m median as per the government spending review announcement in the Autumn, the proposed budget includes the equivalent of a 1% pay award, establishing a central budget of £0.204m. This will be distributed to services once a settlement has been reached.

Pensions

The employer's contributions to the Warwickshire Pension fund were calculated on a triennial basis in 2020/21 with the three years contribution paid as a lump sum in advance. A savings proposal approved in February 2020 of £0.150m per year (with a net benefit of £0.065m once the impact on our net cost of borrowing is taken into account) will continue for 2021/22 and 2022/23 and is removed in 2023/24.

In Service Pressures

In service pressures include the impact of changes to contracts, increased demand for services and the impact of any changes in the economic climate. The total growth amounts to £0.635m (including inflation) with full schedule of proposals shown in Appendix 3. The significant items shown within the budget for 2021/22 include;

- £0.232m – increased cost of homelessness temporary accommodation which is offset by increased income and savings proposals. (Appendix 4 and 5).
- £0.088m – Increase in annual running costs of software previously paid from capital and software budgets increased to reflect current contract prices.
- £0.055m – Crematorium Technician and additional Gardener (offset by savings on Appendix 5).
- £0.036m - New Trees and Woodlands Officer post funded from s106 Funding and savings (Appendix 4 and 5).
- £0.034 - Annual running costs for new email web filtering software and an increase to software budgets to reflect current contract prices.

(ii) Income and Savings

Income

The proposals at Appendix 4 totalling (£0.238m) include the outcome of income generated from CPI, increased volume and any additional charges from services provided to other authorities and organisations. The fees and charges have been reviewed and increased where relevant as shown within the Fees and Charges Schedule at Appendix 12.

Savings target

The budget includes a total of (£0.520m) new saving proposals in addition to the previously approved Corporate savings target of (£0.381m). The full schedule of proposals is shown in Appendix 5.

(iii) Key Decisions

As previously reported in monitoring reports during 2020/21 this year has seen unprecedented times with the impact of the Coronavirus pandemic (COVID-19). The periods of lockdown and tiered restrictions continue to present significant challenges both nationally and locally. Whilst the government has taken steps to support both businesses and authorities to recognise the financial impact alongside increased demand on service delivery it was reported within the quarter 3 forecast that there is a risk of overspend in the region of £0.750m.

The local government finance settlement has announced additional grants in 2021/22 which are detailed within section 1.5 and do provide some mitigation to the pressures previously reported to Cabinet during this budget setting process.

However, with the continued challenges and the anticipated slow recovery, the key decisions as seen at table 3 includes a corporate budget of £1.100m in 2021/22 which is phased out in future years.

Key Decisions	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s
Review of the continuation of Town Centre Budget	0	(150)	0	0
One off contribution from BSR (mitigation against funding losses)	(644)	644	0	0
One off contribution from BRER (mitigation against COVID-19 potential pressure and transitional funding)	(587)	587	0	0
Release of Revenue Contribution to Capital Outlay	(353)	0	0	0
COVID-19 recovery fund (£0.510m to be funded from COVID emergency funding tranche 5)	1,100	(277)	(325)	(325)
Contribution to reserves to rebuild balances	0	0	50	201
Deferral of Housing Acquisition Saving	148	(148)	0	0
Total	(336)	655	(275)	(124)

Table 3 – Key Decisions for consideration

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

Continuation of contribution to the Town Centre Improvement Budget

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

Free Evening and Weekend Parking in the Town Centre Car Parks

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

Contribution from Budget Stability Reserve

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

Contribution from Business Rates Equalisation Reserve (BRER)

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

Release of Revenue Contribution to Capital Outlay

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

Housing Acquisition fund

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

Centrally held budget to cover COVID-19 pressures

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

GENERAL FUND CAPITAL BUDGET 2021/22 AND ONWARDS

The majority of schemes shown in the Portfolio Summary Tables were subject to an appraisal process, which asked several questions about each proposed scheme. Some of the factors considered include:

Strategic Case - relevant local and national policies and strategies

Commercial Case - the procurement arrangements that ensure supply side can deliver requirements on an efficient market basis

Financial Case - the capital and revenue costs / savings over the life span of the project

Management Case - the governance, plans, and resources that are in place for successful implementation

Climate change – demonstrate where applicable that it meets the Council’s climate change emergency agenda

COVID-19 – demonstrate where applicable that it will assist in the Council’s recovery planning in response to the coronavirus pandemic

Decisions on which schemes should be approved for 2021/22 will be needed after considering:

- any capital costs required in later years in order to complete a scheme;
- interest costs and Minimum Revenue Provision (MRP) associated with borrowing to fund the programme; and
- revenue consequences of individual schemes.

Please note that revenue implications and interest costs/MRP for 2021/22 arising from all the schemes shown in Appendices 6 and 7 and portfolio summary tables have **been included** within the General Fund revenue budget - see Table 1.

Therefore, if any capital scheme having revenue or interest implications for 2021/22 is removed from the draft capital budget for 2021/22, this will have an impact on the General Fund revenue budget.

An analysis of proposed funding is also shown in Appendices 6 and 7 of the main budget papers alongside the portfolio summaries for the draft capital budget for 2021/22.

1.2.1 PROPOSED SPENDING – Growth and Investment Services

Growth and Investment - Services	2020/21 Original Budget £000s	2021/22 Adjustments Expenditure £000s	2021/22 Adjustments Income £000s	2021/22 Accounting Adj £000s	2021/22 Draft Budget £000s
Art Gallery & Museum	849	(6)	(7)	8	844
The Benn Hall	80	13	0	0	93
Building Control Service	100	0	0	(23)	77
Economic Development <i>note 1</i>	888	(202)	9	4	699
Hall of Fame <i>note 2</i>	86	0	(15)	(191)	(120)
Head of Growth & Investment	(0)	1	0	(1)	0
Land Charges	(25)	1	0	(18)	(42)
Leisure Grants	21	0	0	0	21
Planning Services <i>note 3</i>	227	13	(100)	24	164
Queen's Diamond Jubilee Centre	(48)	0	0	0	(48)
Sports & Recreation	293	(5)	6	3	297
Town Centre CCTV & Management	282	5	0	1	288
Town Centre Improvements	56	0	0	(4)	52
Visitors' Centre	207	2	0	(0)	209
Overall Total	3,016	(178)	(107)	(197)	2,534

Table 4 – Analysis of Budgets compared with 2020/21

Notes

1. The removal of a one-year budget to provide business loans to Town Centre businesses.
2. Removal of the Capital adjustment following repayment of depreciation.
3. The adjustment to income is due to increase the Planning Income Budget following adoption of the Local Plan.

Growth and Investment - Services	2020/21 Original Budget £000s	Growth & Inflation £000s	Income £000s	Saving & Key Decisions £000s	Salary Adj £000s	Other Adj Budget £000s	2021/22 Draft Budget £000s
Art Gallery & Museum	849	0	0	0	(5)	(0)	844
The Benn Hall	80	10	0	0	3	0	93
Building Control Service	100	0	0	0	0	(23)	77
Economic Development	888	0	9	0	(2)	(196)	699
Hall of Fame	86	0	0	0	0	(206)	(120)
Head of Growth & Investment	0	0	0	0	1	(1)	0
Land Charges	(25)	0	0	0	1	(18)	(42)
Leisure Grants	21	0	0	0	0	0	21
Planning Services	227	0	(100)	0	13	24	164
Queen's Diamond Jubilee Centre	(48)	0	0	0	0	0	(48)
Sports & Recreation	293	0	0	0	(3)	7	297
Town Centre CCTV & Management	282	5	0	0	0	1	288
Town Centre Improvements	56	0	0	(100)	0	96	52
Visitors' Centre	207	0	0	0	2	0	209
Overall Total	3,016	15	(91)	(100)	10	(316)	2,534

Table 5 – Movement in Budget from 2020/21 to 2021/22 by Service

Summary of detailed proposals - Growth & Investment Services

A) Income

Service Line Description	Income £000s	Proposal Detail
Planning Services	(100)	Increased Planning income based on expected demand through adoption on the local plan
Total Planning Services	(100)	
Development Strategy	9	Reduction relates to removal of budgeted grant income no longer received
Total Development Strategy	9	
Overall Total	(91)	

Table 6 – Income Proposals to 2021/22 by Service

Summary of Capital Programme - Growth & Investment Services

Portfolio / Scheme Name	Capital						Revenue Implications					
	Gross Expenditure			External Contributions / Earmarked Reserves / Revenue Contributions		Borrowing		Running Costs		Estimated Interest costs		Minimum Revenue Provision
	2021/22	2022/23	2023/24	2021/22	Future Years	2021/22	Future Years	2021/22*	Full Year	2021/22*	Full Year	2022/23
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
RAGM – Preventative Conservation	101	0	0	0	0	101	0	0	0	0	0	4
Total	101	0	0	0	0	101	0	0	0	0	0	4

Table 7 – Capital Budget 2021/22

1.2.2 PROPOSED SPENDING – Corporate Resources Services

Corporate Resources - Services	2020/21 Original Budget £000s	2021/22 Adjustments Expenditure £000s	2021/22 Adjustments Income £000s	2021/22 Accounting Adj £000s	2021/22 Draft Budget £000s
Council Tax & Business Rates Collection	511	(23)	0	24	512
Public Conveniences	65	5	0	0	70
Head of Corporate Resources	(3)	0	0	3	0
Corporate Property Administration	0	(408)	8	400	0
Corporate Property Management	51	0	0	(6)	45
General Financial Services	(0)	16	0	(16)	0
Handyperson Service	0	0	0	0	0
Public Offices	(0)	23	0	(23)	0
Resources	0	11	0	(11)	0
Retired Employees	404	9	0	(1)	412
Overall Total	1,028	(367)	8	370	1,039

Table 8 – Analysis of Budgets compared with 2020/21

Corporate Resources - Services	2020/21 Original Budget £000s	Growth & Inflation £000s	Income £000s	Saving & Key Decisions £000s	Salary Adj £000s	Other Adj Budget £000s	2021/22 Draft Budget £000s
Council Tax & Business Rates Collection	511	0	0	(31)	2	30	512
Public Conveniences	65	5	0	0	0	0	70
Head of Corporate Resources	(3)	0	0	0	1	2	0
Corporate Property Administration	0	0	(5)	(8)	(10)	23	0
Corporate Property Management	51	0	0	0	0	(6)	45
General Financial Services	0	14	0	0	0	(14)	0
Handyperson Service	0	0	0	0	0	0	0
Public Offices	0	18	0	(5)	0	(13)	0
Resources	0	0	0	0	12	(12)	0
Retired Employees	404	0	0	0	9	(1)	412
Overall Total	1,028	37	(5)	(44)	14	9	1,039

Table 9 – Movement in Budget from 2020/21 to 2021/22 by Service

Summary of detailed proposals – Corporate Resources Services

A) Growth

Corporate Resources - Services	Growth £000s	Proposal Detail
Other Insurance Premiums	14	Annual cost of the new Cyber Security Insurance costs to mitigate increased risks through working remotely.
Total Insurance Premiums	14	
Overall Total	14	

Table 10 – Growth Proposals to 2021/22 by Service

B) Income

Corporate Resources - Services	Income £000s	Proposal Detail
Corporate Property Administration	(5)	Increase reflects the expected level of income for the year
Total Corporate Property Management	(5)	
Overall Total	(5)	

Table 11 – Income Proposals to 2021/22 by Service

C) Savings

Corporate Resources - Services	Savings £000s	Proposal Detail
Council Tax Services	(31)	Saving made on a full-time post which has been transferred to the Housing Revenue Service
Total Resources	(31)	
Corporate Property Administration	(8)	Service is no longer making contributions to Emergency repairs
Total Corporate Property Administration	(8)	
Public Offices	(5)	Cleaning products are now provided by the contractors
Total Public Officer	(5)	
Overall Total	(44)	

Table 12 – Savings Proposals to 2021/22 by Service

Summary of Capital Programme – Corporate Resources Services

Portfolio / Scheme Name	Capital						Revenue Implications					
	Gross Expenditure			External Contributions / Earmarked Reserves / Revenue Contributions		Borrowing		Running Costs		Estimated Interest costs		Minimum Revenue Provision
	2021/22	2022/23	2023/24	2021/22	Future Years	2021/22	Future Years	2021/22*	Full Year	2021/22*	Full Year	2022/23
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Corporate Asset Management System	32	0	0	0	0	32	0	0	0	0	0	6
Total	32	0	0	0	0	32	0	0	0	0	0	6

Table 13 – Capital Budget 2021/22

1.2.3 PROPOSED SPENDING – Environment and Public Realm Services

ENVIRONMENT AND PUBLIC REALM - Services	2020/21 Original Budget £000s	2021/22 Adjustments Expenditure £000s	2021/22 Adjustments Income £000s	2021/22 Accounting Adj £000s	2021/22 Draft Budget £000s
Car Parks & Parking <i>note 1</i>	(77)	6	0	(0)	(71)
Cemeteries	121	13	(10)	(3)	121
Crematorium	(84)	12	(20)	6	(86)
Crime & Disorder	106	1	0	(3)	104
WSU Depot	0	0	0	0	0
Head of Environment & Public Realm	(14)	3	14	(3)	0
Hackney Carriages & Private Hire Vehicles	8	0	0	5	13
Miscellaneous Highways Services	403	7	0	(8)	402
Land Drainage	6	0	0	0	6
Licensing	42	3	0	3	48
Parks, Recreation Grounds & Open Spaces <i>note 2</i>	1,942	6	(43)	(28)	1,877
Parks & Public Realm	10	1	(1)	4	14
Regulatory Services	979	10	0	8	997
Safety & Resilience	136	9	0	2	147
Sewage Disposal Plant	12	0	(1)	1	12
Street Cleansing	985	(24)	16	(61)	916
Trade Waste/Recycling	(27)	(12)	0	26	(13)
WSU Vehicle Workshop	0	2	0	5	7
Waste Collection & Recycling <i>note 3</i>	2,744	23	(166)	(6)	2,595
	7,292	60	(211)	(52)	7,089

Table 14 – Analysis of Budgets compared with 2020/21

Notes

1. Assumes that the 2020/21 Council Resolution to provide free evening and weekend parking will continue into 2021/22 as detailed in the key decisions to be approved.
2. Includes new Woodland and Trees Officer post funded from savings and s106, reduction in depreciation charges and removal of one-off Feasibility Study of memorial space Whitehall Recreation Ground.
3. This includes an increase in income to reflect the current volume of subscriptions to the Green Waste scheme.

Environment and Public Realm -Services	2020/21	Growth	Income	Saving	Salary	Other	2021/22
	Original Budget	& Inflation		& Key Decisions	Adj	Adj Budget	Draft Budget
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Car Parks & Parking	(77)	1	0	100	0	(95)	(71)
Cemeteries	121	0	(10)	(1)	1	10	121
Crematorium	(84)	55	(30)	(31)	1	3	(86)
Crime & Disorder	106	0	0	0	1	(3)	104
WSU Depot	0	1	0	0	0	(1)	0
Head of Environment & Public Realm	(14)	0	0	0	1	13	0
Hackney Carriages & Private Hire Vehicles	8	0	0	0	0	5	13
Miscellaneous Highways Services	403	0	0	0	9	(10)	402
Land Drainage	6	0	0	0	0	0	6
Licensing	42	0	0	0	3	3	48
Parks, Recreation Grounds & Open Spaces	1,942	36	(24)	(12)	(5)	(60)	1,877
Parks & Public Realm	10	0	0	0	0	4	14
Regulatory Services	979	0	0	0	18	(0)	997
Safety & Resilience	136	6	0	0	4	1	147
Sewage Disposal Plant	12	0	0	0	0	(0)	12
Street Cleansing	985	16	0	(8)	(1)	(76)	916
Trade Waste/Recycling	(27)	1	0	(12)	(0)	25	(13)
WSU Vehicle Workshop	0	1	0	(2)	1	7	7
Waste Collection & Recycling	2,744	49	(166)	(22)	7	(17)	2,595
	7,292	166	(230)	12	40	(191)	7,089

Table 15 – Movement in Budget from 2020/21 to 2021/22 by Service

Summary of detailed proposals - Environment and Public Realm Services

A) Growth

Service Line Description	Growth £000s	Proposal Detail
Crematorium	55	Crematorium Technician and additional gardener have been added to the staff establishment, offset through additional income shown in the table below
Total Crematorium	55	
Parks, Recreation Grounds & Open Spaces	36	New Trees and Woodlands post added to staff establishment. Offset by a reduction to outsourcing costs and the use of S106 monies
Total Parks, Recreation Grounds & Open Spaces	36	
Safety & Resilience	6	Budget required to meet annual subscription for Health and Safety Consultants
Total Safety & Resilience	6	
Street Cleansing	16	Reduction to internal income based on historical data and current service provision levels
Total Street Cleansing	16	
Waste Collection & Recycling	18	Budget requested for Agency costs due to the increased volume in Garden Waste collection during the Summer periods
Waste Collection & Recycling	8	Budget requested for Contract Hire of vehicles due to the increased volume in Garden Waste collection during the Summer periods
Total Waste Collection & Recycling	26	
Minor Growth Proposals	3	Increased budget requested for various services across the Environment & Public Realm portfolio including items such as utilities, agency and vehicle running costs
Overall Total	142	

Table 16 – Growth Proposals to 2021/22 by Service

B) Income

Service Line Description	Income £000s	Proposal Detail
Crematorium	(30)	Income increased to reflect additional memorial packages and 980 cremations a year
Total Crematorium	(30)	
Cemeteries	(10)	Additional income for burials and Monuments based on historical data
Total Cemeteries	(10)	
Parks, Recreation Grounds & Open Spaces	(24)	S106 income budgeted to fund the new Trees and Woodlands post
Total Parks, Recreation Grounds & Open Spaces	(24)	
Waste Collection & Recycling	(166)	Income increased to reflect the current volume of subscriptions to the Green Waste scheme
Total Waste Collection & Recycling	(166)	
Overall Total	(230)	

Table 17 – Income Proposals to 2021/22 by Service

C) Savings

Service Line Description	Savings £000s	Proposal Detail
Crematorium	(31)	Removal of vacant post contributing towards growth items in the above table
Total Crematorium	(31)	
Parks, Recreation Grounds & Open Spaces	(12)	Saving made to external contractors following the decision to create a Trees and Woodlands post to bring the expertise back in house.
Total Parks, Recreation Grounds & Open Spaces	(12)	
Street Cleansing	(5)	Saving made based on historical spend
Total Street Cleansing	(5)	
Waste Collection & Recycling	(18)	Saving made on vehicle maintenance costs following the new vehicle replacement programme
Total Waste Collection & Recycling	(18)	
Trade Waste/Recycling	(7)	Saving made based on historical spend for fuel
Trade Waste/Recycling	(5)	Saving made on bin purchases following a decision to repair bins where possible
Total Trade Waste/Recycling	(12)	
Minor Savings Adjustments	(10)	
Overall Total	(88)	

Table 18 – Savings Proposals to 2021/22 by Service

Summary of Capital Programme- Environment and Public Realm - Services

Portfolio / Scheme Name	Capital						Revenue Implications					
	Gross Expenditure			External Contributions / Earmarked Reserves / Revenue Contributions		Borrowing		Running Costs		Estimated Interest costs		Minimum Revenue Provision
	2021/22	2022/23	2023/24	2021/22	Future Years	2021/22	Future Years	2021/22	Full Year	2021/22	Full Year	2022/23
£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Vehicle Replacement ¹	500	500	500	0	0	500	1,000	0	0	10	10	67
Open Spaces Refurbishments – Apple Grove & Sorrell Drive Play Areas	150	150	150	50	100	100	200	0	0	0	0	6
Parks & Grounds Inspection System	15	0	0	0	0	15	0	0	0	0	0	3
Open Spaces Refurbishments - Safety Improvements	50	50	50	0	0	50	100	0	0	0	0	3
Parks Connector Network	200	200	200	200	400	0	0	0	10	0	0	0
Open Spaces Refurbishments - Street Furniture	20	40	40	0	0	20	80	0	0	0	0	2
Memorial Safety	30	30	30	0	0	30	60	0	0	0	0	1
Sherbourne Recycling	4,674	0	0	0	0	4,674	0	0	0	30	60	0
Great Central Way Bridge Repairs	0	165	165	0	0	0	330	0	16	0	0	0
Purchase of Waste Bins ²	88	88	88	88	175	0	0	0	0	0	0	0
Total	5,727	1,223	1,223	338	675	5,389	1,770	0	26	40	70	82

Table 19 – Capital Budget 2021/22

Notes

1. Vehicle replacement programme under review
2. To be financed via S106 developer contributions / direct revenue contributions

1.2.4 PROPOSED SPENDING – Communities and Homes Services

Communities & Homes - Services	2020/21 Original Budget £000s	2021/22 Adjustments Expenditure £000s	2021/22 Adjustments Income £000s	2021/22 Accounting Adj £000s	2021/22 Draft Budget £000s
Community Advice & Support Team <i>note 1</i>	1,524	169	(20)	(7)	1,666
Community Grants	184	(3)	0	0	181
Head of Communities & Homes	0	1	0	(1)	0
Customer & Information Services <i>note 2</i>	(0)	166	(35)	(131)	0
Customer Support Services	(0)	(1)	9	(8)	0
Equality & Diversity	0	0	0	(0)	0
HEART Shared Service Scheme	6	1	(8)	1	(0)
House Purchase & Improvement Loans	(1)	0	(1)	0	(2)
Housing Benefits Payments	(113)	0	0	0	(113)
Housing Strategy & Enabling	391	4	0	5	400
Central Telephone Service	(0)	(9)	1	8	0
Warks Homelessness Early Intervention Project <i>note 3</i>	0	(65)	103	(38)	0
Welfare Services (Private Lifelines)	(105)	0	0	0	(105)
Woodside Park	89	0	(3)	10	96
Warwickshire Direct Partnership	0	(43)	0	43	0
Overall Total	1,975	220	46	(118)	2,123

Table 20 – Analysis of Budgets compared with 2020/21

Notes

1. This reflects the overall net impact of increased temporary accommodation usage.
2. This includes the increase in annual running costs of software previously paid from capital and software budgets increased to reflect current contract prices.
3. Following the cessation of the Trailblazing project the replacement scheme is now being led by RBC in conjunction with North Warwickshire Borough Council and Stratford Upon Avon District Council, the adjustments reflect the contract coming to an end and the new scheme being implemented.

Communities & Homes - Services	2020/21 Original Budget £000s	Growth & Inflation £000s	Income £000s	Saving & Key Decisions £000s	Salary Adj £000s	Other Adj Budget £000s	2021/22 Draft Budget £000s
Cast Team	1,524	249	(20)	(147)	17	43	1,666
Community Grants	184	0	(1)	(2)	0	0	181
Head of Communities and Homes	0	0	0	0	1	(1)	0
Customer & Information Services	0	151	10	(49)	21	(133)	0
Customer Support Services	0	4	7	(27)	23	(7)	0
Equality and Diversity	0	0	0	0	0	(0)	0
HEART Shared Service Scheme	6	0	(8)	0	1	1	(0)
House Purchase & Improvement Loans	(1)	0	0	0	0	(1)	(2)
Housing Benefits Payments	(113)	0	0	0	0	0	(113)
Housing Strategy & Enabling	391	0	0	0	5	4	400
Central Telephone Service	0	0	0	0	0	0	0
Warks Homelessness Early Intervention Project	0	14	103	(15)	(64)	(38)	(0)
Welfare Services (Private Lifelines)	(105)	0	0	0	0	0	(105)
Woodside Park	89	(1)	0	0	0	8	96
Warwickshire Direct Partnership	0	0	0	0	0	0	0
Overall Total	1,975	417	91	(240)	4	(124)	2,123

Table 21 – Movement in Budget from 2020/21 to 2021/22 by Service

Summary of detailed proposals - Communities and Homes Services

A) Growth

Service Line Description	Growth £000s	Proposal Detail
CAST Team	232	The budget has been increased to reflect the current demand for people being housed in HRA temporary accommodation
Total CAST Team	232	
Homelessness Early Intervention Project	14	Software required to implement the new Trailblazing project, this is offset with additional income to fund the project
Total Warks Homelessness Early Intervention Project	14	
Customer & Information Services	34	Annual running costs for new email web filtering software approved by Council in 2020 and an increase to existing software budgets based on current contract prices
Customer & Information Services	9	To meet historic spend on Public Service network
Customer & Information Services	7	Increased cost of Microsoft Licences
Customer & Information Services	10	Salary costs of IT Training officer who is an employee at Nuneaton Borough Council in regard to the shared service arrangement
Customer & Information Services	88	Additional budget required for annual running costs of software previously paid from capital and all software budgets reflecting current contract prices
Total Customer & Information Services	148	
Minor Growth Proposals	26	Various services across portfolio including items such as utilities, agency and vehicle running costs
Overall Total	419	

Table 22 – Growth Proposals to 2021/22 by Service

B) Income

Service Line Description	Savings £000s	Proposal Detail
Cast Team	(161)	The increase in income reflects the current usage of HRA temporary accommodation
Cast Team	90	Estimated reduction to reflect the income being received for the 36 Private Sector Leasing Properties used by the Council. This reduction also includes an amount for voids where a property is empty between tenancies
Cast Team	51	Reduction to income reflects the current demand for nightly self-contained accommodation.
Total Cast Team	(20)	
Customer and Information Services	10	Reduction to income due to partnerships ending with Warwickshire County Council and Nuneaton Borough Council.
Total Customer and Information Services	10	
Warks Homelessness Early Intervention Project	198	Removal of grant income from the trailblazer project that has now finished. This has now been replaced by a revised scheme reported at Cabinet on 9 November 2020 that will be funded by North Warwickshire Borough Council, Stratford District Council and from the Welfare Reserve.
Homelessness Early Intervention Project	(65)	New Income contributions from Local Authorities for the new Trailblazing project which is being led by Rugby Borough Council as reported at Cabinet on 9 November 2020.
Warks Homelessness Early Intervention Project	(31)	Rugby Borough Council's contribution to the Trailblazing Project from the Welfare Reserve as reported at Cabinet on 9 November 2020.
Total Warks Homelessness Early Intervention Project	102	
Minor Income Adjustments	(1)	
Overall Total	91	

Table 23 – Income Proposals to 2021/22 by Service

C) Savings

Service Line Description	Income £000s	Proposal Detail
Cast Team	(144)	Saving made based on the current demand for nightly self-contained accommodation
Cast Team	(148)	Stretched saving linked to the Housing Acquisition Fund Proposal approved in 2019/20's medium term financial plan
Total Cast Team	(292)	
Customer & Information Services	(10)	Reduction in Printing costs based on the historical usage from RBC employees
Customer & Information Services	(8)	Saving made on the old email/web filtering system, which has been replaced with a new system
Customer & Information Services	(7)	Reduction in hardware purchases based on historical spend
Customer & Information Services	(23)	From various software contracts based on current contracts costs and removal of contracts which have ended
Total Customer & Information Services	(48)	
Homelessness Early Intervention Project	(10)	Associated with the redefined timelines of the scheme
Total Warks Homelessness Early Intervention Project	(10)	
Customer Support Services	(17)	Customer Service Apprentice finishes the apprenticeship in August 2021. It has been decided to not replace this apprentice which is outside of the Corporate Apprentice Programme.
Customer Support Services	(10)	Based on historical spend.
Total Customer Support Services	(27)	
Minor Savings Proposals	(11)	
Overall Total	(388)	

Table 24 – Savings Proposals to 2021/22 by Service

Summary of Capital Programme - Communities and Homes Services

Portfolio / Scheme Name	Capital							Revenue Implications				
	Gross Expenditure			External Contributions / Earmarked Reserves / Revenue Contributions		Borrowing		Running Costs		Estimated Interest costs		Minimum Revenue Provision
	2021/22	2022/23	2023/24	2021/22	Future Years	2021/22	Future Years	2021/22*	Full Year	2021/22*	Full Year	2022/23
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
ICT Refresh Programme - Desktop	101	85	85	0	0	101	170	0	0	0	0	19
ICT Refresh Programme - Infrastructure	95	102	102	0	0	95	204	0	0	0	0	18
ICT Refresh Programme - AV Equipment	23	15	15	0	0	23	29	0	0	0	0	4
Sophos Intercept-X	25	0	0	0	0	25	0	0	0	0	0	5
Digitalisation and Development Program	45	45	45	0	0	45	90	0	0	0	0	9
Disabled Facilities Grants	683	683	683	632	1,264	51	102	0	0	0	0	2
Total	972	930	930	632	1,264	340	595	0	0	0	0	57

Table 25 – Capital Budget 2021/22

1.2.5 PROPOSED SPENDING – Executive Director Services

Executive Director - Services	2020/21 Original Budget £000s	2021/22 Adjustments Expenditure £000s	2021/22 Adjustments Income £000s	2021/22 Accounting Adj £000s	2021/22 Draft Budget £000s
Civic Responsibilities	14	0	0	0	14
Communication	(0)	9	(3)	(6)	0
Democratic/Corporate Core	1,282	0	0	2	1,284
Democratic Services	0	1	0	(1)	0
Electoral Registration	178	4	0	(4)	178
Electoral Services <i>note 1</i>	223	(127)	0	0	96
Executive Director	(0)	1	0	(1)	0
Legal Services	(0)	6	0	(6)	0
Mayoral Services	11	0	0	0	11
Members' Expenses	361	8	0	0	369
	2,069	(98)	(3)	(16)	1,952

Table 26 – Analysis of Budgets compared with 2020/21

Notes

1. Removal of the Elections budget, following the deferral of the May 2020 Borough Election the budget will be requested to be carried forward from 2020/21 to meet the May 2021 Election costs.

Executive Director - Services	2020/21 Original Budget £000s	Growth & Inflation £000s	Income £000s	Saving & Key Decisions £000s	Salary Adj £000s	Other Adj Budget £000s	2021/22 Draft Budget £000s
Civic Responsibilities	14	0	0	0	0	0	14
Communication	0	0	(3)	0	3	0	0
Democratic/Corporate Core	1,282	0	0	0	0	2	1,284
Democratic Services	0	0	0	0	1	(1)	0
Electoral Registration	178	0	0	0	4	(4)	178
Electoral Services	223	0	0	0	0	(127)	96
Executive Director	0	0	0	0	1	(1)	0
Legal Services	0	0	0	0	6	(6)	0
Mayoral Services	11	0	0	0	0	0	11
Members' Expenses	361	0	0	0	0	8	369
	2,069	0	(3)	0	15	(129)	1,952

Table 27 – Movement in Budget from 2020/21 to 2021/22 by Service

Summary of detailed proposals– Executive Director Services

A) Income

Executive Director - Services	Income £000s	Proposal Detail
Communications Team	(3)	Additional income generated through providing Data Protection services
Total Communication Team	(3)	
Overall Total	(3)	

Table 28 – Income Proposals to 2021/22 by Service

1.3 FEES AND CHARGES

Fees and charges represent a significant source of finance for the Council. The Council receives approximately £6.300m from income each year. The Council provides a wide range of services for which fees and charges can be made. However, 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 optimise income to the Council and is further reinforced within the Medium Term Financial Strategy which assumes these will be reviewed annually with the current assessment including a 2% increase where appropriate. See Appendix 12 for the full Schedule.

However, in the current climate and financial impact of the COVID-19 pandemic there is a significant risk to the income generation in the short term. Therefore, the budget set for 2021/22 includes a centrally held corporate budget to mitigate any ongoing risk to this funding stream.

1.4 PLANNED SPENDING ON CORPORATE ITEMS

(i) **Net Cost of Borrowing (NCoB)**

£0.432m - 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.

(ii) **Minimum Revenue Provision (MRP)**

£1.506m - 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 £1.900m and represents the total annual financing costs for the Council's General Fund debt.

(iii) **Revenue Contribution to Capital Outlay**

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

(iv) **Contributions to the Business Rates Equalisation Reserve (BRER)**

There are a number of reserve movements in setting the budget for 2021/22 which result in a net movement of (£3.977m):

- £3.196m – this is the transfer of 2021/22 business rates growth above the baseline to help mitigate the anticipated reduction in funding from the business

rates reset and the review of relative needs and resources (formerly called the fair funding review) in future years.

- (£6.251m) –this is the transfer of the s31 grants received in 2020/21 to mitigate the impact of the COVID-19 business rates reliefs on the collection fund deficit.
- (£0.335m) – this contribution from reserves is to offset the ‘year one’ share of other collection losses (£1.021m) in 2020/21 that are spread over three years.
- (£0.587m) – this is the contribution from reserves to mitigate the potential ongoing risks surrounding the COVID-19 pandemic.

(v) **Contributions to and from General Reserves**

The Council is budgeting to make a total contribution of (£0.671m) from the budget stability reserve as detailed below:

- (£0.644m) - this is the contribution from reserves to mitigate the potential ongoing risks surrounding the COVID-19 pandemic.
- (£0.027m) – this is a contribution from reserves to offset the ‘year one’ share of the council tax collection fund deficit of (£0.055m) that is spread over three years.

1.5 CORPORATE INCOME

(i) **Retained Business Rates**

It was confirmed in the spending review published in September 2020 that the reset of accumulated business rates growth will not take place in 2021/22. 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 2021/22 Rugby will expect to retain (£6.114m) of its business rates, representing a £0.204m decrease compared to 2020/21.

(ii) **New Homes Bonus**

There is a further one-year new homes bonus allocation for 2021/22. This is a one-off payment only and there will be no new legacy payments. The government will make legacy payments on allocations made in earlier years which are due to be paid in 2021/22.

Rugby’s total New Homes Bonus allocation for 2021/22 will be (£1.780m). This represents a reduction of £0.602m compared to 2020/21.

(iii) **Other Government Grants** - In 2021/22 the Council estimates that it will receive (£1.083m) in other grants, consisting of;

- (£0.215m) - Housing Benefit Administration grant
- (£0.068m) – Estimated Council Tax Support Administration Grant
- (£0.510m) – Emergency COVID-19 funding Tranche 5
- (£0.168m) – Lower Tier Services Grant
- (£0.122m) – Provisional Local Council Tax Support (LCTS) Grant

2. BUDGET CONTEXT 2021/22

2.1 OVERVIEW

A balanced draft budget is presented for 2021/22. This is based upon an assumed £5 increase in council tax.

2.2 FINANCIAL STRATEGY

The achievement of financial self-sufficiency has been one of the Council's overarching corporate priorities. This is defined as:

It is necessary to remove reliance on arbitrary funding from central government which doesn't sufficiently keep pace with changes in local factors and the needs of the population. Instead, sources of income for the Council need to result from decisions the organisation makes; be that from service charges, local taxation, economic growth or investment income. Alongside income, it is equally important to be able to directly control the Council's expenditure; by reducing exposure to changes from other organisations and ensuring procurement is smart.

The Medium Term Financial Strategy which covers the period 2018-2023 adopted a number of policies to support this. These policies are reflected in this draft budget and are directly referred to within the relevant sections of this report. As explained in previous reports, the most fundamental policy relates to the utilisation of excess Retained Business Rates and that any growth is transferred to the Business Rates Equalisation Reserve to help mitigate against the cliff edge reduction in income following the business rates reset.

The Council is now looking to implement a new Corporate Strategy Outcome 4 of the proposed Strategy is;

“Rugby Borough Council is a responsible, effective and efficient organisation”.

To achieve this the Council must

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.

Treat taxpayers' money with respect and ensure that our high-quality services demonstrate value for money.

The MTFP has been established taking this into consideration and given the challenges that are faced in delivering the savings required over the next 4 years it is critical that this is delivered.

2.3 LOCAL GOVERNMENT FINANCE SETTLEMENT 2021/22

The Final Local Government Finance Settlement was announced on 4 February 2021 via a written statement, see link below.

<https://www.gov.uk/government/collections/final-local-government-finance-settlement-england-2021-to-2022>

There were no 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.

However, we are still awaiting further details on the following schemes announced in the provisional settlement:

- Local Council Tax Support Grant 2021/22 – Rugby’s indicative allocation published in the provisional settlement is £0.122m and we are waiting for final confirmation.
- Local Tax Income Guarantee Scheme 2020/21 – no decision has been made on the methodology to compensate local authorities for 75% of unrecoverable losses of business rates and council tax revenues in 2020/21 that otherwise need to be funded through local authority budgets in 2021/22 and later years. However, an estimate has been calculated at £0.420m for both Council Tax and Business Rates and included in the Reserves forecast and will be updated once confirmed.

In addition, it is expected there will be additional reliefs or discounts for 2021/22 expected to be announced in the Budget on 3 March 2021. In a written statement on 3 February 2021, the Financial Secretary to the Treasury asked billing authorities to consider issuing business rates bills after this date as “it is in the public interest to avoid the cost of having to re-bill businesses in light of any measures that may be included in the Budget”.

<https://commonsbusiness.parliament.uk/document/45146/pdf>

2.4 BUSINESS RATES

Table 29 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	2021/22	2022/23	2023/24	2024/25
	£000s	£000s	£000s	£000s
Settlement Funding Assessment (SFA)	(2,414)	(2,745)	(2,745)	(2,745)
Sustainable baseline Business rates growth above the SFA funding level	(504)	(173)	(173)	(173)
Business rates growth above the sustainable baseline	(2,996)	(777)	(964)	(987)
Business rates pooling dividend	(200)	0	0	0
Total Retained Income	(6,114)	(3,695)	(3,882)	(3,905)

Table 29 – Summary of Business Rates Income over the medium Term 2021 - 2025

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

As reported previously, the Government will not proceed with widescale funding reform in 2021-22, 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 2022/23 but in the final settlement the government only commits “to revisit the priorities for finance reform in time for the next Spending Review”. Ministers will take into account “wider work on the future of business rates and how best to organise and finance adult social care”.

Consequently, there are significant risks on future baseline funding levels and any retention of growth. However, this will continue to be reviewed and updated as further information is made available. Table 29 above shows that;

- SFA income across the MTFP is assumed to remain at an estimated level of £2.745m on reset from 2022/23. As previously reported, the Review of Relative Needs and Resources will be focussing on this area of funding for all authorities which presents a risk to the Council if the assessment of needs is reduced.
- Following the reset, it is assumed that there will be a significant reduction in the proportion of growth that the authority retains. With total growth dropping from £2.996m in 2021/22 to £0.777m in 2021/22 and an overall business rates funding level to assume a baseline of £2.918m.
- The Council continues to contribute to the BRER with business rates growth above the sustainable baseline.

2.5 COUNCIL TAX

As part of the final Local Government Finance Settlement 2021/22, the Secretary of State for the Ministry of Housing, Communities and Local Government confirmed the council tax referendum principles for 2021/22.

For 2021/22, shire district councils can increase their relevant basic amount of council tax, by up to 2% 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.

The relevant Basic Band D Council Tax for 2021/22 is **£199.72** excluding parish precepts. It is the relevant Basic Band D Council Tax multiplied by the tax base that provides the council tax requirement of **£7,736,250** for 2021/22 as shown in the Council Resolution at Appendix 1.

2.6 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/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.

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

Collection Fund Deficit - Business Rates

It is estimated there will be a business rates deficit on the collection fund of £18.180m at the end of 2020/21 of which Rugby’s share is £7.272m.

As set out in section 1.4, there are a number of reserve movements in 2021/22 to offset the estimated business rates deficit as follows:

- (£6.251m) – this is the transfer of the s31 grants received in 2020/21 to mitigate the impact of the COVID-19 business rates reliefs on the collection fund deficit.
- (£0.335m) – this is a contribution from reserves in 2021/22 to offset the ‘year one’ share of the collection fund deficit of (£1.021m).

The remaining share of the deficit of £0.686m will be spread over 2022/23 and 2023/24, as per the new collection fund regulations which is assumed to be mitigated from transfers from the BRER.

Business Rates	2021/22 £000s	2022/23 £000s	2023/24 £000s
Collection Fund Deficit – cost of COVID reliefs	6,251	0	0
Transfer from BRER – COVID s31 grants	(6,251)	0	0
Collection Fund Deficit – spread over three years	335	343	343
Transfer from BRER – to offset	(335)	(343)	(343)

Table 30 – Collection Fund Deficit - Business Rates

Collection Fund Deficit – Council Tax

It is estimated that there will be a council tax deficit on the collection fund of £0.491m at the end of 2020/21 of which Rugby’s share is £0.055m.

The 2021/22 draft budget includes a transfer of (£0.027m) from the budget stability reserve to offset Rugby’s share of the collection fund deficit in 2021/22.

The remaining deficit of £0.028m will be spread over 2022/23 and 2023/24, as per the new collection fund regulations which is assumed to be mitigated from transfers from the budget stability reserve.

Council Tax	2021/22 £000s	2022/23 £000s	2023/24 £000s
Collection Fund Deficit – spread over three years	27	14	14
Transfer from Budget Stability Reserve	(27)	(14)	(14)

Table 31 – Collection Fund Deficit – Council Tax

These amounts are included in the Council Tax requirement for 2021/22.

2.7 GENERAL BALANCES AND EARMARKED RESERVES

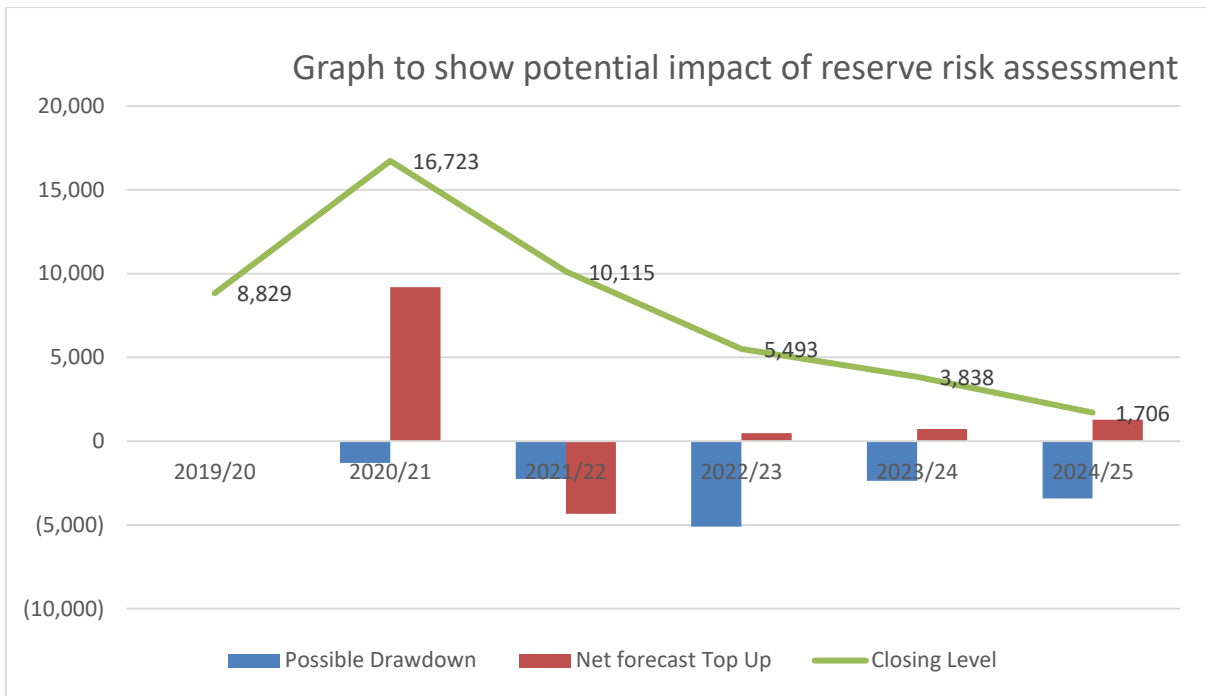
Below is a summary of the current position for the earmarked reserves held by the general fund.

	Balance at 1st April 2020	Balance at 31st March 2021	Balance at 31st March 2022	Balance at 31st March 2023	Balance at 31st March 2024	Balance at 31st March 2025
	£000s	£000s	£000s	£000s	£000s	£000s
General Fund balances	(2,250)	(2,015)	(2,015)	(2,015)	(2,065)	(2,266)
Corporate Reserves						
Business Rates Equalisation	(3,646)	(12,777)	(9,427)	(9,861)	(10,482)	(11,469)
Budget Stability	(2,494)	(2,439)	(1,814)	(1,846)	(1,878)	(1,974)
GF Revenue Carry Forward	(331)	0	0	0	0	0
Subtotal Corporate Reserves	(6,471)	(15,216)	(11,241)	(11,707)	(12,360)	(13,443)
Other Earmarked Reserves						
Organisation Wide Reserves	(1,571)	(1,107)	(1,016)	(925)	(834)	(743)
Growth and Investment	(636)	(194)	(55)	(61)	(67)	(73)
Corporate Resources	(188)	(205)	(221)	(217)	(214)	(212)
Communities and Homes	(591)	(432)	(244)	(254)	(265)	(262)
Environment and Public Realm	(296)	(779)	(607)	(614)	(627)	(664)
Total Other Earmarked Reserves	(3,282)	(2,717)	(2,143)	(2,071)	(2,007)	(1,954)
TOTAL General Fund Reserves	(12,003)	(19,948)	(15,399)	(15,793)	(16,462)	(17,663)

Table 32 – Summary of Reserve balances across the Medium Term

The balances of reserves are reviewed annually and for the higher risk reserves a risk assessment has completed and can be found in Appendix 9.

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



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

The final Finance and Performance Monitoring Report which will be presented to Cabinet in June 2021 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.

3. 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 2021/22 are shown in Table 33 below with comparative amounts for the two previous years.

The 2021/22 increases are based on the following:

- WCC – A 2.99% increase which includes the precept for adult social care.
- WPCC - A £14.99 (6.3%) increase.

	2019/20 £	2020/21 £	2021/22 £
WCC Precept	53,663,867	57,671,737	59,401,246
WCC Average Band D (including Adult Social Care Precept)	1,431.81	1,488.87	1,533.51
WPCC Precept	8,554,622	9,217,816	9,798,518
WPCC Average Band D	227.98	237.97	252.96

Table 33 – Indicative precepts and average Council Tax Band D equivalents 2019/20 through to 2021/22

4. COUNCIL TAX CALCULATION

4.1 COUNCIL TAX BASE

On 4 January 2021 Cabinet approved the 2021/22 Council Tax Base for the whole area at **38,735.48**.

There is an adjusted collection rate for 2021/22 to reflect the potential ongoing impact of the COVID-19 pandemic, which is partly mitigated through continued government support funding.

Table 34 below shows the tax base for 2021/22 with comparative amounts for the two previous years.

	2019/20	2020/21	2021/22
Tax Base	37,479.74	38,735.24	38,735.48
% Anticipated Collection Rate	98.6%	98.6%	98.0%

Table 34 – Summary of Council Tax Base 2019/20 through to 2021/22

4.2 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.

Following the scrutiny review of the Special Expenses scheme in 2019, it was agreed by Cabinet on 4 November 2019 to make the following changes to the scheme:

- Caldecott Park – 4% of the cost be transferred to general expenses.
- Town Centre CCTV & Management – 13.5% of the cost be transferred to general expenses.

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

An overview of the special expenses calculation for 2021/22 is provided at Appendix A to this booklet.

4.3 PARISH PRECEPTS 2021/22

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 2021/22, Parish Councils have requested precepts totalling **£896,337** for which is an increase of £40,807 or 4.77% on the total amount for 2020/21 of £855,530. A full list of Parish Precepts is included at Appendix B to this booklet.

4.4 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.

The Special Expenses calculation at Appendix A, shows that 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.

4.5 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 35 – 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 A

SPECIAL EXPENSES CALCULATION 2021/22

Step 1:

Calculate the total Borough Basic amount of Band D council tax.

RBC Basic Band D Council Tax	2021/22
Council Tax Requirement (including Parish Precepts)	£8,632,587
Divided by Tax Base	38,735.48
Average Band D Borough Basic Amount (a)	£222.86

Step 2:

Calculate the average Band D council tax for the special expense areas.

Special Expenses Calculation	2021/22	Town Area	Parish Area*
Special Expenses	£2,617,014	£1,720,677	£896,337
Divided by Tax Base	38,735.48	22,957.18	15,647.30
Average Band D (b)	£67.56	£74.95	£57.28

**This is an average only and the amount on the parish taxpayers bill will differ by Parish area*

Step 3:

Deduct the result of calculation (b) from calculation (a) to give the Borough "General" Expense amount of Band D Council Tax.

Every resident in the whole of the Borough Council area will pay the "general" Council Tax. For 2021/22 this is **£155.30**.

Depending on whether residents live in the Town Area or the Parish Area the special expense amount is added to the bill and the total amount billed by Rugby Borough Council is shown at (c).

Borough General Expense (a-b)	£155.30	£155.30	£155.30
Total billed (c)	£222.86	£230.25	£212.58

Residents who live in a Parish area that has not set a precept i.e. Copston Magna, Cosford, Kings Newnham and Wibtoft, only pay the general Council tax amount.

APPENDIX B
PARISH PRECEPTS 2021/22

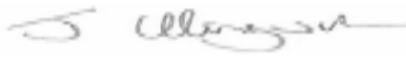
	2021/22	2021/22	2021/22
	Precept	Tax Base	Average Band D
PARISH	£		£
Ansty	7,844.16	128.36	61.11
Binley Woods	45,000.00	987.77	45.56
Birdingbury	7,250.00	162.22	44.69
Bourton & Draycote	6,000.00	141.27	42.47
Brandon & Bretford	19,779.00	294.03	67.27
Brinklow	33,857.54	453.73	74.62
Burton Hastings	2,197.26	94.58	23.23
Cawston	83,556.38	1955.45	42.73
Church Lawford	6,613.00	154.88	42.70
Churchover	19,000.00	772.74	24.59
Clifton-upon-Dunsmore	45,250.00	1220.11	37.09
Combe Fields	288.00	66.94	4.30
Copston Magna	0.00	21.02	0.00
Cosford	0.00	7.46	0.00
Dunchurch	101,454.00	1719.74	58.99
Easehall	3,150.00	104.10	30.26
Frankton	6,200.00	172.52	35.94
Grandborough	6,000.00	216.77	27.68
Harborough Magna	10,609.16	181.53	58.44
Kings Newnham	0.00	29.37	0.00
Leamington Hastings	3,000.00	234.18	12.81
Long Lawford	87,750.00	1389.68	63.14
Marton	11,500.00	214.90	53.51
Monks Kirby	9,650.00	217.43	44.38
Newton & Biggin	18,832.89	460.21	40.92
Pailton	14,861.00	223.26	66.56
Princethorpe	14,100.00	169.37	83.25
Ryton-on-Dunsmore	65,394.00	682.28	95.85
Shilton & Barnacle	20,358.00	337.06	60.40
Stretton Baskerville	202.74	8.68	23.36
Stretton-on-Dunsmore	55,000.00	514.58	106.88
Stretton-under-Fosse	6,400.00	96.87	66.07
Thurlaston	27,500.00	198.42	138.59
Wibtoft	0.00	25.23	0.00
Willey	1,500.00	39.17	38.29
Willoughby	14,517.00	185.34	78.33
Withybrook	3,500.00	121.18	28.88
Wolfhampcote	3,000.00	152.85	19.63
Wolston	95,860.00	981.94	97.62
Wolvey	39,363.00	510.08	77.17
Total	896,337.13	15,647.30	57.28

EQUALITY IMPACT ASSESSMENT (EqIA) - (Appendix 14)

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 & Diversity Advisor
minakshee.patel@rugby.gov.uk
Tel: 01788 533509

Equality Impact Assessment – Council Tax Determination

Service Area	Resources
Policy/Service being assessed	Council Tax Determination 2021/22
Is this is a new or existing policy/service?	Existing
If existing policy/service please state date of last assessment	February 2020
EqlA Review team – List of members	Jon Illingworth
Date of this assessment	12th February 2021
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

<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 2021/22 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 2021/22 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, eg 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 2021/22 budget setting cycle. A total of three papers went to Cabinet in September, January and February. In addition, the announcement of the Local Government Finance Settlement 2021/22 will have informed the government financing for future years.</p>
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<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>
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Stage 3 – Analysis of impact

<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>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>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>

Stage 4 – Action Planning, Review & Monitoring

If No Further Action is required then go to – Review & Monitoring

(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.

EqlA Action Plan

Action	Lead Officer	Date for completion	Resource requirements	Comments

(2) Review and Monitoring
State how and when you will monitor policy and Action Plan

Carry out a EqlA in February 2021 for 2021/22 Council Tax determination.

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 on (insert review date).’

PRIVATE REPORT OF CABINET

4 January 2021

PRESENT:

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

Councillors Beame, Brader, Douglas, Gillias, Miss Lawrence, Mrs O'Rourke, Picker, Roodhouse, Sandison and Srivastava were also in attendance.

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

1. ELECTION OF MAYOR AND APPOINTMENT OF DEPUTY MAYOR 2021/22

Cabinet considered a private report concerning the election of Mayor and appointment of Deputy Mayor for 2021/22.

Recommendation of Cabinet

Cabinet decided to recommend to Council that subject to the councillors concerned continuing to be Members of the Borough Council in that year,

(a) Councillor Mrs D Roberts be nominated for election as Mayor for 2021/22;
and

(b) Councillor Cade be appointed as Deputy Mayor for 2021/22.

Recommended that – the recommendation of Cabinet be approved.

**COUNCILLOR S LOWE
CHAIRMAN**