

26 January 2018

CABINET – 5 FEBRUARY 2018

A meeting of Cabinet will be held at 5.30pm on Monday 5 February 2018 in the Council Chamber, Town Hall, Rugby.

Adam Norburn
Executive Director

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Minutes.

To confirm the minutes of the meeting held on 8 January 2018.

2. Apologies.

To receive apologies for absence from the meeting.

3. Declarations of Interest.

To receive declarations of –

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

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

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

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

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

4. Question Time.

Notice of questions from the public should be delivered in writing, by fax or e-mail to the Executive Director at least three clear working days prior to the meeting (no later than Tuesday 30 January 2018).

Growth and Investment Portfolio

5. Scrutiny Review of Town Centre Heritage.

Corporate Resources Portfolio

6. Draft General Fund Revenue and Capital Budgets 2018/19 and Medium Term Financial Plan 2018/22.

7. Finance and Performance Monitoring 2017/18 – Period 8.

Communities and Homes Portfolio

8. Housing Strategy for the Borough 2018-20.

Environment and Public Realm Portfolio

Nothing to report to this meeting.

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

9. Treasury Management Strategy 2018/19 – 2020/21.

10. Approval of National Non-Domestic Rates Return – NNDR1 2018/19.

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 items on the grounds that they involve the likely disclosure of information defined in paragraph 2 of Schedule 12A of the Act.”

PART 2 – EXEMPT INFORMATION

Growth and Investment Portfolio

Nothing to report to this meeting

Corporate Resources Portfolio

1. Nomination for Civic Honour – Report of the Civic Honours Working Party.

Communities and Homes Portfolio

Nothing to report to this meeting.

Environment and Public Realm Portfolio

Nothing to report to this meeting.

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

Nothing to report to this meeting.

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

The Reports of Officers (Ref. CAB 2017/18 – 8) are attached.

Membership of Cabinet:

Councillors Stokes (Chairman), Mrs Crane, Mrs Parker, Ms Robbins and Mrs Timms.

CALL- IN PROCEDURES

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

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

If you wish to attend the meeting and have any special requirements for access please contact the Democratic Services Officer named above.

AGENDA MANAGEMENT SHEET

Name of Meeting	Cabinet
Date of Meeting	5 February 2018
Report Title	Scrutiny Review of Town Centre Heritage
Portfolio	Growth and Investment
Ward Relevance	Benn, Eastlands
Prior Consultation	Consultation with key town centre stakeholders and a public call for evidence.
Contact Officer	Michael Beirne Telephone: 01788 533213 Email: michael.beirne@rugby.gov.uk
Report Subject to Call-in	Y
Report En-Bloc	N
Forward Plan	Y
Corporate Priorities	The review relates to the following corporate priorities: <ul style="list-style-type: none">• Conserve and enhance the natural and built environment embracing Rugby's proud heritage and history• Celebrate our cultural and artistic heritage through Rugby Art Gallery and Museum, The BENN Hall and events and festivals• Support Rugby town centre as a visitor destination for leisure, retail and cultural activities
Statutory/Policy Background	At its meeting on 19 July 2016 Council referred a motion on the topic of a Green Plaque Scheme, and in accordance with Standing Order 11 the Motion then stood referred to a scrutiny committee.

Whittle Overview and Scrutiny Committee considered the motion referred by Council at its meeting on 12 September 2016 and decided that the proposal should be considered alongside wider work taking place in the town centre and that a task group should be set up to carry out this work.

Whittle approved the one-page strategy at its meeting on 13 March 2017.

Summary

The Town Centre Heritage Task Group reviewed a number of areas including current marketing initiatives, the town centre events programme, existing heritage trails and potential use of digital technology. The group met six times and consulted with a range of organisations, alongside a public call for evidence. A number of recommendations have been developed relating to enhancing current events and marketing activities, improving the layout and promotion of heritage trails, better using digital technologies and supporting a Heritage Lottery Fund bid for Rugby Art Gallery and Museum.

Risk Management Implications

There are no risk management implications arising from this report.

Financial Implications

There are some direct financial implications arising from some of the review recommendations, as well as officer time and resource commitments associated with others.

Environmental Implications

There are no environmental implications arising from this report.

Legal Implications

There are no legal implications arising from this report.

Equality and Diversity

There are no equality and diversity implications arising from this report.

Options

- 1: To approve the review recommendations.
2. To approve the review recommendations with amendments.
3. To not approve the review recommendations.

Recommendation

Recommendations 1-9 of the Town Centre Heritage Task Group Review (as detailed in section 1 of the report) be approved.

Reasons for Recommendation

The review recommendations are based on evidence gathered by the task group and endorsed by Whittle Overview and Scrutiny Committee on 15 January 2018.

Cabinet – 5 February 2018

Scrutiny Review of Town Centre Heritage

Report of the Whittle Overview and Scrutiny Committee

Recommendation

Recommendations 1-9 of the Town Centre Heritage Task Group Review (as detailed in section 1 of the report) be approved.

1. BACKGROUND

On 19 July 2016 Council referred a motion on the topic of a Green Plaque Scheme, and in accordance with Standing Order 11 the Motion then stood referred to a scrutiny committee.

Whittle Overview and Scrutiny Committee considered the motion referred by Council on 12 September 2016 and decided that the proposal should be considered alongside wider work taking place in the town centre and that a task group should be set up to carry out this work.

Whittle approved the one-page strategy on 13 March 2017. The work of the task group focused on four main areas:

- Enhancing access to information and marketing activities for existing schemes and initiatives.
- Review the extent the current town centre events programme focuses on heritage.
- Plaque schemes.
- 'Augmented reality' mobile apps – to enhance the visitor experience and help tell a story.

2. FINDINGS AND RECOMENDATIONS

The Town Centre Heritage Task Group has now completed its work and the report is attached at Appendix 1.

The group met six times and consulted with a range of organisations, including St Andrew's Church, Rugby Art Gallery and Museum, Unlimited Communications (organisers of may town cent events), Rugby First and Zappar (a software specialist). A public call to evidence was opened, however the responses to this were limited.

A number of recommendations have been developed relating to enhancing current events marketing activities, improving the layout of heritage trails, better using digital technologies and supporting a Heritage Lottery Fund bid for Rugby Art Gallery and Museum.

Many recommendations can be delivered with existing budgets and resources, however some will require additional financial investment. A notable example of this includes a recommendation to develop a mobile phone application with an estimated cost of £25,000 to £50,000. There is scope to fund this recommendation from the Council's Town Centre Improvement Budget subject to the consideration of the Visitor Economy Working Party.

A report will be presented annually to an Overview and Scrutiny committee providing an update on the progress of the group's recommendations.

Name of Meeting: Cabinet
Date of Meeting: 5 February 2018
Subject Matter: Review of Town Centre Heritage
Originating Department: Whittle Overview and Scrutiny Committee

LIST OF BACKGROUND PAPERS

Document No.	Date	Description of Document	Officer's Reference	File Reference
1.	Various	The agendas, reports and minutes relating to this review can be found online at www.rugby.gov.uk , following the links to the Town Centre Heritage Task Group		



REVIEW OF TOWN CENTRE HERITAGE

November 2017

CONTENTS

	Chair's Foreword	4
1	Recommendations	5
2	Objectives	6
3	Methodology	8
4	Evidence	8
5	Findings	9
6	Conclusions	16
7	Appendix 1 – Online Public Consultation Questionnaire	17

TASK GROUP MEMBERSHIP

The task group consisted of the following members:

Councillor **Kathryn Lawrence** (Chair)
Councillor **Tina Avis**
Councillor **Sally Bragg**
Councillor **Anthony Gillias**
Councillor **Neil Sandison**
Councillor **Jill Simpson-Vince**
Councillor **Ramesh Srivastava**
Councillor **Carolyn Watson-Merret**

FOR FURTHER INFORMATION

Please contact:

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Town Centre and Tourism Team Leader
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Email: michael.beirne@rugby.gov.uk

ACKNOWLEDGEMENTS

The Group would like to thank the following for their valuable contribution to this review:

Aftab Gaffar, Managing Director, Rugby First Limited
Chris Stanley, Unlimited Communications
Amber Merrick-Potter, Events Manager, St Andrew's Parish Church
Dr Rex Pogson, Open Door Programme, St Andrew's Parish Church
Martin Stahel, Sales Director, Zappar

The Group are also thankful to the following officers who have supported them throughout the review process:

- Rob Back (Head of Growth and Investment)
- Victoria Gabbitas (Arts, Heritage and Visitor Services Manager)
- Michael Beirne (Town Centre and Tourism Team Leader)
- Matthew Deaves (Communication, Consultation and Information Manager)
- Linn Ashmore (Democratic Services Officer)

CHAIR'S FOREWORD

I would like to thank all the members of this group for their passionate interest in Rugby's Heritage. During our meetings, members shared their in-depth knowledge of the town's heritage covering not only historical aspects but also highlighting our proud industrial, scientific and technological heritage.

Members also shared their experiences of participating in heritage and cultural events like the Rugby Festival of Culture, the Bikefest and their experiences of the Rugby Art Gallery & Museum. They expressed their appreciation for the partnership working of Rugby Borough Council with Rugby First and the Rugby Festival of Culture.

The five former Mayors contributed their experiences in hosting guests from neighbouring towns. Members were also motivated to participate in some of the visitor experiences on offer by following the Blue Plaque Trail and touring the town with one of the volunteer Town Guides.

We had some excellent presentations from officers and members of the wider community which focused the group's attention on potential ideas that could be explored to improve and enhance the experience of both residents and visitors exploring our town's heritage and culture.

The motion from Councillor Sandison to Council regarding the introduction of a Green Plaque Scheme was explored in detail. The members of the group took notice of the advice from English Heritage on Plaque Schemes and considered in depth the current Blue Plaque Scheme in the Town Centre. The group's conclusion was to recommend that the current Blue Plaque Scheme be modernised and enhanced and that consideration be given to new additions to the plaques.

The group was particularly interested in the session which explored the use of technology and software to enhance the visitor experience. Other towns and cities have already moved into this area and developed Apps that can be used on mobiles and tablets. This is a key area of our recommendations and although will entail an initial outlay, will replace the variety of leaflets currently available and be more appealing to our younger residents and visitors.

A special thank you to Linn Ashmore in her role as Democratic Services Officer for producing excellent minutes from our discussions.

Councillor Kathryn Lawrence
Chair

1. RECOMMENDATIONS

The Task Group proposes the following recommendations to Cabinet:

1.	Include heritage-led events in the town centre events programme, starting with the Festival of Culture in 2018.
2.	Update leaflets for walking tours and town centre trails with 'The Rugby Town' branding, ensuring information is clearly presented, relevant, factually correct and up-to-date.
3.	Develop an 'augmented reality' mobile app to help bring some of the existing town trails to life and engage new audiences.
4.	Continue support for the Town Guides programme and adopt a new marketing plan to promote walking tours more effectively.
5.	Support the redisplay of the Rugby social history collection through a Heritage Lottery Fund bid.
6.	To modernise and enhance the present Blue Plaques scheme to ensure the route is visible and compatible with 'augmented reality' technology, whilst also exploring options for themed routes.
7.	To consider establishing an advisory group regarding new additions to the Blue Plaque scheme.
8.	A register of significant public buildings and monuments should be compiled, to include listed buildings, for the new advisory group.
9.	A report be presented annually to an overview and scrutiny committee providing an update on the progress of the group's recommendations.

1.1 Alignment with the Corporate Strategy

The review relates to the following corporate priorities:

GROWTH AND INVESTMENT: Promote and grow Rugby's visitor economy with our partners

2. OBJECTIVES

2.1 Background

At its meeting on 19 July 2016 Council referred a motion on the topic of a Green Plaque Scheme, and in accordance with Standing Order 11 the Motion then stood referred to a scrutiny committee.

Whittle Overview and Scrutiny Committee considered the motion referred by Council at its meeting on 12 September 2016 and decided that the proposal should be considered alongside wider work taking place in the town centre and that a task group should be set up to carry out this work.

Whittle approved the one-page strategy at its meeting on 13 March 2017.

On 6 February 2017, Cabinet also decided that a cross-party Visitor Economy Working Party would be established to provide guidance and overview on matters relating to tourism, destination marketing and the town centre.

2.2 The One Page Strategy

The 'one-page strategy' is the name given to the scoping document for the review. It defines the task and the improvements being aimed for and how these are going to be achieved. The review's one-page strategy, revised by the task group at the first meeting in June 2017, is as follows:

What is the broad topic area?

Town Centre Heritage. The broad aims of the review are to encourage local residents and visitors of all ages to explore, to enjoy, and to take pride in Rugby town's heritage.

What is the specific topic area?

Representing Rugby's heritage through initiatives to increase town centre footfall. A number of options are available, based on initial research of initiatives in other places, each with different advantages and disadvantages – broadly these include:

1. Reviewing the extent to which the current town centre events programme focuses on heritage and making initial recommendations on how this can be improved.
2. Enhancing access to information and marketing activities for existing initiatives i.e. the Blue Plaque trail, Pathway of Fame and Town Guides.
3. Green Plaque Scheme – progress with the original proposal of a new trail focusing on heritage sites and places of interest in the town.

4. 'Augmented Reality' mobile apps – this would allow people to view town centre environments through the lens of their camera phones, with additional interesting and engaging content. Examples include interaction with 3D characters, video or visitor interpretation and QR codes.

What should be considered?

The following areas are relevant to the discussion:

- Use of digital and modern technology to provide unique visitor experiences.
- The wider marketing plan for the town centre and opportunities to collect information on our customers, particularly through the free public Wi-Fi network.
- Target audiences – the extent to which initiatives are designed for different local, regional, national or international visitors.
- Promotion of the town's wider heritage links alongside Rugby's unique selling point as the birthplace of the game.
- Ways to increase footfall not only the town centre, but specifically between individual cultural assets.
- Funding opportunities.

Who shall we consult?

The Council's Town Centre and Tourism Team Leader, responsible for overseeing the Town Centre Action Plan 2016 – 2020, will support the Task Group to develop their recommendations.

- Arts, Heritage and Visitor Service
- Representatives of places with current good practice examples
- Local History Groups
- Rugby First Limited
- Rugby School
- Rugby Art Gallery and Museum

How long should it take?

Report to committee in either November or January.

What will be the outcome?

Recommendations on the development of heritage-based initiatives to increase town centre footfall.

3. METHODOLOGY

3.1 Overview

The work of the task group has focused on four main areas:

- Enhancing access to information and marketing activities for existing schemes and initiatives.
- Review the extent the current town centre events programme focuses on heritage.
- Plaque schemes.
- ‘Augmented reality’ mobile apps – to enhance the visitor experience and help tell a story.

The task group met six times between June and November 2017 and built a strong evidence base to support its conclusions, drawing on a variety of sources. This included:

- Scene setting presentation giving background and context for the review.
- Current town centre history and heritage.
- The town centre events programme and how heritage is represented.
- Public engagement and results of an online consultation and questionnaire.
- Feedback from members on their experiences of the Blue Plaque trail and the walking tours carried out by the Rugby Town Guides, and the Rugby Festival of Culture events.
- Enhancing access to information and marketing activities for existing initiatives.
- The role of Rugby First Limited, marketing promotion and town centre events.
- Festival of Culture feedback.
- The future ideas and events programme at St Andrew’s Parish Church, including a scheme to develop St Andrew’s Gardens for wider community use.
- Commemorative plaque schemes and guidance published by English Heritage.
- Use of technology and software to enhance the visitor experience. This included a presentation from a software specialist called Zappar on the use of codes and apps for mobile devices.

4. EVIDENCE

4.1 Call for Evidence

The task group sought the views of a range of different individuals and groups. A public consultation was launched and an online questionnaire was set-up for people to submit feedback to the task group. Physical copies of the questionnaire were also made available in the Visitor Centre. A copy of the questions is attached at Appendix 1. The number of responses was low; however, the following general observations were made:

- There was general agreement that town centre events could include a clearer link to the town’s own heritage. One respondent provided examples of how this could be done.
- No respondents felt the need to provide more blue plaques, though there were various ideas for other sites of very local interest.

- Most respondents had ideas on how to make information about the Blue Plaque trail and other heritage assets more accessible, including using web technologies.
- There was general agreement that smartphone technologies should be used, with various ideas of how this could be achieved.

4.3 Access to evidence

The task group review papers are available online at www.rugby.gov.uk/meetings in the section 'agendas, reports and minutes', and can be found by selecting the Town Centre Heritage Task Group.

5. FINDINGS

5.1 Background

The task group received a presentation setting the scene for the review outlining current initiatives.

The Town Centre Action Plan 2016-2020 focuses on five areas:

- Marketing
- Visitor economy and Destination Management Planning
- Planning
- Physical environment/public realm
- Investment

It was important not to duplicate related work being carried out and maintain distinct work streams. It was acknowledged that matters relating to the town centre economy would be covered by the Visitor Economy Cabinet Working Party.

5.2 Current town centre history and heritage

The Arts, Heritage and Visitor Services Manager gave the task group a presentation on history and heritage in Rugby.

This included history relating to geology, railways, canals, Romans, the town centre market, Rugby School, the game of rugby, Victorian buildings and engineers amongst many personalities associated with literature, invention, innovation and design.

It was important to distinguish between heritage and culture. For the purposes of the review **heritage was defined** as being something tangible from the past that was worthy of preservation, and **culture was defined** as being something much wider and more intangible that related to traditions and the way people live.

There were a number of social history collections within the Rugby Art Gallery and Museum (RAGM).

A large piece of work has just begun on redisplaying items from the social history collections in the museum but this is still at the initial planning stage. Funding is being sought through the Heritage Lottery Fund. Connections could be developed to link the inside exhibits with the wider environment.

5.3 Town centre events programme

Chris Stanley from Unlimited Communications gave the task group a presentation on town centre events and how heritage was represented.

There are a number of well-established annual events taking place in the town centre and there could be opportunities to enhance these that could include:

- Festival of Culture
- Open heritage weekend
- Heritage Open Days
- Bikefest

Rugby has a strong association with authors and this could be one way to encourage a new audience. Other towns have had success with literary events.

Some suggestions for future events could include:

- Connection to the centenary of WWI and war poets
- A literary festival
- Literary walking tours, living history or theatre productions including storytelling authors
- Themed events

Points to consider include:

- Explore ways of promoting events and an improved visitor approach
- Linking the Hall of Fame to written material such as a book launch

5.4 Current Schemes and Initiatives

Members of the task group gave feedback on their experiences of attending the Festival of Culture events, completing the Blue Plaque trail and taking part in one of the Rugby Town Guide walking tours. The following points and comments were made by members of the group:

Festival of Culture

- The brochure was excellent.
- It was delivered to homes but some residents mistook it for a trade magazine and disposed of it.
- One councillor ordered 50 copies which proved very popular across their local community.
- The musical events were fantastic.

- Some events were poorly supported, but this could have been due to clashes with more popular ones.
- There are a number of good venues for musical events due to the excellent acoustics.
- The venue for the performance of the Reluctant Dragon was unsuitable and uncomfortable as it was cramped, meaning it got very hot, and children were expected to sit on the floor rather than with their parents.
- The concerts at the Temple Speech Room were very good and were all sold out.
- There was a good range of events and the outdoor musical events were very popular.

Blue Plaque trail

- The plaques were not numbered which meant it would be easy for additional plaques to be included.
- The map was not clear and it was difficult to see where the plaques were located.
- Positioning of the plaques was an issue. Some were high up covered by shrubbery or only visible by stepping out into the road.
- There were a number of historically interesting buildings which do not have any form of plaque or signage.
- It could get boring and needs reviewing.
- The information contained in the leaflet was extensive.
- The use of modern technology as a way of bringing the locations or subject matter to life was unanimously supported.
- An enhanced plaque scheme would include a number of other sites of interests and the use of apps would enhance the visitor experience. This could also highlight themes e.g. science, history, industrial heritage and literature.

Heritage walking tours

- Last year's Mayor organised a tour to raise funds for their mayoral charity which included the walking tours, a visit to the Hall of Fame, and afternoon tea at RAGM. This promoted these activities with civic guests from other local authorities.
- Each walking tour held was different and it was suggested that guides could use the same information as a basis for their tour.
- The pace of the tour was very good, time passed quickly, and it was an excellent way of drawing attention to the architecture of the buildings.

5.5 Enhancing access to information for existing trails

Officers were updating the current range of leaflets and creating one for the Pathway of Fame. The Town Centre and Tourism Team Leader circulated draft copies of the Rugby Town re-branded versions of the Blue Plaque trail leaflet, the Rugby Town Guides walking tours and the Heritage Open Days.

The task group reviewed the revised Blue Plaque trail leaflet and made the following comments:

- There is scope to increase the number of local women represented.
- The numbering of the plaques on the leaflet was random and did not reflect a walking route.

- All routes should begin at the Visitors Centre.
- On opening the leaflet to view the map the list of plaques begins at 16 rather than the first plaque.
- The text in the boxes for each plaque was too small.
- A large print version should be made available.
- Different walks or trails could be considered.
- There could be a range of walks. Different routes could be created for different areas of interest, such as sport or literature and colour coded on the leaflet.
- There was a concentration of plaques within a small area and there were other buildings of importance that were not included.
- The plaque tour should focus on the immediate town centre and plaques outside this area could be listed separately.
- To support the local economy visitors should be drawn towards the shopping areas.
- Some ways of identifying the length of the trail, either by distance or time would be helpful.
- Some form of scale on the map and directional arrows would be useful.
- Plaque 31 (Rugby's Third Station) would be better described as Rugby Junction and the wording could be improved to include a reference to Charles Dickens.
- Plaque 1 (Caldecott Park) should include up-to-date information on the Green Flag award.

The Tourism and Town Centre Team Leader met with the volunteer Town Guides in July and one of the agreed outcomes from the meeting was that a new marketing plan was needed for the walking tours. Some ideas included:

- The use of social media.
- Targeting specific community groups such as the Women's Institute or Ramblers.
- To install some form of flag or air board to advertise the walks.
- Businesses and hotels could be targeted and specific offers could be linked, such as afternoon tea.

5.6 Rugby First Limited and Town Centre Events

The task group received a verbal report from the Managing Director at Rugby First concerning the Town Centre programme of events and general introduction:

Rugby First

- A limited company formed in 2005 which operates independently of the borough council and manages the Town Centre Business Improvement District.
- The third mandate was agreed by majority of Town Centre businesses in 2015 and will last for five years. The key aims of the business plan are:
 - BID Rangers
 - Town Centre CCTV
 - Cleaning Service
 - Marketing, Promotions and Events

Marketing, Promotion and Events

Rugby First in partnership with businesses, Rugby Borough Council and other organisations deliver an exciting programme of high quality marketing, promotions and events. These have proved extremely effective in increasing Town Centre footfall, spend, raising the profile of Rugby and local businesses. They have also attracted new customers and businesses to the town. Rugby First wants to build on the legacy of the Rugby World Cup by establishing Rugby as a tourist venue and highlighting Rugby's unique selling points.

When Aftab Gaffar took over Rugby First as the new Managing Director in 2006, there weren't many events taking place in Rugby. It was quickly identified within Rugby First that more events need to take place in the Town Centre. Over 15 events are delivered annually. Most events are a joint effort and without the support of the Council and other partners would not be possible. These included:

- St George's Day – at a weekend, brings in about 2,000 people
- Rugby Bikefest – YouTube videos filmed by bikers of their rides from the A5 truck stop to the Town Centre
- Rugby Festival of Culture – two-week festival in its 7th year packed with activities happening in the Town Centre (covered under a separate agenda item)
- Rugby Food and Drink Festival – festival in its 4th year, 30 – 40 stalls. This year the top end of Regent Street will be closed to accommodate the increase in stalls.
- Christmas Light Switch on – one of the biggest events in the calendar, brings in between 8,000 to 10,000 people. The stage name can make a big difference to the number of people on the day.
- A customer survey was carried out recently asking the customers what Town Centre events they know about. The Christmas Light Switch on came out on the top and the Food and Drink Festival came in second.

The following ad-hoc events have been held in the Town Centre over the years and are available to view online:

- Family Fun Days
- Diamond Jubilee of Queen Elizabeth II
- The Queen's 90th Birthday Celebration
- Godiva Festival
- Fashion Show
- Olympic Torch Relay
- Planting Scheme to help Rugby in Bloom
- Walking With The Wounded
- WWI 1914 Centenary – Rugby Remembers

The Town Centre events do not directly promote heritage. In the past two years, within the Rugby Festival of Culture, an objective has been to encourage people to walk around the town. In terms of ideas, it was identified that Rugby has a lot of beautiful buildings. Some other towns illuminate their key buildings to highlight them. This is something that Rugby First is looking into as part of the Public Realm Strategy. The company that supplies the Christmas lights in Rugby has recently moved into illuminating buildings. This a great way to highlight some of the town's heritage.

During discussion the following comments were made:

- Rugby First did a survey with businesses regarding the Christmas Lights Switch On. Over 90% of businesses stated they would like the event to remain on a Sunday.
- There are at least two iconic buildings in the Town Centre: St Andrew's Church with its steeple and Rugby School Chapel. If illuminated, they would be a beacon for Rugby.
- To place lights in the trees around the Rupert Brooke statue has been reviewed and would be very expensive.
- 'Looking up in Rugby' is a positive message to people out there. Rugby is picking up and moving forward.
- The Town Guides do a brilliant job at making people look up at building when they walk around.

5.7 St Andrew's Church and the public realm

The task group received a presentation from Amber Merrick-Potter (Events Manager, St Andrew's Church) and Dr Rex Pogson (Open Door Programme, St Andrew's Church) concerning the St Andrew's Church and Garden. During the presentation, the following points were made:

- St Andrew's Church is a key part of Rugby's heritage, the town's oldest building with unique architecture and a rich history.
- New lighting has been installed to illuminate the church ceiling.
- The Events Manager is in contact with the Arts Development Officer at the Rugby Art Gallery and Museum with regards to displaying public art collections at St Andrew's and working with Coventry Cathedral on how to bring their Centenary Arts Festival to Rugby.
- St Andrew's will be applying for arts funding from the Council to support a community, culture and heritage programme which will be based around 1918, suffrage and WWI. Part of the programme will also be celebrating Woodbine Willie's life. It will also be a throughout the year project tying in with some of the annual events already taking place in the town centre.
- Working with Warwickshire County Council, Rugby Borough Council and a range of partners, the church aims to develop St Andrew's Gardens as a space for Reflection, Recreation and Renewal at the Heart of the Town.
- The area between the garden and the road, if adapted and modernised, could then be used for anything from drama, music, lectures in the summer through to an ice rink at Christmas.
- The railings are a sensitive issue because they were removed during the war and reinstated as a result of a public campaign.

5.8 Use of digital technology

The task group received a presentation from Martin Stahel, Sales Director for a software specialist called Zappar, on the development of an 'augmented reality' (AR) app and what could be achieved in Rugby.

Zappar is a small global company in AR stakes. It was formed around seven years ago and its aim is to democratise new technology and make it quicker and more cost effective in the hands of the user.

During the presentation the following points were made:

- The technology is based on smartphone technology which is more widespread since phones became more powerful and cheaper to buy.
- This technology is accessible to people of all ages.
- The icon can be attached or printed on physical objects, buildings or leaflets so could be used in a variety of ways.
- Augmented reality apps connect the physical world with experiences and events to offer enjoyment and information.
- Augmented reality can be used to encourage visitors to explore areas and move around points of interest. Fun content can be shared digitally, for example by the taking of selfies.
- Within a town or city environment it could be used to drive wider exploration e.g. Bath City has an icon, similar to Pokemon Go that leads users through a visual pathway targeting particular points.
- Historical content and local stories can be brought to life.
- The apps can be personalised with a range of marketing channels.
- The apps can be used to deliver commercial objectives.
- Incentives and rewards can be built in to offer users news, information on events, tokens or vouchers.
- Some examples of work carried out with known brands was given. These included an example of fitting in a simple video of a sports personality, allowing the user to take a selfie and watching action clips that could be shared on social media
- The AR experience can be easily shared on other social media.
- The app could automatically detect user language, or allow users to select a particular language.
- The app was a simple means of connecting. Care would be needed to select the right message for the right user group.
- There is a need to consider what is interesting or important that would attract someone to scan the app.
- App sizes vary depending on the amount of content. The apps can be accessed quickly and do not use up a lot of data.
- The key to success is targeting the right audience at the right time.

Note 1

The continuation of free wifi availability within the town centre will enable augmented reality to be cost effective for the user. Zappar stated that the app uses the same amount of mobile data as downloading one iTunes.

Note 2

Zappar were the only company who responded to an invitation to address the group. They gave an extensive presentation including a question and answer session. They estimated the cost is to be between £25,000 and £50,000.

6. CONCLUSIONS

The task group drew the following conclusions from the evidence that it gathered:

- A redisplay of the museum's social history collection could be made possible through a Heritage Lottery Fund bid – officers are currently in the early stages of looking at the project's feasibility.
- The town centre events programme should be reviewed in partnership with Rugby First and Rugby Festival of Culture to include more heritage-related events.
- To celebrate and enhance the town centre's heritage assets partnership working should be encouraged.
- The positioning of an enhanced commemorative plaque scheme should be reviewed to ensure the route is visible and compatible with AR technology. There is also potential to have different themed routes giving visitors more choice, with a colour coded leaflet.
- Leaflets for walking tours and town centre trails need to be updated with 'The Rugby Town' branding. At the same time, a number of improvements to the design of these marketing materials should be made to ensure information is clearly presented, relevant, factually correct and up-to-date.
- Improvements to the visitor information boards and additional signage in the form of banners should be costed and implemented where possible.
- The Town Guides programme should continue to be supported and promoted more effectively with a new marketing plan.
- Improvements to St Andrew's Church Gardens could have significant positive impacts for the wider town centre.
- The use of AR technology could help bring some of the existing town trails to life and engage new audiences. More detailed proposals and costs are required before a project could be developed.

Online forms: Rugby Town Centre Heritage

Form progress: 0% - Page 1 of 5

A task group of Rugby borough councillors has been set up to encourage local residents and visitors of all ages to explore, to enjoy and to take pride in Rugby town's heritage. The specific topic areas they are looking at are:

- Reviewing the extent to which the current [town centre events programme](#) focuses on heritage and making initial recommendations on how this can be improved.
- Improving access to information and marketing activities for existing activities, for example the [Blue Plaque trail](#), [Pathway of Fame](#) and [Rugby town guided tours](#).
- Reviewing the [blue plaque scheme](#) and whether there should be additional plaques.
- Investigating the use of technology to allow people to view town centre environments through smartphones, with additional content.

The task group would like your feedback on these four topic areas, which they will consider as part of their review. Please click "save and continue" to give your feedback.

Page 2 - Town centre events

The main town centre events are the St George's Day fun day, Rugby Bikefest, Rugby Festival of Culture, Rugby Food and Drink festival, and the Christmas lights switch on.

Question 1: To what extent do you think that the town centre events programme focuses on heritage?

Question 2: Do you think that the town centre events could focus on heritage more than they do? How could this be done?

Page 3 - Access to information

There is a blue plaque trail, a pathway of fame, and regular town guide tours of the town.

Technologies could reuse content from these schemes with additional interesting and engaging content, brought to life through smartphones.

Question 1: In what ways should residents and visitors be able to access information about these schemes?

Question 2: Does the blue plaque scheme cover all of the relevant heritage sites? Should it be supplemented?

Question 3: To what extent do you think that technology could tell the story of Rugby's heritage through smartphones?

Page 4 - About you

The task group may like to contact you to ask you more about your ideas. If you are happy for them to do this please provide your details below.

Question 1: Title

Question 2: First name

Question 3: Surname

Question 4: House number/name

Question 5: Street name

Question 6: Area

Question 7: Postcode

Question 8: Phone number

Question 9: Email

Question 10: If you are responding on behalf of a group, business or organisation, please state its name.

AGENDA MANAGEMENT SHEET

Report Title:	Draft General Fund Revenue & Capital Budget 2018/19 and Medium Term Financial Plan 2018-22
Name of Committee:	Cabinet
Date:	5 th February 2018
Report Director:	Head of Corporate Resources & Chief Financial Officer
Portfolio	All Portfolios
Ward Relevance	All Wards
Prior Consultation	None
Contact Officer	Mannie Ketley - Head of Corporate Resources & Chief Financial Officer
Report Subject to Call-in	Yes
Report En-Bloc	No
Forward Plan	Yes
Corporate Priorities	This report relates to the following priority(ies): All Council Priorities
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.
Financial Implications	As detailed in the main report.
Environmental Implications	There are no environmental implications arising from this report.
Legal Implications	There are no legal implications arising from this report.

Equality and Diversity

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

Recommendation

- (1) The updated draft General Fund Revenue and Capital Budget position for 2018/19 be considered alongside the Council's 2018-22 Medium Term Financial Plan; and
- (2) A detailed scheme by scheme review be carried out of the items in the Capital Programme to rationalise the overall programme in terms of affordability and sustainability.

Reasons for Recommendation

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

The report includes proposals for savings and income generation which require consideration for inclusion in the 2018/19 draft budgets and the medium term.

Cabinet – 5th February 2018

Draft General Fund Revenue & Capital Budget 2018/19 and Medium Term Financial Plan 2018-22

Report of the Head of Corporate Resources and Chief Financial Officer

Recommendation

- (1) The updated draft General Fund Revenue and Capital Budget position for 2018/19 be considered alongside the Council's 2018-22 Medium Term Financial Plan; and
- (2) A detailed scheme by scheme review be carried out of the items in the Capital Programme to rationalise the overall programme in terms of affordability and sustainability.

1. Introduction

This is the fourth report from the Head of Corporate Resources in her capacity as the Council's Chief Financial Officer.

The first, second and third budget reports were presented to Cabinet on 30th October 2017, 4th December 2017 and 8th January 2018. The purpose of this report is to present an updated draft General Fund revenue position (see section 3), a capital position (see section 4) for 2018/19 and onwards, plus an updated Medium Term Financial Plan (see section 5), since the report to Cabinet in December.

This will be Cabinets last opportunity to consider the updated draft revenue and capital General Fund budgets, before the final budget setting and council tax determination at Full Council on 27th February 2018.

This report includes seven appendices;

- **Appendix 1** is a summary position for 2018/19 detailing the various changes made to the 2017/18 original budget.
- **Appendix 2** identifies by service the proposed growth items for 2018/19. This appendix also shows whether corresponding savings (Appendices 3 or 4) have been identified to offset the growth.
- **Appendix 3** identifies by service the proposed income increases (-) or shortfalls (+) for 2018/19.
- **Appendix 4** identifies by service proposed savings items for 2018/19. The appendix also shows where savings have been used to offset proposed growth.

- **Appendix 5** identifies the draft capital programme for 2018/19 onwards based on scheme proposals from budget officers, along with proposed funding splits, revenue implications, and a projection for capital receipts usage.
- **Appendix 6** provides a more detailed appraisal of the draft capital programme for 2018/19 onwards.
- **Appendix 7** shows a draft Medium Term Financial Plan 2018-22.
- **Appendix 8** shows the local benchmarking results of Fees and Charges
- **Appendix 9** shows the proposed Fees and Charges for 2018/19

2. Budget Context and Development

2.1. Overview

As reported to Cabinet in January, a balanced draft budget continues to be presented for 2018/19. This report provides an update on the Council's draft budget since the January report, primarily in relation to the financial implications from the Provisional Local Government Finance Settlement announced on the 19th December 2017 and the finalisation of the council tax and business rates budgets for the forthcoming year.

Despite the success of balancing the draft 2018/19 budget, budget gaps still exist across the medium term. 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.

2.2. Local Government Finance Settlement

This section summarises the major implications of the provisional settlement, further detail on certain topics are included elsewhere in the report.

100% Business Rate Retention Pilots

The key announcement in the provisional settlement was the confirmation of the 100% Business Rate Retention pilots for 2018/19. Unfortunately, the Warwickshire bid to become a pilot for 2018/19 was unsuccessful, which means the existing Coventry & Warwickshire Business Rates Pool will roll forward unchanged into next year. This is in-line with previous budget assumptions and therefore there are no changes to the draft budget due to this announcement.

In the settlement, the Government did set out its attention to trial more pilots in future, so there may be other opportunities for Warwickshire to bid to become a pilot.

Business rate retention

The Government announced that local share of growth retained under the system will increase from 50% to 75% by 2020/21. This increase in the growth retention rate will be enabled by the transfer of Public Health and other grants into the retention system.

The Government has reiterated its intention to reach full 100% retention in the future, however to ensure the system remains 'fiscally neutral' for the Government new or additional responsibilities would have to be devolved to local government. Such devolution requires primary legislation, which due to the current lack of parliamentary capacity will not be feasible in the medium term.

There was no detail announced on how the pending reset of business rate baselines may work, but a consultation on the intrinsically linked ‘Fair Funding Review’ has been released. Further detail on the business rate budgets and assumptions is set out at section 2.3.

New Homes Bonus

There was positive news for the Council that there were no changes to NHB for 2018/19. However, the risk to changes the scheme in future years remain, as the Government has only confirmed that the scheme will not be changed for the forthcoming year.

Council tax increases

The provisional Local Government Finance Settlement gave local authorities the ability to increase their “core” Band D council tax by 3% in 2018/19, before requiring authorities to hold a local referendum. The rationale for this revised policy is to link council tax increases to the current level of inflation, as measured by the Consumer Price Index (CPI).

The previous threshold for district Councils was that higher of £5 on the Band D equivalent or 2%, for 2018/19 this threshold has been increased to the higher of £5 or 3%.

In 2017/18 the Council increased council tax by £5, which was equivalent to a 2.79% increase. Therefore, this relaxation of the threshold only represents approximately another 0.2% increase on council tax for Rugby before the revised referendum ceiling of 3% is reached. Whilst this only increase would provide only an additional £13,000 of income in 2018/19, the accumulated increase aggregates to approximately £100,000 by 2020/21.

It should be noted that this report has been prepared based on an assumed 3% increase in Council Tax, whereas previous reports to Cabinet presented draft revenue budgets based on a £5 increase for 2018/19.

The following table shows the level of council tax income that will be generated from either a £5, 2% or 3% increase in the Band D council tax.

	£5 increase	£5 increase	2% increase	3% increase
	2017/18	2018/19	2018/19	2018/19
Basic Band D Amount	£179.21	£184.21	£182.79	£184.59
Increase compared to 17/18		£5.00	£3.58	£5.39
Council Tax Requirement	£6,344,177	£6,681,512	£6,630,153	£6,695,161
Additional Income in 2018/19		+£357,333	+£305,974	+£370,982

2.2. Financial Self-Sufficiency

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.

Further details of this proposed policy will be included in the Medium Term Financial Strategy to be presented to March Cabinet.

2.3. Business Rates

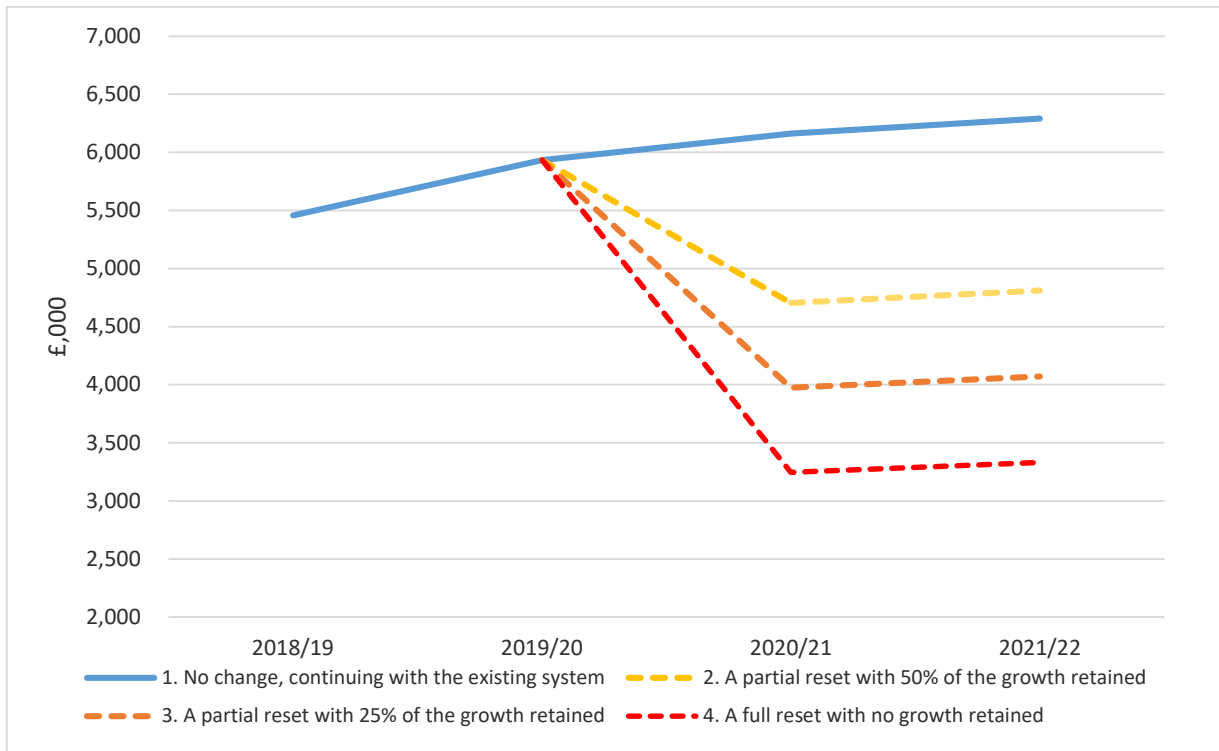
The National Non-Domestic Rates 1 (NNDR1) report also presented to this Cabinet effectively sets the business rates income budget for 2018/19. It has been estimated that **£5.575m** of business rates will be retained by the Council in 2018/19, which represents an extra **£963,000** compared to 2017/18. However, compared to estimates presented in the January budget report retained rates for 2018/19 are approximately **£118,000** lower, following the refinement to the Council's growth and other technical assumptions.

In line with statutory requirements, the Council's estimated 2017/18 surplus on the Collection Fund is credited to 2018/19 budget.

As reported previously, the main financial risk the Council faces is an impending reset of the current system. Resetting the system would redistribute the business rates growth generated since 2013/14, the point at which the retained rates system was introduced. Earlier this year, the Government consulted on a partial reset but we have since been advised that the Government are considering a full baseline reset in 2020/21.

The table and chart overleaf set out the anticipated business rates income, varied depending on the amount of growth to be retained after a reset.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
1. No change, continuing with the existing system	5.457	5.934	6.162	6.191
2. A partial reset with 50% of the growth retained	5.457	5.934	4.704	4.811
3. A partial reset with 25% of the growth retained	5.457	5.934	3.975	4.071
4. A full reset with no growth retained	5.457	5.934	3.246	3.331



The table and chart above show significant reductions in income under all three reset scenarios. **The Council has lobbied government firmly on our view that growth should be retained by the authority for longer than the reset period.**

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

To mitigate the income volatility shown above and prepare for the reset, it is proposed to set a sustainable income position for business rates across the medium term.

It is proposed that this smoothing of the budget position be facilitated by contributing to the budget equalisation reserve in the first two years of the medium-term plan. This will taper the net budget reductions caused by the reset and prevent a cliff-edge drop in the net budget at 2020/21. Therefore, the net income budget for business rates, after allowing for reserve contributions, and will be budgeted as follows:

- **2018/19 – equivalent to 2020/21 income levels with 50% growth retention**
- **2019/20 – equivalent to 2020/21 income levels with 37.5% growth retention**

For 2018/19 a sustainable budget position has been assessed equivalent to the income the Council will receive in 2020/21 if a partial reset is implemented where 50% of the growth can be retained. This is the most favourable scenario of the three reset options that have been modelled and therefore this has been considered a reasonable and prudent starting point.

For 2019/20 the income budget has been set at the mid-point between the income received under the scenarios where 50% and 25% of growth are retained, providing a position where 37.5% of growth has been considered a sustainable position.

The gradual tapering of the amount of business rates growth included in the base budget will help the Council meet its objective of becoming financially self-sufficient by reducing the reliance in the base budget of funding that can be subject to arbitrary changes from central government.

2.5. Council Tax & Collection Fund

Again, in accordance with statutory legislation, the council tax surplus was determined on the 15th of January and the business rates surplus was determined as part of the completion of NNDR1 form.

The estimated deficit on the 2017/18 collection fund has increased from **£62,390** as presented in January to a final estimate of **£111,600**, which includes of a forecast surplus of **£87,602** on council tax and a deficit of **£119,200** on business rates.

2.6. Pay

The National Employers, who negotiate pay on behalf of 350 local authorities in England, Wales and Northern Ireland, suggested that most employees – those on salaries starting at £19,430 – should receive a 2% increase for 2018/19 and a further 2% for 2019/20. Those workers on lower salaries would receive higher increases. For the fulltime equivalent employees currently on the bottom of the pay scale, the offer would increase their hourly rate from £7.78 now to £9.00 in April 2019 – 15.65% increase. The offer also includes a new national pay spine, which would take effect on 1 April 2019.

In anticipation of the National Employers proposals being accepted, the additional increases in pay rates for those employees on the lower scale points, and the 2% increase for all other employees on salaries starting at £19,430, have now been reflected in the budgets for 2018/19. The effect of these changes equates to increased budget pressure of approximately £33,000 should this proposal be adopted.

2.7. Budget Changes Since January

The main budget changes since the January Cabinet report are:

Item	Description	£'000
Salary increases	Proposed increase in salary rates for those employees on scale points 6-19	33
Council Tax increase	Applying a 3% increase on the council tax base, instead of £5	-13
Trade Waste Disposal costs	An estimated increase in disposal costs of Trade Waste, includes Landfill Tax and inflationary increase from Warwickshire County Council	11
Miscellaneous	Various small budgetary adjustments	-6
Total		25

2.8. Other Key Savings Delivered

In addition to the savings identified since the January report, the following other key savings have also been proposed for 2018/19:

- A saving of **£168,000** from a reconfiguration of the collection rounds for the Garden Waste Service.
- A reduction in expenditure of **£200,000** for the development of the Local Plan following the progress already made in its delivery.
- Savings of **£160,000** are expected to be delivered, following the implementation of various digitalisation schemes.

2.9. Other Major Budget Items

The section below sets out the other significant income and expenditure items included in the draft 2018/19 budget.

- Continuation of the **£150,000** budget on annual basis for the re-assignment of the out of town retail business rates for the benefit of the town centre.
- A **£100,000** decrease in ticket income for the Hall of Fame
- An approximate **£557,000** increase in salary costs resulting from the anticipated 2% pay award, staff progression through pay scales and an increase in employer pension contributions.
- An increase of **£475,000** income from the Garden Waste Services
- An **£80,000** one-off reduction in the management fee received from the leisure centre operator because of the planned five-yearly equipment replacement programme.
- Re-establishment of an expenditure budget of **£127,000** for delivery of the Borough Elections in 2018/19.

2.10. Fees and Charges

Fees and charges represent a significant source of finance for the Council. The Council receives approximately £4.8m from fees and charges each year. It is important that fees and charges are set at an appropriate level to optimise income to the Council.

The Council provides a wide range of services for which fees and charges can be made. 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.

Fees and charges are reviewed annually as part of the budget setting process. A benchmarking exercise has been completed to show how our fees and charges compare to neighbouring authorities and budget officers have also undertaken an analysis of their services, identifying those fees and charges that are recovered on a subsidised, nominal or cost recovery basis.

Appendix 8 shows the benchmarking of our fees and charges against neighbouring authorities and Appendix 9 shows the proposed fees and charges for 2018/19.

3. Draft Portfolio and Corporate Revenue Budgets

The following table shows an overview of the draft revenue budget for 2018/19.

Draft General Fund Revenue Summary 2018/19	2017/18 Revised Budget £	Budget Adjustments £	Salaries and Inflation £	2018/19 Draft Budget £
EXPENDITURE:				
Committed Expenditure:				
Growth and Investment	3,296,180	-475,690	65,850	2,886,340
Corporate Resources	1,509,930	242,840	78,430	1,831,200
Environment and Public Realm	7,785,460	-850,390	235,350	7,170,420
Communities and Homes	1,067,460	-159,590	95,570	1,003,440
Executive Director	1,897,250	23,890	25,720	1,946,860
Digitalisation Savings		-160,000		-160,000
Total Portfolio & Corporate Budgets	15,556,280	-1,378,940	500,920	14,678,260
Less Capital Charge Adjustment	-2,391,670	-199,160	0	-2,590,830
Less Corporate Savings Target	-200,000	0	0	-200,000
Less Pension (IAS 19) Adjustment	-309,330	-7,860	0	-317,190
Net Portfolio & Corporate Budgets	12,655,280	-1,585,960	500,920	11,570,240
Net Cost of Borrowing	627,610	-162,220	0	465,390
Revenue Contribution to Capital Outlay	87,500	0	0	87,500
Contribution to Budget Stability Reserve	264,160	-264,160	0	0
Contribution to Business Rate Equalisation Reserve	0	552,070	0	552,070
Minimum Revenue Provision (MRP)	1,475,550	453,740	0	1,929,290
Parish Council Precepts	731,090	25,460	0	756,550
TOTAL EXPENDITURE	15,841,190	-981,070	500,920	15,361,040
INCOME:				
Revenue Support Grant	-510,930	358,250	0	-152,680
Retained Business Rates - sustainable income (Net of Tariff)	-4,495,690	-411,310	0	-4,907,000
Retained Business Rates - additional growth (Net of Tariff)	0	-552,620	0	-552,620
New Homes Bonus Funding	-2,671,540	559,910	0	-2,111,630
Government Grants	-375,350	78,350	0	-297,000
Council Tax	-7,062,870	-388,840	0	-7,451,710
Collection Fund Surplus(-)/Deficit	-355,900	467,500	0	111,600
Contribution from Reserves	-120,000	120,000	0	0
TOTAL INCOME	15,592,280	231,240	0	-15,361,040
VARIANCE ON 2017/18 BUDGET (see Appendix 1)	248,910	-749,830	500,920	0

The revised draft general fund revenue budget is showing a balanced budget for 2018/19.

4. Draft Portfolio Capital Budgets

Appendix 5 shows the draft position for the 2018/19 capital programme and onwards. As can be seen, the total capital programme proposed for 2018/19 (including proposed carry-forward budgets from previous years) is **£2.7m**. Excluding grants and other contributions, this leaves a net **£2.0m** of expenditure to be financed in 2018/19.

Forecast General Fund capital receipts are £3.134m at the beginning of financial year 2018/19. As noted in previous years it is not considered prudent to allow overall General Fund capital receipts to be depleted, as this will subject the Council to interest rate risks in future years and in emergency situations. In other words, it maintains the stability currently provided by retaining a reasonable level of capital receipts as any future borrowing would have to be undertaken at the interest rates available in the market at the time. A revised Asset Management Strategy, incorporating future plans for the Council's General Fund asset portfolio, will be presented to members for adoption in 2018.

The additional revenue financing implications of this first draft programme for 2018/19 to 2020/21 upon future years are as follows:

	2019/20 £'000	2020/21 £'000
Additional Minimum Revenue Provision (MRP)	177	121
Additional Interest Costs	51	31
Total	228	152
Cumulative Effect		380

Considering these revenue financing implications, it is important to consider the scale of the Council's capital programme for future years and to the re-introduction of General Fund revenue contributions towards the financing of capital schemes. **Therefore, it is recommended that a more detailed examination of the capital schemes is undertaken in order to arrive at a capital programme which is affordable and sustainable.** The results of that review and amendments to capital cost estimates will be included within future budget preparation reports to Cabinet.

For the 2018/19 draft General Fund revenue budget there is an approximate £130,000 increase in MRP resulting from the additional borrowing undertaken to finance the 2017/18 capital programme as approved by Council in February this year.

5. Medium Term Financial Plan 2018-2022

5.1. Presentation Changes

The format of the Council's Medium Term Financial Plan (MTFP) has been updated since the January report to improve the clarity of the presentation of the Council's medium term financial position.

The key change that has been made is to present the budget variance on an individual year-on-year basis, in contrast to the previous cumulative presentation.

5.2. Budget Position

Appendix 7 shows a forecast position for the next 4 financial years. This shows a balanced budget for 2018/19, but a deficit of **£1.4 million** in 2019/20. This includes the prudent preparation for the baseline reset as referred to in section 2.3 and therefore the resultant contribution to the business rates equalisation reserve for 2018/19 and 2019/20. For 2020/21 onwards, the MTFP has been prepared showing three different scenarios, all varying depending on the level of reset in the business rates system.

Scenario 1 – 50% partial reset

Scenario 1 shows the possible financial implications if local authorities are allowed to retain 50% of the growth generated under the existing system after the reset. This is the most optimistic scenario.

Under this scenario, assuming the £1.4 million variance is addressed in 2018/19 then the in-year variance for 2019/20 is a forecast surplus of **£277,000**. In 2021/21, again assuming prior year budgets are balanced then the budget is forecast to be in surplus by **£567,000**. Across the four years of the MTFP the cumulative budget position, aggregating all surpluses and deficits for each year, is forecast to be a net deficit of **£540,000**.

Scenario 2 – 75% partial reset

Scenario 2 shows a firmer partial reset, where authorities can retain only 25% of the growth generated under the existing system after the reset, with the remaining 75% redistributed nationally. Given current intelligence and analysis undertaken, the Council considers this to be the most probable scenario.

Under this scenario, again assuming the £1.4 million variance is addressed in 2018/19 then the in-year variance for 2019/20 is a forecast deficit of **£453,000**. In 2021/21, again assuming prior year budgets are balanced then the budget is forecast to be in surplus by **£290,000**. Across the four years the cumulative budget position, aggregating all surpluses and deficits for each year, is forecast to be a net deficit of **£1.5 million**.

Scenario 3 – full reset.

This scenario shows the potential impact of a full reset of the business system, where all the growth generated under the existing scheme since 2013/14 is redistributed nationally. This is the most pessimistic scenario.

Under this scenario, again assuming the £1.4 million variance is addressed in 2018/19 then the in-year variance for 2019/20 is a forecast deficit of **£1.2 million**. In 2021/21, again assuming prior year budgets are balanced then the budget is forecast to be in surplus by **£290,000**. Across the four years the cumulative budget position, aggregating all surpluses and deficits for each year, is forecast to be a net deficit of **£2.3 million**. This level of budget deficit could not be alleviated by calling on reserves and balances, even in the short-term, therefore, should this scenario arise the Council would have to implement substantial saving programmes by 2020/21 at the latest in order to ensure the sustainability of the Council's finances.

As set out at section 2.4, whatever method is used to arrive at new formulae, it is hoped that councils are given time to adjust to changes in their level of funding, using damping mechanisms. However, **until this is confirmed we have presented the financial outcome of a reset without any such protection.**

5.3. Other Assumptions

Other major assumptions within the MTFP:

- NHB and business rates growth based on planned growth as informed by Economic Development officers.
- From 2020/21 onwards the equivalent of the NHB and business rates growth contributing towards capital expenditure, in order to reduce the extent of borrowing for the General Fund capital programme.
- Significant year-on-year increase in the council tax base and resultant council tax income, as informed by the Housing Trajectory produced by the Economic Development Service.
- On-going reductions in core funding (Revenue Support Grant) from Central Government from **£153,000** in 2018/19 to nil by 2019/20 as set out in the four-year funding settlement.
- 'Negative RSG' payments being required to be made by the Council to government from 2019/20 onwards.
- Assumed Digitalisation efficiencies of **£160,000** in 2018/19, in addition to the £40,000 already achieved in 2017/18.
- Prudent estimates of **£200,000** from commercialisation in 2019/20.
- Salary budgets amended to reflect 2% pay awards across the MTFP.
- An on-going annual corporate savings target of £200,000, this is deemed to be a prudent allocation because the target has been met or exceeded in previous years.
- A significant increase in the recycling gate fee in 2019/20.

6. Conclusion

As reported in January a balanced draft budget has been presented for 2018/19. However, due to the current challenging financial environment it is highly probable that further savings still need to be identified in order to deliver a balanced budget across the medium term. In particular, the high level of uncertainty around retained business rates and the potential for a reset of the system presents a considerable risk to the Council's finances from 2020/21 onwards.

Name of Meeting: Cabinet

Date of Meeting: 5th February 2018

Subject Matter: Draft General Fund Revenue and Capital Budget 2018/19

Originating Department: Resources

LIST OF BACKGROUND PAPERS

Draft General Fund Revenue and Capital Budget 2018/19 – Cabinet 30th October 2017, 4th December 2017 and 8th January 2018

Draft General Fund Revenue Summary 2018/19	2017/18 Original Budget £	In Year Adjustments £	2017/18 Revised Budget £	Corporate Adjustments £	Total Inflation £	Salary Adjustments £	Proposed Growth Items (Appendix 2) £	Proposed Income Adjustments (Appendix 3) £	Savings (Appendix 4) £	2018/19 Draft Budget £
EXPENDITURE:										
Growth & Investment	3,205,800	+90,380	3,296,180	-310,410	+5,510	+60,340	+36,580	+175,240	-377,100	2,886,340
Corporate Resources	1,580,800	-70,870	1,509,930	+13,430	+0	+78,430	+236,900	+2,740	-10,230	1,831,200
Environment & Public Realm	7,633,450	+152,010	7,785,460	+305,170	+11,380	+201,970	+29,670	-560,000	-603,230	7,170,420
Communities & Homes	1,027,280	+40,180	1,067,460	-118,680	+10,450	+85,120	+261,940	-194,560	-108,290	1,003,440
Executive Director's Office	1,860,040	+37,210	1,897,250	-103,530	0	+25,720	+127,420	0	0	1,946,860
Corporate Items									-160,000	-160,000
PORTFOLIO EXPENDITURE	15,307,370	+248,910	15,556,280	-214,020	27,340	451,580	692,510	-576,580	-1,258,850	14,678,260
Less Capital Charge Adjustment	-2,391,670	0	-2,391,670	-199,160	0	0	0	0	0	-2,590,830
Less Corporate Savings Target (including salary voids)	-200,000	0	-200,000	0	0	0	0	0	0	-200,000
Less Pension Adjustment	-309,330	0	-309,330	-7,860	0	0	0	0	0	-317,190
NET PORTFOLIO EXPENDITURE	12,406,370	+248,910	12,655,280	-421,040	+27,340	+451,580	+692,510	-576,580	-1,258,850	11,570,240
Net Cost of Borrowing	627,610	0	627,610	-162,220	0	0	0	0	0	465,390
Minimum Revenue Provision (MRP)	1,475,550	0	1,475,550	+453,740	0	0	0	0	0	1,929,290
Revenue Contribution to Capital Outlay	87,500	0	87,500	0	0	0	0	0	0	87,500
Contribution to Budget Stability Reserve	264,160	0	264,160	-264,160	0	0	0	0	0	0
Contribution to Business Rate Equalisation Reserve	0	0	0	+552,070	0	0	0	0	0	552,070
TOTAL EXPENDITURE (before Parish Precepts)	14,861,190	+248,910	15,110,100	+158,390	+27,340	+451,580	+692,510	-576,580	-1,258,850	14,604,490
Parish Council Precepts and Council Tax Support	731,090	0	731,090	+25,460	0	0	0	0	0	756,550
TOTAL EXPENDITURE	15,592,280	+248,910	15,841,190	+183,850	+27,340	+451,580	+692,510	-576,580	-1,258,850	15,361,040
INCOME:										
Revenue Support Grant	-510,930	0	-510,930	0	0	0	0	+358,250	0	-152,680
Retained Business Rates - sustainable income (Net of Tariff)	-4,495,690	0	-4,495,690	0	0	0	0	-411,310	0	-4,907,000
Retained Business Rates - retained growth (Net of Tariff)	0	0	0	0	0	0	0	-552,620	0	-552,620
New Homes Bonus Funding	-2,671,540	0	-2,671,540	0	0	0	0	+559,910	0	-2,111,630
Government Grants	-375,350	0	-375,350	0	0	0	0	+78,350	0	-297,000
Council Tax 3% increase	-7,062,870	0	-7,062,870	0	0	0	0	-388,840	0	-7,451,710
Collection Fund Surplus(-)/Deficit	-355,900	0	-355,900	0	0	0	0	+467,500	0	111,600
Contribution from Reserves & Balances	-120,000	0	-120,000	0	0	0	0	+120,000	0	0
TOTAL INCOME	-15,592,280	0	-15,592,280	0	0	0	0	+231,240	0	-15,361,040
OVERALL VARIANCE ON 2018/19 BUDGET	0	+248,910	248,910	+183,850	+27,340	+451,580	+692,510	-345,340	-1,258,850	0

Proposed Growth Items 2018/19

Portfolio/Service	Amount (£)	Justification:	Corresponding savings? Y / N / Partial (Y = Total growth offset)
Growth & Investment (G&I)			
The Benn Hall & Tool Shed Café			
Contract Cleaning	+16,880	Increase in contract cleaning budget to reflect the new cleaning contract, offset with savings on cleaning staff salaries (See Appendix 4)	Y
Visitor Centre			
Salaries	+19,700	Increase due to regrade and an increase to a full FTE of the Tourism and Town Centre Team Leader post.	N
Sub Total (G&I)	+36,580		

Corporate Resources (CR)			
General Financial Expenses			
Payment card costs	+5,000	Increase in payment card costs reflecting an increase in use in this method of payment	N
Public Offices			
Corporate Cleaning	+13,220	Net additional cost to the General Fund of the new cleaning contract.	N
Housing Benefit Payments			
Housing Benefit Payments	+149,400	Increase in net cost of Housing Benefit payments following revised forecasts for anticipated expenditure and subsidy for 2018/19	N
Legal Services			
Training	+2,500	Increase required for on-going training commitments within this service. This is fully off-set by savings within the service, as shown in Appendix 4.	Y
Retired Employees			
Employers Pension contribution	+66,780	Increase reflects the expected rise in the Council's contribution for pensions	N
Sub Total (CR)	+236,900		

Environment & Public Realm (E&PR)			
Parks, Recreation Grounds & Open Spaces			
Salaries	+24,670	Budget for an additional Grounds Maintenance operative to carry out work previously provided by an external contractor, this is fully off-set by savings in payments to external contractors as shown in Appendix 4	Y
Waste Collection and Recycling			
Fuel	+5,000	Anticipated increase in fuel costs based on current oil prices	N
Sub Total (E&PR)	+29,670		

Proposed Growth Items 2018/19			
Portfolio/Service	Amount (£)	Justification:	Corresponding savings? Y / N / Partial (Y = Total growth offset)
Communities & Homes (C&H)			
Customer and Information Services			
Software Maintenance	+9,050	Increased Software Maintenance costs resulting from the recent Agresso Financial Management System Upgrade of £7,850 and purchasing a further Room Booking System add on module for £1,200. The costs related to the Agresso upgrade were fully offset by salary savings recognised within Financial Services in previous years.	Y
Housing Options Team - HRA Temporary Accommodation			
Rental of HRA Properties for Temporary Homeless	+236,420	An increase in budget is required to account for the increased use of HRA Void Properties being used for temporary accommodation, this increase is mostly offset by income from Housing Benefit and Universal credit, see Appendix 3.	P
Housing Options Team - Private Sector Leasing Scheme			
Room Hire, Conference & Seminar Fees and Hou	+600	Increased budgets required for Landlords Forum Meetings for the Private Sector Leasing Scheme, Conferences and Housing Law reference books as per the new administration of the expanded Private Sector Leasing Scheme	Y
Housing Strategy & Enabling			
External Contractor Payments	+1,560	The Act on Energy contract of £8,390 to adapt Rugby Borough residents homes to make them more energy efficient has ceased and has been replaced by the Rugby Warm and Well Contract which is £9,950 per year causing an increase of £1,560. This increase is fully offset by savings shown in appendix 4.	Y
Woodside Park			
Contribution to Repairs and Maintenance Reserve	+14,310	Increased contribution to the repairs and maintenance reserve to ensure there are sufficient funds available to fund repairs and replace damaged property and infrastructure as per recent trends - Fully offset by increased pitch fee income (see Appendix 3)	Y
Sub Total (C&H)	+261,940		
Executive Director's Officer (EDO)			
Electoral Services			
Borough Elections	+127,420	Re-establishment of budget for Borough Elections in 2018/19. There was no budget in 2017/18 as this was a fallow election year.	N
Sub Total (EDO)	+127,420		
OVERALL TOTALS	+692,510		

Proposed Income Adjustments 2018/19

Portfolio/Service	Amount (£) + = Reduction - = Increase	Justification:
Growth & Investment (G&I)		
Building Control Services		
Reimbursements - Warwick District Council	+17,700	Building Control Services are provided under a shared service arrangement, which is led by Warwick District Council. Building Control officers no longer have a physical base at the Town Hall in Rugby and therefore this budget has been adjusted as related premises expenditure can no-longer be recharged to the partnership.
Planning Services		
Planning Fee Income	-150,000	It is proposed that the Council accepts the proposed change in legislation allowing authorities to increase Planning Fees by 20%. This increase will allow for continued investment in the Planning Service and help reduce the cost of providing the Planning function.
Queen's Diamond Jubilee Centre		
Management Fee	+101,290	Annually the Council receives an income in the region of £340,000 from the leisure centre operator in the form of a management fee. 2018/19 will be the fifth year of operation and in accordance with the terms of the contract there will be a one-off reduction to facilitate the five-yearly equipment replacement programme. It should be noted this reduction had been included in previous Medium Term Financial Plans and income will return to normal contracted levels in 2019/20.
Sports and Recreation		
On Track Service	-9,120	Income increased to offset increased employee expenses
Play Rangers Service	-2,070	Income increased to offset increased employee expenses
Family Weight Management	+110,630	For the last three years Rugby Borough Council has administered a county-wide Family Weight Management contract, with a further year extension recently being awarded. The current contract is due to end in June 2018 and it is currently uncertain whether the contract will be extended beyond this period. The project was wholly backed by Public Health funding provided by Warwickshire County Council and should the contract not be extended there will be a reduction in income. This will be largely offset by a corresponding reduction in salary and other related costs, see Appendix 4.
Tool Shed Café		
Sales	+8,810	Following the change in management of the café, moving to an external provider, there will be no income received by Rugby Borough Council.
Hall of Fame		
Ticketing Income	+100,000	Current year projections are showing a shortfall of £100,000. Budgets for 2018/19 have been revised to reflect this reduction.
Venue Hire Income	-2,000	As per a previous cabinet report an additional £2,000 income is expected to be generated from Venue Hire
Sub Total (G&I)	+175,240	
Corporate Resources (CR)		
General Financial Expenses		
Card Payments	+8,000	Due to the introduction of the Second Payment Directive within EU legislation, which came into force in January 2016, all member states have had to implement these rules as national law by 13th January 2018. Within this legislation, credit card charges cannot be made after this date. Other options within this service are being explored to make savings.
Legal Services		
Reimbursement of Court Costs	-5,260	Increased income based upon previous years recovered court costs.
Sub Total (CR)	+2,740	

Proposed Income Adjustments 2018/19

Portfolio/Service	Amount (£) + = Reduction - = Increase	Justification:
Environment & Public Realm (E&PR)		
Car Parks and Parking		
Car Park season Tickets	-10,000	Additional income expected due to new business moving into the Town Centre and requesting a block of Season Tickets
Parks, Recreation Grounds & Open Spaces		
Football Pitches (Training Sessions)	-1,000	From 1st April a pitch hire charge will be introduced to allow football clubs to use the pitches for training sessions.
Regulatory Services		
Dog Control Order	-1,000	Introduction of an income budget for Dog Control Orders, to reflect the level of fixed penalty notices being issued.
Prescribe Process Application Fees	+2,000	Application fees are set annually by Government. Anticipated decrease in income for Prescribe Process Application Fees as businesses with improved processes attract lower fees.
Waste Collection and Recycling		
Garden Waste Income	-475,000	Increased income following a higher than anticipated take up of the service in 2017/18. An increase of £200,000 had been expected in 2018/19, but due to the success of the scheme, this has now been increased to £475,000.
Trade Waste Service		
Trade Waste Income	-75,000	Anticipated increase in income due to planned enhanced marketing strategy
Sub Total (E&PR)	-560,000	
Communities & Homes (C&H)		
Customer and Information Services		
FLARE Shared Service	-2,900	The charge to Nuneaton and Bedworth Borough Council for the Shared FLARE IT Systems Officer has been reviewed and increased in line with rises in salary expenditure. This increased income is partially offset by a small budget for the sale of refurbished obsolete IT Equipment.
Counter Fraud Initiative	+25,000	The income received from Warwickshire County Council utilising our Agresso Specialist ITC Officer will cease in 2018/19 as this was a temporary agreement to implement new systems.
Housing Options Team - HRA Temporary Properties		
HRA Properties - Income from Rents	-234,700	Anticipated Housing Benefit and Universal Credit income offsetting the cost of the increased use of HRA properties for Temporary Accommodation
Income from Rents	-26,780	Additional surplus generated from the expansion of the Private Sector Lease Scheme to house the homeless.
Income from Benefits	+72,930	The Council will see a decrease in Benefit Subsidy received relating to Bed and Breakfast temporary accommodation as it reduces its reliance for this type of accommodation for Homelessness placement and increases the use of the Private Sector Leasing Scheme. However, fundamentally the Council will see a significant reduction in the level of Benefit subsidy received due to the change from Housing Benefit to Universal credit. In particular, the reduced central government Local Housing Allowance (LHA) rate means a smaller fixed amount of income is received per week in comparison to higher rates available from Housing Benefits. Overall there will be a reduction of £127,000 of income to the council, however, this is offset by a £54,000 reduction in income from the use of Bed and Breakfast accommodation providing a net income reduction of approximately £73,000.
Non SLA Recharges	-5,000	A new income budget resulting from grant being transferred from the Housing Benefits Team across to the Housing Options Team for extra assistance with customer universal credit claims.
Income Fees & Charges	-5,000	New agreements in place with Housing Associations allowing them to access our Housing Waiting List.
Welfare Services		
Lifeline Income	-2,420	Expenditure & Income budget adjustment to reflect increasing income from increased Private Sector Lifeline Customers
Woodside Park		
Pitch Fees	-15,690	Increased pitch fees and sewage infrastructure charges resulting from a recent rents review and consultation. The increased income will fund improvements to the site
Sub Total (C&H)	-194,560	
OVERALL TOTALS	-576,580	
Summary Proposed Income Adjustment 2018/19		
Total reduction in income	+446,360	
Total increase in income	-1,024,550	
Net Change To Income	-578,190	

Proposed Savings 2018/19

Portfolio/Service	Amount (£)	How can these be achieved?	Adverse impact on service delivery? Y/N
Growth & Investment (G&I)			
Art Gallery and Museum			
Rates	-20,000	Following a successful appeal against the valuation value there will be a reduction in the business rates bill for the premise.	N
Economic Development			
Community Infrastructure	-235,000	The removal of the £235,000 of the 2017/18 allocation for the development of the Local Plan.	N
Sports and Recreation			
Salaries	-102,440	Net salary savings from the cessation of the Family Weight Management funded scheme. See Appendix 3.	Y
The Benn Hall			
Salaries	-19,660	Savings are mainly due to the salary savings made as part of the new cleaning contract	N
Sub Total (G&I)	- 377,100		
Corporate Resources (CR)			
Corporate Property Administration			
Gas	-2,540	Small savings are expected compared to the 2017/18 budget	N
Legal Services			
Reference books	-7,690	Saving identified for the use of electronic subscriptions for reference books. This saving will be partially used to fund on-going training needs within the service, see Appendix 2.	N
Sub Total (CR)	- 10,230		
Environment & Public Realm (E&PR)			
Crematorium			
Service costs	-26,900	Net savings following reviews to expenditure budgets and fees and charges.	N
Miscellaneous Highways Services			
Salary savings	-24,810	Reduction of one Highway Operative post following a review of the service.	N
Tree Surgery	-35,100	Net savings realised by transferring the tree maintenance from Rugby Borough Council to Warwickshire County Council	N
Parks, Recreation Grounds & Open Spaces			
Tree Inspections	-14,640	Net salary savings realised following the appointment of Birmingham City Council to deliver the service.	N
External Contractor	-24,000	Reduction in costs by providing the service in house, offset by increased salary expenditure relating to an additional Grounds Maintenance operative as shown in Appendix 3, and therefore a marginal net £270 saving will be realised.	N
Salary savings	-37,390	Savings achieved through: * disestablishment of apprentice gardener post (£16,000) * temporary gardener post (£21,000) * the appointment of an apprentice horticulturist following the retirement of a gardener (£3,000) * reduction in hours for some grounds maintenance operatives and other minor changes to the establishment £14,000)	N
Public Conveniences			
Contract Cleaning - Building	-9,070	New cleaning contract resulted in savings	N

Proposed Savings 2018/19			
Portfolio/Service	Amount (£)	How can these be achieved?	Adverse impact on service delivery? Y/N
Environment & Public Realm (E&PR) cont.			
Warden Service			
Restructure of Warden Service	-70,000	Restructure of the Warden Service as approved by Cabinet in January.	N
Street Cleansing			
Restructure of Street Cleansing Service	-68,680	Disestablishment of 3 posts (2 vacant) with no anticipated adverse impact on service delivery	N
Waste Collection and Recycling			
Disestablishment of surplus refuse/recycling rounds	-167,860	It is proposed that following the deployment of Route Optimiser project the Garden Waste Service be reconfigured, with a reduction from five to three rounds. It is anticipated savings can be realised from the reduced use of agency staff and related vehicle running costs.	N
Salary savings	-99,780	Net reduction in salary costs following restructure of WSU service	N
Garage			
Fleet Procurement	-25,000	Rationalisation of the fleet usage is anticipated to realise savings through the shared use of assets.	N
Sub Total (E&PR)	- 603,230		
Communities & Homes (C&H)			
Community Grants			
Grants to Voluntary Organisation	-35,250	Budget no longer required following a review of grants awarded by SLA's	N
Customer Support Services			
Stationary	-3,000	Stationary spend is reducing in line with the paperless and digitalisation culture, so the budget has been reduced. Further reductions are expected in future years.	N
Housing Strategy and Enabling			
Care & Repair Contribution Grant - Payments to Other Agencies	-12,000	The contribution to the Care & Repair scheme for home adaptations will no longer occur as this responsibility is now part of the HEART Shared Service and administered centrally as part of the scheme	N
Salaries	-58,040	Savings resulting from Voluntary Redundancy of the Housing & Regeneration Manager	N
Sub Total (C&H)	- 108,290		
OVERALL TOTALS	- 1,098,850		

Summary Proposed Savings Adjustment 2018/19	
Total savings with no adverse impact on service delivery	- 996,410
Total savings with an adverse impact on Service delivery	- 102,440
Overall Total	- 1,098,850

General Fund Capital Programme 2018/19 and Onwards

Head of Service	Score	Portfolio / Scheme Name	Capital						Revenue Implications					
			Gross Expenditure			External Contributions / Earmarked Reserves		Internal Resources		Running Costs		Estimated Interest costs		Minimum Revenue Provision
			2018/19	2019/20	2020/21	2018/19	Future Years	2018/19	Future Years	2018/19*	Full Year	2018/19*	Full Year	2019/20
			1	2	3	4	5	6	7	8	9	10	11	12
			£	£	£	£	£	£	£	£	£	£		
		Growth & Investment												
		Communities & Homes												
			0	0	0	0	0	0	0	0	0	0		
RC		ICT Refresh Programme - Desktop	125,730	75,930	75,930	0	0	125,730	151,860	0	0	1,570	3,140	25,150
RC		ICT Refresh Programme - Infrastructure	64,510	117,510	132,510	0	0	64,510	250,020	0	0	810	1,610	12,900
RC		ICT Refresh Programme - AV Equipment	4,000	20,000	0	0	0	4,000	20,000	0	0	50	100	800
RC		ICT Mobile Device Management Solution	35,000	0	0	0	0	35,000	0	0	0	440	880	7,000
RC		Disabled Facilities Grants ²	719,360	719,360	719,360	539,360	1,078,720	180,000	360,000	0	0	2,250	4,500	9,000
			948,600	932,800	927,800	539,360	1,078,720	409,240	781,880	0	0	5,120	10,230	54,850
		Environment & Public Realm												
DG		Vehicle Replacement ³	434,000	434,000	434,000	0	0	434,000	868,000	0	0	5,430	10,850	62,000
DG		Open Spaces Refurbishments - Rokeby Play Area	179,050	179,050	179,050	50,000	100,000	129,050	258,100	0	0	1,610	3,230	8,600
DG		Open Spaces Refurbishments - Safety Improvements	50,000	50,000	50,000	0	0	50,000	100,000	0	0	630	1,250	3,330
DG		Open Spaces Refurbishments - Street Furniture	42,450	42,450	42,450	0	0	42,450	84,900	0	0	530	1,060	4,250
DG		Cemetery Infrastructure Work	11,420	11,420	11,420	0	0	11,420	22,840	0	0	140	290	570
DG		Great Central Way Bridge Repairs	163,840	163,840	163,840	0	0	163,840	327,680	0	16,000	2,050	4,100	3,280
DG		Purchase of Waste Bins ¹	87,500	87,500	87,500	87,500	175,000	0	0	0	0	0	0	0
			968,260	968,260	968,260	137,500	275,000	830,760	1,661,520	0	16,000	10,390	20,780	82,030
		Corporate Resources												
MK		Corporate Property Enhancement	100,000	100,000	100,000	0	0	100,000	200,000	0	0	1,250	2,500	5,000
			100,000	100,000	100,000	0	0	100,000	200,000	0	0	1,250	2,500	5,000
		Total Draft GF Capital Programme	2,016,860	2,001,060	1,996,060	676,860	1,353,720	1,340,000	2,643,400	0	16,000	16,760	33,510	141,880

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

² From 2015/16, Disabled Facilities Grant allocation was amalgamated into the Better Care Fund (BCF) to be provided by the Department of Health. Plans for the use of the fund must be developed by Clinical Commissioning Groups (CCGs) and local authorities and signed off by the local Health and Wellbeing Board. The indicative grant levels for 2018/19 onwards are based on the 2017/18 award and may be subject to revision. From October 2016, the management of the Council's DFG assessments and allocations will be undertaken by the HEART shared services organisation.

³ Vehicle replacement programme under review

* Half year is included

Carry Forward from Previous Years

Head of Service	Note	Portfolio / Scheme Name	Capital						Revenue Implications					
			Gross Expenditure			External Contributions		Internal Resources		Running Costs		Estimated Interest costs		Minimum
			2018/19	2019/20	2020/21	2018/19	Future Years	2018/19	Future Years	2018/19*	Full Year	2018/19*	Full Year	2019/20
			1	2	3	4	5	6	7	8	9	10	11	12
			£	£	£	£	£	£	£	£	£	£		
RB		Growth & Investment												
RC		Communities & Homes												
		Environment & Public Realm												
DG		Rainsbrook Cemetery Preparation	100,000	0	0	0	0	100,000	0	0	1,250	2,500	5,000	
		Corporate Resources												
MK		Carbon Management Plan	607,980	0	0	0	0	607,980	0	0	7,600	15,200	30,400	
			607,980	0	0	0	0	607,980	0	0	7,600	15,200	30,400	
		Total Carry Forward Proposals	707,980	0	0	0	0	707,980	0	0	8,850	17,700	35,400	

Capital						Revenue Implications						
Gross Expenditure			External Contributions		Internal Resources		Running Costs		Estimated Interest costs		Minimum Revenue Provision	
2018/19	2019/20	2020/21	2018/19	Future Years	2018/19	Future Years	2018/19*	Full Year	2018/19*	Full Year	2019/20	
Overall Total	2,724,840	2,001,060	1,996,060	676,860	1,353,720	2,047,980	2,643,400	0	16,000	25,610	51,210	177,280

General Fund capital receipts projection to end of 2019/20 (utilising capital receipts for short-life assets)

	2017/18	2018/19 ³	2019/20	2020/21
	£	£	£	£
Balance brought forward	2,146,360	3,134,490	3,134,490	3,134,490
Add assumed in year receipts	1,000,000			
Less financing of capital expenditure	-11,870			
Less financing short-life assets				
Balance carried forward	3,134,490	3,134,490	3,134,490	3,134,490

³ The Council's indemnity contribution of £1m to underwrite the Local Authority Mortgage Scheme (LAMS) is scheduled to be returned in September 2017 .

General Fund Draft Capital Programme 2018/19 & Onwards

Capital Appraisal Information

Portfolio
Capital Scheme
Gross Budget Requirement 2018/19 - 2020/21
External Funding
RBC Funding 2018/19 - 2020/21
Budget Officer
Strategic Case: Outline relevant national and local policies and strategies
Commercial Case: Outline the procurement arrangements that ensures the deal is achievable and attractive to the market place
Financial Case: Outline the capital and revenue costs / savings over the life span of the project
Management Case: Outline the governance, plans, and resources that are in place for successful implementation.

Communities & Homes
ICT Refresh Programme - Desktop
£277,590
£0
£277,590
Raj Chand
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
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
The Desktop Virtualisation project will release cost savings of around £5,000 over the traditional PC replacement programme and it will make management and patching of Windows Desktop Operating Systems easier and less time consuming, thus realising practical efficiencies and aiding PCN compliance. ICT desktop has an estimated asset life of five years and therefore minimum revenue provision for the 2018/19 scheme will be £25,150 per annum; £15,190 per annum for the 2019/20 scheme; and £15,190 per annum for the 2020/21 scheme.
The IT service employ an industry standard programme management technique for desktop replacement.

Communities & Homes
ICT Refresh Programme - Infrastructure
£314,530
£0
£314,530
Raj Chand
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.
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
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. ICT hardware has an estimated asset life of five years and therefore minimum revenue provision for the 2018/19 scheme will be £12,900 per annum; £23,500 per annum for the 2019/20 scheme; and £26,500 per annum for the 2020/21 scheme.
The IT service employ an industry standard programme management technique for the infrastructure replacement.

Communities & Homes
ICT Refresh Programme - AV Equipment
£24,000
£0
£24,000
Raj Chand
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: replacement of the touch devices in CR1, CR2 and the Benn hall; and introduction of display equipment into CR3 and room 104. 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.
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
ICT desktop has an estimated asset life of five years and therefore minimum revenue provision for the 2018/19 scheme will be £800 per annum and the 2019/20 scheme will be £4,000 per annum
The IT service employ an industry standard programme management technique for the infrastructure replacement.

Communities & Homes
ICT Mobile Device Management Solution
£35,000
£0
£35,000
Raj Chand
The authority is required to utilise a Mobile Device Management (MDM) solution in order to ensure the security of our mobile devices, such as smartphones, and to protect any data they may store or access. The current solution is now 5 years old and due to changes in working practices brought about by digitalisation it is no longer fit for purpose. It has also been identified through market research that the cost per device over 5 years can be reduced from £296 to circa £240 which means a total contract saving of £8,000. The replacement will be a more modern & cheaper alternative. The project can be completed in one year. The MDM solution ensures that: * we operate secure mobile devices as required by PSN and as recommended by external audit and ISO27001; * we have total control over our mobile estate and the ability to audit its use & effectiveness; * we can support modern ways and the wider digitalisation programme.
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
This scheme will realise an annual revenue saving on maintenance of £5,400. ICT MDM has an estimated asset life of five years and therefore minimum revenue provision for the scheme will be £7,000 per annum.
The IT service employ an industry standard programme management technique for the infrastructure replacement.

General Fund Draft Capital Programme 2018/19 & Onwards

Capital Appraisal Information

Portfolio
Capital Scheme
Gross Budget Requirement 2018/19 - 2020/21
External Funding
RBC Funding 2018/19 - 2020/21
Budget Officer
Strategic Case: Outline relevant national and local policies and strategies
Commercial Case: Outline the procurement arrangements that ensures the deal is achievable and attractive to the market place
Financial Case: Outline the capital and revenue costs / savings over the life span of the project
Management Case: Outline the governance, plans, and resources that are in place for successful implementation.

Environment & Public Realm
Vehicle Replacements
£1,302,000
£0
£1,302,000
Adam Norburn
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. Acquisitions scheduled for 2018/19 include: * Two refuse freighters * One tractor ; * One ride on mower ; and * Four Vans (various)
Procurement is undertaken in compliance with contract standing orders, utilising established framework agreements where applicable.
A funding appraisal is undertaken in conjunction with the Council's treasury and leasing advisors to ascertain the optimal source of financing in advance of vehicle acquisition. The appraisal measures the benefits of outright purchase cost, anticipated maintenance costs, residual value, and leasing contracts. Vehicles have an estimated asset life of seven years and therefore minimum revenue provision for the 2017/18 scheme will be £157,310 per annum.
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.

Environment & Public Realm
Open Spaces Refurbishment - Rokeby Play Area
£179,050
£50,000
£129,050
Rob Back
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 Rokeby 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. There is significant evidence to suggest that investment in parks brings about wider social benefits. Research from the Edinburgh Council in Scotland found that for every £1 invested in parks, £12 was given back in social, economic & environmental benefits. Whilst Exeter University suggests people will exercise more if they have quality parks to do this in. The Local Government Association has also recently published the report "the role of the local government in mental health and wellbeing" which also highlights the significant role that parks and green spaces play in helping to reduce the nation's healthcare costs.
All procurement is undertaken in line with our own procurement rules and processes to ensure value for money.
The refurbishment offers good value for money and the Council will be seeking some external funding from the landfill tax. The alternative is to close and remove the play area, restoring the land back to grass, which would cost about £50k with no community gain. The scheme has an anticipated asset life of fifteen years and therefore minimum revenue provision will be £8,600 per annum.
Each open space that is highlighted for improvement undergoes a phased approach which includes consultation in partnership with the local community, design and implementation. Rokeby play area has not been refurbished for over 20 years and is now at the end of its useful life and without investment would need to be closed and removed. Some items will need to be moved within the next 6 months due to their poor condition.

Environment & Public Realm
Open Spaces Refurbishment - Safety Improvements
£150,000
£0
£150,000
Rob Back
The Council is responsible for 41 play areas and 17 youth facilities along with nearly 300 hectares of green spaces. The most serious health and safety issues have been dealt with through a programme of capital refurbishments in the last few years, but in the current financial climate the council needs to focus on the essential health and safety works. This capital scheme will address sites with the most pressing health and safety issues, and where minimal investment will not extend the life of the capital asset, fully refurbish the play area. The Council has a duty to provide facilities which are safe to use and which comply with the laws governing access to disabled people. Failure to discharge this responsibility will leave the Council liable. The sites have been identified within the Play Strategy and Open Space Strategy which the Council has adopted, along with information on the general condition survey of play equipment. There is significant evidence to suggest that investment in parks brings about wider social benefits. Research from the Edinburgh Council in Scotland found that for every £1 invested in parks, £12 was given back in social, economic & environmental benefits. Whilst Exeter University suggests people will exercise more if they have quality parks to do this in. The Local Government Association has also recently published the report "the role of the local government in mental health and wellbeing" which also highlights the significant role that parks and green spaces play in helping to reduce the nation's healthcare costs.
All procurement is undertaken in line with our own procurement rules and processes to ensure value for money.
The investment of £50k to address essential health & safety issues offers good value for money as this could be the cost of just one successful insurance claim against the Council. Schemes have an anticipated asset life of fifteen years and therefore minimum revenue provision for the 2018/19 programme will be £3,330 per annum.
Each open space that is highlighted for improvement undergoes a phased approach which includes consultation in partnership with the local community, design and implementation. Failure to deal with urgent health & safety issues could lead to insurance claims and prosecutions against the Council.

Environment & Public Realm
Open Spaces Refurbishment - Street Furniture
£127,350
£0
£127,350
Rob Back
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.). 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.
Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable.
Street Furniture works have an anticipated asset life of ten years and therefore the minimum revenue provision for these works will be £4,250 per annum.
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.

General Fund Draft Capital Programme 2018/19 & Onwards

Capital Appraisal Information

Portfolio
Capital Scheme
Gross Budget Requirement 2018/19 - 2020/21
External Funding
RBC Funding 2018/19 - 2020/21
Budget Officer
Strategic Case: Outline relevant national and local policies and strategies
Commercial Case: Outline the procurement arrangements that ensures the deal is achievable and attractive to the market place
Financial Case: Outline the capital and revenue costs / savings over the life span of the project
Management Case: Outline the governance, plans, and resources that are in place for successful implementation.

Environment & Public Realm
Cemetery Infrastructure Work
£34,260
£0
£34,260
Rob Back
To undertake essential infrastructure replacement including memorial safety in the Borough Council's cemeteries. The Council has a duty of care to all cemetery users in relation to the general condition of footpaths and other infrastructure. 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.
Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable.
Cemetery infrastructure works have an anticipated asset life of twenty years and therefore the minimum revenue provision for these works will be £570 per annum.

Environment & Public Realm
Purchase of Waste Bins
£262,500
£262,500
£0
Adam Norburn
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.
Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable.
Purchase of waste bins for new housing developments will be funded via S106 agreements / developer contributions.

Environment & Public Realm
Great Central Walk Bridges
£491,520
£0
£491,520
Rob Back
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 2009, 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.
The Council will tender for structural works based on the independent reports prepared by invasive engineering surveys to be undertaken in late 2016. Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable.
In advance of the 2016 survey results an estimated construction budget of £150,000 per annum has been requested for works based on historic data. 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 of £3,820 per annum.
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.

Corporate Resources
Corporate Property Enhancements
£300,000
£0
£300,000
Mannie Ketley
Corporate Property Enhancements include works undertaken on the Council's non-housing assets consequent to legislative requirements (Fire Safety, Disability Discrimination Act, etc.) and to mitigate current and/or future maintenance requirements and asset devaluation. A refresh of the Council's Asset Management Strategy will occur in 2017/18 and inform options concerning non-housing asset future maintenance beyond 2018/19. Programmed works for the period include: • Roof enhancements at the Town Hall (2018/19)
Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable.
Corporate Property Enhancement works have an anticipated asset life of twenty years and therefore the minimum revenue provision for these works will be £5,000 per annum.

General Fund Draft Capital Programme 2018/19 & Onwards

Capital Appraisal Information

Portfolio	Communities & Homes			
Capital Scheme	Disabled Facilities Grants			
Gross Budget Requirement 2018/19 - 2020/21	£2,158,080			
External Funding	£1,618,080			
RBC Funding 2018/19 - 2020/21	£540,000			
Budget Officer	Raj Chand			
Strategic Case: Outline relevant national and local policies and strategies	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	Funding levels have been estimated based on the continuation of DFG grant levels in 2016/17 via the Better Care Fund, administered by Warwickshire County Council. Allocations for 2018/19 are not expected until February/March 2018 and estimates will be revised accordingly at this time in light of predicted demand.			
Financial Case: Outline the capital and revenue costs / savings over the life span of the project				
Management Case: Outline the governance, plans, and resources that are in place for successful implementation.				

MEDIUM TERM FINANCIAL PLAN: GENERAL FUND 2018-22

	2018/19 £ 000's	2019/20 £ 000's	Partial Reset - 50% growth retained		Partial Reset - 25% growth retained		Full Reset	
			2020/21 £ 000's	2021/22 £ 000's	2020/21 £ 000's	2021/22 £ 000's	2020/21 £ 000's	2021/22 £ 000's
BASE BUDGET	15,592	15,342	15,974	15,170	15,974	14,717	15,974	13,989
PORTFOLIO EXPENDITURE								
Salaries - 1% pay award, incremental progression, pension and NI increases and other minor changes to the establishment	382	364	328	272	328	272	328	272
Anticipated 2% pay award (additional 1% on amounts shown above)	138	141	145	149	145	149	145	149
Remodelling of pay scales	0	140	0	0	0	0	0	0
Digitalisation	-160	0	0	0	0	0	0	0
Garden Waste	-475	0	0	0	0	0	0	0
Planning Fee Increase	-150	0	0	0	0	0	0	0
Waste and Street Cleansing Service Reconfigurations	-343	0	0	0	0	0	0	0
Fleet Procurement Savings	-75	0	0	0	0	0	0	0
Wardens Reconfiguration	-70	0	0	0	0	0	0	0
Other anticipated service budget adjustments	-104	-60	-17	-142	-17	-142	-17	-142
Inflation Provision	7	10	10	10	10	10	10	10
Sub total	14,742	15,937	16,440	15,459	16,440	15,006	16,440	14,278
CORPORATE ITEMS								
Change in net cost of borrowing	-162	-55	-24	84	-24	84	-24	84
Change in contribution to Balances and Reserves	0	0	0	0	0	0	0	0
Contribution to Business Rates Equalisation Reserve	552	1,042	-1,594	0	-1,594	0	-1,594	0
Contribution to Budget Stability Reserve	-264	0	0	0	0	0	0	0
Change in Revenue Contributions to Capital Expenditure	0	0	266	923	266	912	266	901
Change in Minimum Revenue Provision (MRP)	454	166	-45	-267	-45	-267	-45	-267
Change in Parish Council Precepts	20	20	20	20	20	20	20	20
Negative Revenue Support Grant / BR Tariff Adjustment	0	248	107	49	107	49	107	49
Total	15,342	17,358	15,170	16,268	15,170	15,804	15,170	15,065
INCOME								
BASE INCOME BUDGET	-15,592	-15,342	-15,974	-15,447	-15,974	-14,717	-15,974	-13,989
Business Rates - sustainable income level	-410	565	-365	-107	365	-96	1,093	-85
Business Rates - retained growth	-552	-1,042	1,595	0	1,595	0	1,595	0
Revenue Support Grant	358	153	0	0	0	0	0	0
Government Grants	78	30	27	24	27	24	27	24
Council Tax - from increase in base & a 2% increase	-186	-340	-385	-400	-385	-400	-385	-400
Additional Council Tax from a £5 increase in the Band D each year	-51	-53	-51	-52	-51	-52	-51	-52
Additional Council Tax from a 3% increase in compared to a £5 increase in a Band D	-14	-20	-28	-37	-28	-37	-28	-37
Collection Fund Surplus(-)/Deficit	467	0	0	0	0	0	0	0
New Homes Bonus Funding	560	75	-266	-816	-266	-816	-266	-816
TOTAL	-15,342	-15,974	-15,447	-16,835	-14,717	-16,094	-13,989	-15,355
IN YEAR - BUDGET VARIANCE	0	1,384	-277	-567	453	-290	1,181	-290

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

GROWTH & INVESTMENT

Rugby Art Gallery and Museum (RAGM)

	£
Floor One Gallery - for 2 weeks hire	120.00
Public Liability Insurance administration fee (Floor One Gallery)	25.00
Children's workshops - 2 hours	8.00
Children's workshops - 10 - 4	20.00
Archaeological archive deposits, per box	300.00
Loans boxes off site with facilitator	100.00
All school 2 hour workshops led by an education facilitator	75.00
Centre supervisor to stay after hours (hourly rate)	40.00
Historic loans box hire	5.00
Education Room 1 - hire charges	
Per hour	22.50
National Charities/Education	18.00
Local Groups/Charities/Education	15.75
Education Room 2 - hire charges	
Per hour	16.00
National Charities/Education	12.80
Local Groups/Charities/Education	11.20
Art Room - hire charges	
Per hour	18.00
National Charities/Education	14.40
Local Groups/Charities/Education	12.60
Gallery Assistant (per hour)	30.00
Rugby Open fee - single artwork	7.00
Rugby Open fee - three artworks	18.00
Rugby Open late collection of artwork fee	£1 per day up to a maximum of £10.00 per work

Car Parks and Parking

Off Street Parking

	Up to 2 hours £	Up to 3 hours £	Up to 5 hours £	Up to 11 hours £	Sundays £
John Barford	-	1.00	2.50	5.00	1.00
Railway Terrace	-	1.00	4.00	10.00	free
Gas Street/Old Market Place	-	1.00	4.00	10.00	free
Chestnut Field/North Street/ Little Church Street/Evreux Way	1.00	1.30	-	-	1.00
Newbold Road (weekdays)	-	1.00	4.00	10.00	free
Newbold Road (Saturdays)	-	1.00	-	3.00	free
Westway	-	-	2.50	5.00	free

Penalty Charges

Charge	50.00 or 70.00
If paid within 14 days	25.00 or 35.00

Season Tickets - Day Passes

	3 Months	6 Months	12 Months
John Barford	120.00	215.00	400.00
Railway Terrace	180.00	325.00	615.00
Gas Street/Old Market Place	180.00	325.00	615.00
Westway	120.00	215.00	400.00

Season Tickets - Town Centre Residents Night Passes

	3 Months	6 Months	12 Months
Railway Terrace	100.00	180.00	340.00
Gas Street/Old Market Place	100.00	180.00	340.00
Westway	100.00	180.00	340.00

Other Charges

Vehicles over 3 tonnes/Coaches	Not Permitted
Caravan/trailers and towing vehicles used for exhibitions, trade etc. (per space)	10.00

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

Planning Services	£
Plan Printing – Size A0 + (per copy)	8.00
Size A0	6.00
Size A1	4.00
Size A2	2.00
Size A3	1.00
Size A4	1.00
Planning Decision Notices (including appeal decisions) - Per Copy	15.00
Miscellaneous Documentation	
- First copy from each file	1.00
- Subsequent copies (black and white) per side	0.10
- Subsequent copies (colour) per side	0.20
Core Strategy June 2011	FREE
Local Development Scheme	FREE
Supplementary Planning Documents	
Housing Needs SPD March 2012	FREE
Planning Obligations March 2012	FREE
Sustainable Design and Construction March 2012	FREE
Discharge of conditions	
Householder	28.00
Other	97.00
 Sports and Recreation	 £
Use of Community Sports Coach	16.00
Use of a Play Ranger	16.00
Use of On Track Sports Leaders:	
Schools (PPA/Lunch)	16.00
Sport Specific	20.00
Mentoring	20.00
Small Group Work	30.00
Youth Club	17.00
Sport Leader Courses	30.00
Boxing Leader Courses	30.00

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.

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

The Benn Hall

Charges effective from 1st August 2016	Main Hall £	Rokeby Room £	Bar £	Whole Building £
<u>MONDAY – THURSDAY</u>				
Per hour	30.00	20.00	15.00	50.00
<u>FRIDAY/SATURDAY/SUNDAY/BANK HOLIDAYS</u>				
Per hour	60.00	35.00	20.00	100.00

Wedding hire with exclusive use of whole building including kitchen from 10am - 1am

£695.00

*** VAT is chargeable at the current standard rate where applicable ***

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.

USE OF KITCHEN FACILITIES for the provision of:-

(a) Tea/Coffee/Squash/Biscuits	£ 35.00
(b) Snacks and light catering per hour	15.00
(c) All other catering per hour	20.00

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

CORPORATE RESOURCES

Sale of Council Minutes

	Minutes £	Agenda £	Minutes & Agenda £
Full Council and any Panel	7.50	19.00	25.00
Cabinet	12.50	52.00	62.00
Planning Committee	12.50	125.00	135.00
Other Committees	7.50	19.00	25.00
All Panels/Committees/Cabinet/Council	78.00	280.00	350.00

The above charges are for the whole year and reflect costs of paper, printing and postage.
The charges are for Part 1 of the agenda only. Part 2 of the agenda is confidential and not available to the public.

Land Charges

	£
Full Local Search LLC1 and Con29 (incl VAT)	109.00
Additional Questions (incl VAT)	36.00 each
Additional Parcels (incl VAT)	23.00 each
LLC1 (search only)	25.00
Con29 (incl VAT)	84.00
Con29 O - Optional Enquiries, except ones listed below (incl VAT)	12.00 each
Con29 O - Optional Enquiry 22 (incl VAT)	14.40
Personal Search	no fee, free to view in reception
Other CON29 questions:	
CON29 Question 1.1 j, k, l (incl VAT)	16.50
CON29 Question 2 (incl VAT)	32.40
CON29 Question 3.7 (incl VAT)	14.40
CON29 Question 3.8 (incl VAT)	4.80
CON29 Question 3.9 (incl VAT)	5.10
CON29 Question 3.11 (incl VAT)	15.60
CON29 Question 3.13 (incl VAT)	1.44
We DO NOT answer Questions 4 & 16	

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	
Fee for confirmation letter regarding entry on the Electoral Register	5.00

Legal Services

	£
S106/Unilateral Agreements	Standard turnaround * 50.00
Supplemental/Deed of Variation/TPOs	Standard turnaround * 25.00
Ex-Council House Consent :	Consent to works being carried out 50.00
	Retrospective 75.00
Leases/Shared Ownership	Per copy 50.00
Enforcement Notices	15.00
Tree Preservation Orders	25.00
Smoke Control Orders	25.00

* Standard turnaround for copies 1-3 working days. However, if any of the above documents require expediting straight away, an additional £25.00 is added to each.

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

ENVIRONMENT & PUBLIC REALM

Bereavement Services

Adult rates apply to persons aged 16 or over.

Non-residents of Rugby are subject to double fees in respect of Exclusive Right of Burial and interment fees

RAINSBROOK CREMATORIUM

CREMATION FEES

	£
Inclusive of organist fee, scattering fee and Environmental Levy	
Child - up to and including 15 years of age	no charge
Adult - service 9.00am - 4.45pm	799.00
Adult - no service 8.15am - 8.45am, 5.00pm - 5.30pm	550.00
Cremation of body parts (<i>FOC if we cremated deceased</i>)	200
Weekend Surcharge	
Saturday cremation 10.00am - 12 noon - strict rotation	550.00
Saturday interment of cremated remains (am only)	75.00
Saturday scattering of cremated remains (am only)	125.00

CREMATION SUNDRY FEES AND CHARGES

	£
Scattering of ashes when cremation has taken place elsewhere	50.00
Supply of casket (with name plate)	from 60.00
Forwarding cremated remains by post (inland)	price on application
Audio recording of services (inc VAT)	45.00
DVD recording of service (inc VAT)	65.00
Slideshow / Visual Tribute	50
Webcast (inc VAT)	75.00
Use of Rainsbrook Ceremony Room (no cremation)	225.00
Bearer's fee (advance booking only)	20.00
Memorial flowers - medium	40.00
- large	60.00
Late arrival / overrun per 15 minutes	225.00

MEMORIAL FEES

	£
Book of Remembrance:	
Two line entry	75
Five line entry	125
Five line entry with emblem	175
Eight line entry	195
Eight line entry with emblem	225
Memorial Tree (Bronze Plaque Only, 10 year lease)	395
Memorial Barbican Plaque (5 year lease)	375
Memorial Bench (Bronze Plaque Only, 10 year lease)	250
Desk Vase Tablet Package (50 year lease, inclusive price)	2250
Memorial Kerb (5 year lease)	250
Tree of Life (10 year lease)	450
Memorial Boulder (10 year lease)	575
Armed Forces Wall (Inclusive of Regimental Badge, perpetuity)	250
Reservation fee: Granite Memorial Annual Charge for Space only	100

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

Bereavement Services

Adult rates apply to persons aged 16 or over.

RUGBY BOROUGH COUNCIL CEMETERIES

Croop Hill Cemetery, Whinfield Cemetery, Watts Lane Cemetery, Clifton Road Cemetery

BURIAL CHARGES

£

Non-residents of Rugby are subject to double fees in respect of Exclusive Right of Burial and interment fees

Purchase of Exclusive Right of Burial for 50 yrs

Child's Plot within Cloverleaf Memorial Garden	Grave cannot be purchased	
Child's Plot within main cemetery		375.00
Adult's Plot		1,050.00
Reservation Fee		500.00
Adult's Plot - Watts Lane Green Burial area (single depth only)		800.00
Reservation Fee		350.00

Interment fees - preparation and backfilling of grave

Babies up to 1 year old – all areas including Cloverleaf Memorial Garden		50.00
Children aged 2yrs to 15yrs – all areas including Cloverleaf Memorial Garden		80.00
Adult grave		795.00
Stepped single grave - for burial without coffin		850.00
Weekend surcharge - Saturday 9.30am to 12.00 noon (when agreed)		550.00
Construction of vault		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
Cremation plot for 3 caskets (1 available at Whinfield, March 2016)		600.00
Cremation plot for 4 caskets (Croop Hill Cemetery plus 1 plot at Whinfield, March 2016)		700.00
Reservation Fee		350.00

Interment fees - preparation and backfilling of grave

Babies up to 1 year old – all areas including Cloverleaf Memorial Garden		50.00
Children aged 2yrs to 15yrs – all areas including Cloverleaf Memorial Garden		80.00
Adult - interment of cremated remains		275.00
Adult - strewing of cremated remains under turf		150.00

Scattering of ashes on the surface is not permitted

CEMETERY SUNDRY FEES AND CHARGES

Use of Cemetery Chapel at Watts Lane or Croop Hill Cemeteries		100.00
Use of Rainsbrook Ceremony Room		185.00
Cemetery Memorial Tree with bronze plaque		375.00
Cemetery Memorial Bench		price on application
Family History Search	Detailed genealogy research	25.00
Exhumation		price on application

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

Memorial Permit Fees - Rugby Borough Council Cemeteries

Main Cemetery Areas (purchased graves only)		£
Headstone (including any base slab)	Up to 5'6" high x 3'0" wide x 1'6" deep	200.00
Vase	Up to 1'3" high and 1'0" diameter	100.00
Plaque/tablet:		
Main Cemetery Sections	Up to 2'0" (h) x 2'6" (w) x 1'6" (d)	125.00
Whinfield Cremation Section	Up to 2'0" (h) x 2'0" (w) x 2'0" (d)	125.00
Watts Lane Cremation Section	Up to 2'0" (h) x 2'3" (w) x 2'0" (d)	125.00
Croop Hill Cremation Section	Up to 1'6" (h) x 1'6" (w) x 3'0" (d)	125.00
Added inscription to any memorial		100.00
Replacement of existing memorial where no amendment to previous approval		Nil
Kerbstones including headstone	Where permitted	400.00
Kerbstones only	Where permitted	275.00
Oversized headstone		400.00

Cloverleaf Memorial Garden

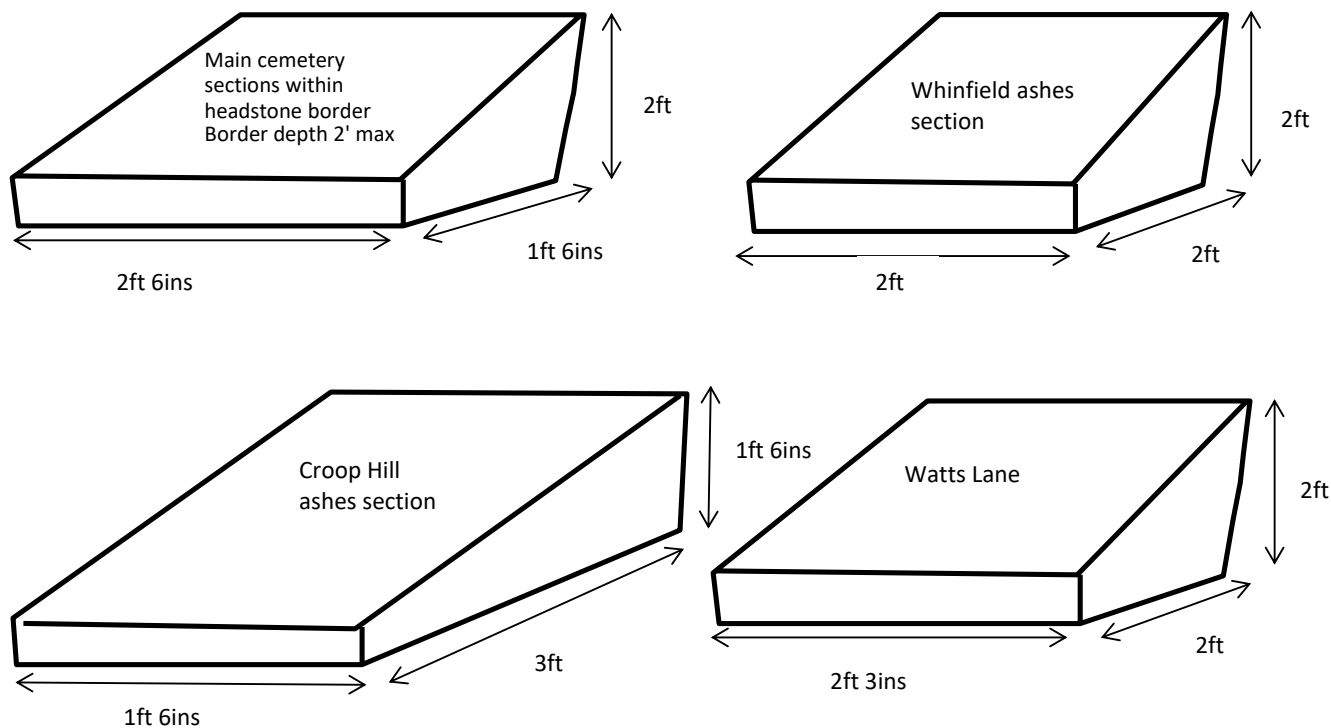
NB: plot sizes vary - mason to check plot dimensions before submitting application

Phase 1 and 2 - contact Bereavement Services 01788 533715

Phase 3

Headstone - <u>including foundation</u>	Up to 2'0" (h) x 1'6" (w) x 1'0" (d)	Nil
Vase	Up to 1'3" x 1'0"	Nil
Tablet or plaque	Up to 5" (h) x 1'6" (w) x 1'0" (d)	Nil

Monumental Mason Registration Fee 50.00



FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

Environmental Services

Domestic Pest Control Charges

	Pay in Advance £	Pay by Invoice £
Rats - up to 3 visits General Charge	30.00	50.00
Mice - up to 4 visits General charge	65.00	85.00
Bedbugs - up to 2 visits General charge	95.00	115.00
Fleas - up to 2 visits General charge	75.00	95.00
Cockroaches - up to 3 visits General charge	95.00	115.00
Wasps, Bees and Hornets - up to 2 visits General charge	55.00	75.00
Additional wasp nest (no concessions)	10.00	10.00

Commercial Pest Control Services

	Pay in Advance £	Pay by Invoice £
Wasps (non contract)	80.00	100.00
Wasps (contract)	60.00	80.00
Additional wasp nests - £10.00		
	Advance payment for first visit £	Pay per hour (charges per 30 mins thereafter) £
Bedbugs, fleas and cockroaches	40.00	100.00
Rats and Mice	40.00	95.00
Minimum charge 1 hour, charged per 30 minutes thereafter.		
Contracts (additional treatment over and above agreed contracts terms and conditions)		
Bedbugs, fleas and cockroaches	38.00	80.00
Rats and Mice	38.00	75.00

Miscellaneous

Fumigation void premises	40.00	80.00
House clearance	40.00	50.00
Key collections (Rugby area only)	n/a	50.00

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

		£
Drain Clearance (per drain)		
Office hours - domestic only (limited to 30 minutes only)		78.00
Concession Criteria - ONLY households in receipt of Housing Benefit or Council Tax Benefit EXCLUDING single person occupancy relief.		
 Reclamation of Stray Dogs		
Untagged	First Offence	95.00
	Subsequent Offence	110.00
Tagged	First Offence	70.00
	Subsequent Offence	90.00
Kennel costs (per day)		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		
 Licences		
House to House Licence		Nil
Pet Shops		155.00
Animal Boarding Establishments		155.00
Riding Establishments		375.00
Breeding of Dogs		155.00
Dangerous Wild Animals Act (Excluding vet fees)		315.00
Zoo Licence (Excluding vet fees)		625.00
Skin Piercing etc., Acupuncture, tattooing, electrolysis and ear piercing (per practitioner)		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
Ear piercing only (per practitioner)		85.00
* Food Premises Registration		Free
Street Traders Licence (per pitch per day - issued by Rugby First)		32.00
Sex Establishment Licence		4,700.00
Temporary Events Notices		21.00
Hypnotism		100.00
 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
Renewal		20.00
 Licensing Act 2003		
* Main Application Fee	Rateable Value Band	100.00
	A	190.00
	B	315.00
	C	450.00
	D	635.00
	E	900.00
	D X (2)	1,905.00
	E X (3)	

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

			£
* Main Annual Charge	Rateable Value Band	A	70.00
		B	180.00
		C	295.00
		D	320.00
		E	350.00
		D X (2)	640.00
		E X (3)	1,050.00
* Variation	Rateable Value Band	A	100.00
		B	190.00
		C	315.00
		D	450.00
		E	635.00
Personal Licences, Temporary Events and Other Fees			
* Application for a grant or renewal of personal licence			37.00
* Temporary event notice			21.00
* Theft, loss etc. of premises licence or summary			10.50
* Application for a provisional statement where premises being built etc.			Varies
* Notification of change of name or address			10.50
* Application to vary licence to specify individual as premises supervisor			23.00
* Application for transfer of premises licence			23.00
* Theft, loss etc. of certificate or summary			10.50
* Notification of change of name alteration of rules of club			10.50
* Change of relevant registered address of club			10.50
* Theft, loss etc. of temporary event notice			10.50
* Theft, loss etc. of personal licence			10.50
* Duty to notify change of name or address			10.50
* Right of freeholder etc. to be notified of licensing matters			21.00
* Interim Authority notice following death etc. of licence holder			23.00
Fees for Scrap Metal Dealers Act 2013 scrap metal licence applications and incidental costs			
Scrap metal dealer site licence application fee			350.00
Scrap metal dealer site licence renewal fee			250.00
Scrap metal dealer site licence variation fee			90.00
Scrap metal dealer collector licence fee			250.00
Scrap metal dealer collector renewal fee			230.00
Scrap metal dealer collector variation fee			90.00
Replacement licence			30.00
Fees for Mobile Homes Act 2013 licence applications and incidental costs			
Application			250.00
Annual fee 2 to 10 residential units			150.00
Annual fee 11 to 30 residential units			220.00
Annual fee 31+ residential units			300.00
Compliance notice			335.00
Transfer of licence			72.00
Variation of licence			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.

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

	£
Gambling Act permit fees	
Licensed premises gaming machines permits:	
Grant	150.00
Existing operator grant	100.00
Variation	100.00
Transfer	25.00
Annual fee	50.00
Change of name	25.00
Copy of permit	15.00
Licensed premises automatic notification process	
On Notification	50.00
Club gaming permits	
Grant	200.00
Grant (club premises certificate holder)	100.00
Existing operator grant	100.00
Variation	100.00
Renewal	200.00
Renewal (club premises certificate holder)	100.00
Annual fee	50.00
Copy of permit	15.00
Club machine permits	
Grant	200.00
Grant (club premises certificate holder)	100.00
Existing operator grant	100.00
Variation	100.00
Renewal	200.00
Renewal (club premises certificate holder)	100.00
Annual fee	50.00
Copy of permit	15.00
Family entertainment centre gaming machine permits	
Grant	300.00
Renewal	300.00
Existing operator grant	100.00
Change of name	25.00
Copy of permit	15.00
Prize gaming permits	
Grant	300.00
Renewal	300.00
Existing operator grant	100.00
Change of name	25.00
Copy of permit	15.00
Gambling Act licences	
Converted Casino:	
Non-conversion provisional statement	0.00
Non-conversion application	0.00
1st Annual fee	2,400.00
Annual fee	2,400.00
Vary licence	1,600.00
Transfer licence	1,080.00
Reinstatement of licence	1,080.00
Provisional	0.00

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

Bingo	
Non conversion provisional statement	960.00
Non conversion application	2,800.00
1st annual fee	800.00
Annual fee	800.00
Vary Licence	1,400.00
Transfer Licence	960.00
Reinstatement of licence	960.00
Provisional	2,800.00
Adult Gaming Centre	
Non conversion provisional statement	960.00
Non conversion application	1,600.00
1st annual fee	800.00
Annual fee	800.00
Vary licence	800.00
Transfer licence	960.00
Reinstatement of licence	960.00
Provisional	1,600.00
Track betting	
Non conversion provisional statement	790.00
Non conversion application	2,050.00
1st annual fee	830.00
Annual fee	830.00
Vary licence	1,050.00
Transfer Licence	790.00
Reinstatement of licence	790.00
Provisional	2,100.00
Betting (other)	
Non conversion provisional statement	1,000.00
Non conversion application	2,500.00
1st annual fee	500.00
Annual fee	500.00
Vary licence	1,250.00
Transfer licence	1,000.00
Re-instatement of licence	1,000.00
Provisional	2,500.00
Family Entertainment Centre	
Non conversion provisional statement	790.00
Non conversion application	1,650.00
1st annual fee	625.00
Annual fee	625.00
Vary licence	830.00
Transfer licence	790.00
Re-instatement of licence	790.00
Provisional	1,650.00
Temporary Use Notices	500.00
Copy of Licences	25.00
Notification of Change of Licence	50.00
Food Hygiene and Safety	
Inspection and removal of unfit food	
Food inspection	See officer rate
Collection and disposal	Actual cost
Issue of food export certificate	50.00
Sampling	Actual cost including analysis and officer time

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

	£
Housing	
Private Housing Inspection and Assessment for Immigration and other purposes	120.00
House in Multiple Occupation Licence fee:	
Where Landlord approaches Council (VAT exempt)	350.00
Where Landlord is found to be running a HIMO (VAT exempt)	600.00
Copy of Licence "	15.00
Variation of Licence "	110.00
Revoking licence "	110.00
Service of Hazard awareness notice	0.00
Service of formal notice/order.	500.00
Additional notices/orders for multiple hazards	25.00 each
DBS check	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
Complete copies of list of Registered Food Premises	320.00
Partial copies of the list of Registered Food Premises	£30 + £3 per entry
Printed copies of Air Quality Assessment Reports etc.	50.00
Copies of or from other Public Registers:	
Complete premises files (printed, plus photocopying charge)	40.00
Partial extracts form premises file (per request, plus copying)	20.00

Information may be available in an electronic format. Prices available on request.

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 £
Depositing Litter	80.00	2,500.00	50.00
Graffiti and fly posting	80.00	2,500.00	50.00
Nuisance parking	100.00	2,500.00	60.00
Fly tipping	400.00	Unlimited	300.00
Exposing vehicles for sale on a road	100.00	2,500.00	No discount
Repairing vehicles on a road	100.00	2,500.00	No discount
Abandoning a vehicle	200.00	2,500.00	120.00
Unauthorised distribution of free printed matter	80.00	2,500.00	50.00
Failure to furnish documentation (Waste Carriers Licence)	300.00	Unlimited	No discount
Failure to produce authority (Waste Transfer Note)	300.00	Unlimited	No discount
Failure to comply with a Public Space Protection Order	100.00	2,500.00	75.00
Failure to comply with a Community Protection Notice (Individual)	100.00	2,500.00	No discount
Failure to comply with a Community Protection Notice (Business)	100.00	Unlimited	No discount
Cycling on a foot path	30.00	500.00	No discount
Failure to comply with noise warning notice (licenced)	500.00	Unlimited	No discount
Failure to comply with a Public Space Protection Order (Dogs Control Offences)	100.00	1,000.00	50.00

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

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 £
First Offence	1,000.00	750.00
Second Offence	2,000.00	n/a
Third Offence (and all Consequent Offences)	5,000.00	n/a

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	45.00
Category B - salary grade E to F	60.00
Category C - salary grade G	75.00
Category D - Heads of Service or above	90.00

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 55.00

Any associated letters, reports etc. 12.00

Officers statement for solicitors (minimum 1 hour) 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

Parks

£

Caldecott Park - to be fixed with the café leaseholder

Special Events on Parks and Open Spaces

Sports Tournaments	Price On Application
Charitable Events	No Charge
Dog Shows - per opening day	285.00
Fairs/Circuses - per operating day	385.00
Fairs/Circuses - per setting up day	100.00
Returnable deposit for new fair/circus operator	300.00
Commercial Events	385.00
Filming rights (per day)	200.00
Ice Cream Licence	Price on application

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

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.

		Normal £	VAT exempt £
Senior			
Football, Rugby, Cricket, Gaelic Football	Pitch Hire	40.00	33.00
Intermediate			
Football	Pitch Hire	31.00	26.00
Junior			
Football, Rugby	Pitch Hire	20.00	17.00
Mini			
Football	Pitch Hire	15.00	12.50

UNAUTHORISED USE OF FACILITIES - DOUBLE FEE PAYABLE

Training (per training session)	10.00	10.00
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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, VAT Exempt - no refunds unless cancelled by Council
Juniors	£15 per room per occasion, VAT Exempt - no refunds unless cancelled by Council

Juniors

Weekly access to toilets only - £200 VAT Exempt for season (dates as agreed)

Unattended casual use (less than 10 occasions)

Seniors	£18.00 per room per occasion, including 20% VAT - refunds permitted
Juniors	£12.50 per room per occasion, including 20% VAT - refunds permitted

Attended Service Additional £25 payable

Late Booking Charges

Each Pitch (Including VAT)	£ 10.00
Changing room(s) (plus VAT as appropriate)	10.00

Professional Trainers

Price per session	£ 10.00
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FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

Hackney Carriages	£
Vehicle Licence	145.00 *
Transfer of Vehicle Licence	12.50 *
Vehicle Stripes (per strip)	2.00
Chequered Stripes (per set)	20.00
Replacement Plates	34.00 *
DBS checks	44.00
Comprehension Test	10.00
Knowledge Test	30.00
Vehicle Safety Check (Carried out by Rugby Borough Council Work Services)	40.00

Private Hire Vehicles	
Vehicle Licence	145.00 *
Operator's Licence:	
New Applications (valid for 5 years):	
1-4 Vehicles	380.00
5-10 Vehicles	680.00
10 or more Vehicles	974.00
Application Renewal (valid for 5 years)	
1-4 Vehicles	344.00
5-10 Vehicles	642.00
10 or more Vehicles	940.00
Driver's Licence - Dual Hackney and PHV Licence:	
New Application (Valid for 3 years)	370.00
Application Renewal (Valid for 3 years)	220.00
Transfer of Vehicle Licence	12.50 *
Replacement Plates	34.00 *
Comprehension Test	10.00
Knowledge Test	30.00
Vehicle Safety Check (Carried out by Rugby Borough Council Work Services)	40.00

All Licences are outside the scope of VAT

* Correct at 1st April 2016 but due for review/consultation in 2016/17

Waste Collection	£
Bulky Waste Collection - up to 3 items	25.00
Each Additional Item:	
Up to a maximum of 6	5.00 each
Over 6 household items or any number of garden items (sheds, play equipment)	Price On Application
Cancellation Fee	3.50
Abandoned Vehicles - removal	105.00
Abandoned Vehicles - disposal	50.00

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2018

Freedom of Information Request

Freedom of Information and Environmental Information Regulation requests are charged for in just two cases:-

- where the cost of answering the enquiry goes over £450; and
- where there are costs for preparing the information e.g. printing, photocopying, postage, providing information in other formats (CD-Rom, audio cassette, translation)

The time spent dealing with the above is calculated at £25 per hour. With the majority of requests the costs will be less than £450 and we will make no charge for the work involved.

If however, the cost of dealing with your request goes over £450 we will contact you to discuss the information you have requested and the cost of providing it. If you still want the information in a format that is going to take the cost over that limit, then we will charge you the full amount.

- Photocopying or printing material;
- Postage;
- Producing material in a different format when requested e.g. CD Rom, audio cassette;
- Providing extracts of databases;
- Translating the material into a different language where requested;
- Allowing you to reasonable time to inspect a record containing the information (FOI only);
- 10p per A4 sheet for printing or photocopying, black and white;
- 20p per A3 sheet for printing of photocopying, black and white;
- 92p per A4 sheet for printing or photocopying, colour;
- £1.24 per A3 sheet for printing or photocopying, colour;
- Postage costs - documents will be sent by second class mail unless specified otherwise;
- Any costs involving staff time will be charged at £25 per hour.

We can charge for these costs in all cases, whether or not we can also charge for the prescribed costs.

If the total cost is less than £10, we won't charge you.

FEES AND CHARGES BENCHMARKING 2017/18

	Rugby			Nuneaton & Bedworth			Warwick District			Stratford on Avon		
Licenses												
House to House Licence	0.00											
Pet Shops	155.00			201.90			175.00			152.00	per floor area:	
Pet Shops up to 25 m ² New Application/Renewal											183/130	
Pet Shops up to 50 m ² New Application/Renewal											224/171	
Pet Shops up to 100 m ² New Application/Renewal											265.30/212.30	
Pet Shops over 100 m ² New Application/Renewal											299.50/246.30	
Animal Boarding Establishments	155.00			201.90			175.00			152.00	171.10	
Animal Boarding Establishments (Day Boarding)							150.00				92.00	
Riding Establishments	375.00			201.90			335.00			per No. of Horses	191.00	
1-10 horses										110.00		
11-20 horses										163.00		
21-30 horses										215.00		
31-40 horses										267.00		
40 + horses										320.00		
Breeding of Dogs	155.00			201.90			175.00			152.00	232.80	
Dangerous Wild Animals Act (Excluding vet fees)	315.00			201.90			410.00			315.00	191.00	
Zoo Licence (Excluding vet fees)	625.00			576.80			565.00			415.00	447.40	
Skin Piercing etc., Acupuncture, tattooing, electrolysis and ear piercing (per practitioner)	165.00			108.20			158.00			110.00	157.50	
Tattooing only				220.50								
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						44.00					
Ear piercing only (per practitioner)	85.00			108.20							157.50	
* Food Premises Registration	0.00			42.30								
Street Traders Licence (per pitch per day)	32.00						44.00					
Street Traders - Mon- Fri				40.40								
Street Traders - Saturday				43.00								
Street Traders - Saturday only				55.70								
Street Traders Licence (Food)										68.00	1545.80 Annual Fee	
Street Traders Licence (Non-Food)										53.00	765.20 Annual Fee	
Sex Establishment Licence	4,700.00			2,209.00						3,500.00	2,580.70	
Sex Establishment Renewal/New Application							10,270.00					
Sex Establishment Renewal/New Licence							6,310.00					
Temporary Events Notices	21.00			21.00			21.00			21.00	21.00	
Hypnotism	100.00									0.00		
Lotteries and Amusement												
Initial	40.00			40.00			40.00			40.00	40.00	
Renewal	20.00			20.00			20.00			20.00	20.00	
Licensing Act 2003												
* Main Application Fee		Rateable Value Band	A	100.00	100.00		100.00			100.00	100.00	
			B	190.00	190.00		190.00			190.00	190.00	
			C	315.00	315.00		315.00			315.00	315.00	
			D	450.00	450.00		450.00			450.00	450.00	
			E	635.00	635.00		635.00			635.00	635.00	
			D X (2)	900.00	900.00		900.00			900.00	900.00	
			E X (3)	1,905.00	1,905.00		1,905.00			1,905.00	1,905.00	
* Main Annual Charge		Rateable Value Band	A	70.00	70.00		70.00			70.00	70.00	
			B	180.00	180.00		180.00			180.00	180.00	
			C	295.00	295.00		295.00			295.00	295.00	
			D	320.00	320.00		320.00			320.00	320.00	
			E	350.00	350.00		350.00			350.00	350.00	
			D X (2)	640.00	640.00		640.00			640.00	640.00	
			E X (3)	1,050.00	1,050.00		1,050.00			1,050.00	1,050.00	
* Variation		Rateable Value Band	A	100.00	100.00		100.00			100.00	100.00	
			B	190.00	190.00		190.00			190.00	190.00	
			C	315.00	315.00		315.00			315.00	315.00	
			D	450.00	450.00		450.00			450.00	450.00	
			E	635.00	635.00		635.00			635.00	635.00	
Personal Licenses, Temporary Events and Other Fees												
* Application for a grant or renewal of personal licence	37.00			37.00			37.00			37.00	37.00	
* Temporary event notice	21.00			21.00			21.00			21.00	21.00	
* Theft, loss etc. of premises licence or summary	10.50			10.50			10.50			10.50	10.50	
* Application for a provisional statement where premises being built etc.	Varies											
* Notification of change of name or address	10.50			10.50			10.50			10.50	10.50	
* Application to vary licence to specify individual as premises supervisor	23.00			23.00			23.00			23.00	23.00	
* Application for transfer of premises licence	23.00			23.00			23.00			23.00	23.00	
* Theft, loss etc. of certificate or summary	10.50			10.50			10.50			10.50	10.50	
* Notification of change of name alteration of rules of club	10.50			10.50			10.50			10.50	10.50	
* Change of relevant registered address of club	10.50			10.50			10.50			10.50	10.50	
* Theft, loss etc. of temporary event notice	10.50			10.50			10.50			10.50	10.50	
* Theft, loss etc. of personal licence	10.50			10.50			10.50			10.50	10.50	
* Duty to notify change of name or address	10.50			10.50			10.50			10.50	10.50	
* Right of freeholder etc. to be notified of licensing matters	21.00			21.00			21.00			21.00	21.00	
* Interim Authority notice following death etc. of licence holder	23.00			23.00			23.00			23.00	23.00	
Fees for Scrap Metal Dealers Act 2013 scrap metal licence applications and incidental costs												
Scrap metal dealer site licence application fee	350.00			750 for 3 years			530 for 3 years			800.00	312.10	
Scrap metal dealer site licence renewal fee	250.00			750.00			530.00			800.00	312.10	
Scrap metal dealer site licence variation fee	90.00						138.00					
Scrap metal dealer collector licence fee	250.00			300 for 3 years			184 for 3 years			150.00	187.30	
Scrap metal dealer collector renewal fee	230.00			300.00			184.00			150.00	187.30	
Scrap metal dealer collector variation fee	90.00						138.00					
Replacement licence	30.00						26.00					

FEES AND CHARGES BENCHMARKING 2017/18

	Rugby			Nuneaton & Bedworth			Warwick District				Stratford on Avon				
Track betting															
Non conversion provisional statement	790.00			760.00			785.00			950.00					
Non conversion application	2,050.00			2,000.00			2,100.00			2,330.00					
1st annual fee	830.00			800.00			825.00			1,000.00					
Annual fee	830.00			800.00			825.00			1,000.00					
Vary licence	1,050.00			1,000.00			1,030.00			1,250.00					
Transfer Licence	790.00			760.00			785.00			950.00					
Reinstatement of licence	790.00			760.00			785.00			950.00					
Provisional	2,100.00			2,000.00			2,100.00			2,330.00					
Betting (other)															
Non conversion provisional statement	1,000.00			960.00			990.00			1,200.00					
Non conversion application	2,500.00			2,400.00			2,475.00			2,320.00					
1st annual fee	500.00			480.00			500.00			600.00					
Annual fee	500.00			480.00			500.00			600.00					
Vary licence	1,250.00			1,200.00			1,240.00			1,200.00					
Transfer licence	1,000.00			960.00			990.00			1,200.00					
Re-instatement of licence	1,000.00			960.00			990.00			1,200.00					
Provisional	2,500.00			2,400.00			2,475.00			1,200.00					
Family Entertainment Centre															
Non conversion provisional statement	790.00			760.00			785.00								
Non conversion application	1,650.00			1,600.00			1,650.00								
1st annual fee	625.00			600.00			620.00								
Annual fee	625.00			600.00			620.00								
Vary licence	830.00			800.00			825.00								
Transfer licence	790.00			760.00			785.00								
Re-instatement of licence	790.00			760.00			785.00								
Provisional	1,650.00			1,600.00			1,650.00								
Temporary Use Notices	500.00														
Copy of Licences	25.00			25.00											
Notification of Change of Licence	50.00			50.00			50.00								
Food Hygiene and Safety															
Inspection and removal of unfit food	See officer rate			42.30 (Food Health Cert.)			115.00 (Non -Statutory)								
Food inspection	Actual cost														
Collection and disposal	50.00									64.00					
Issue of food export certificate	Actual cost including analysis and officer time														
Sampling															
Housing															
Private Housing Inspection and Assessment for Immigration and other purposes	120.00			177.00			157.44			115.00	67.00				
House in Multiple Occupation Licence fee:															
Where Landlord approaches Council (VAT exempt)	350.00														
Where Landlord is found to be running a HIMO (VAT exempt)	600.00			515.00 up to 7 lets £20 for additional lets			800/592			626/563	682.00				
Up to 5 Occupants Full Fee/ Renewal							925/680			758/682	791.00				
6-12 Occupants Full Fee/ Renewal							1060/782			822/740	885.00				
13-20 Occupants Full Fee/ Renewal							1225/900								
21 + Occupants Full Fee/ Renewal															
Hackney Carriages															
Vehicle Licence	145*			280.00			205.00			414.00	271.90				
Transfer of Vehicle Licence	12.5*						48.00				35.60				
Vehicle Stripes (per strip)	2.00														
Chequered Stripes (per set)	20.00														
Replacement Plates	34*						14.00			53.00					
DBS checks	44.00			56.00			55.50			9.00	42.50				
Comprehension Test	10.00														
Knowledge Test	30.00			62.00			60.00			32.00					
Vehicle Safety Check	40.00			92.00							42.50				
Private Hire Vehicles															
Vehicle Licence	145*			280.00			174.50			346.00	271.90				
Operator's Licence:															
New Applications (valid for 5 years):				212.00 for First Year 175.00 for 3 yr renewal 290.00 for 5 yr renewal			993.00			1,327.00	276.98				
1-4 Vehicles	380.00														
5-10 Vehicles	680.00														
10 or more Vehicles	974.00														
Application Renewal (valid for 5 years)							993.00								
1-4 Vehicles	344.00														
5-10 Vehicles	642.00														
10 or more Vehicles	940.00														
Driver's Licence - Dual Hackney and PHV Licence:															
New Application (Valid for 3 years)	370.00			294.00			406.50			278.00	230.12				
Application Renewal (Valid for 3 years)	220.00			246.00			407.00			236.00	230.12				
Transfer of Vehicle Licence	12.5*						48.00				92.80				
Replacement Plates	34*			15.00			14.00			53.00	33.40				
Comprehension Test	10.00														
Knowledge Test	30.00			62.00			60.00			32.00					
Vehicle Safety Check	40.00			92.00							42.50				
Annual Medical							11.50				108.00				
All Licences are outside the scope of VAT															
* Correct at 1st April 2016 but due for review/consultation in 2016/17															

FEES AND CHARGES BENCHMARKING 2017/18

	Rugby			Nuneaton & Bedworth		Warwick District			Stratford on Avon			
Rugby Art Gallery and Museum (RAGM)												
Floor One Gallery - for 2 weeks hire	100.00											
Public Liability Insurance administration fee (Floor One Gallery)	25.00											
Children's workshops - 2 hours	8.00											
Children's workshops - 10 - 4	20.00											
Archaeological archive deposits, per box	300.00											
Loans boxes off site with facilitator	100.00											
All school 2 hour workshops led by an education facilitator	75.00											
Centre supervisor to stay after hours (hourly rate)	40.00											
Historic loans box hire	5.00											
Education Room 1 - hire charges												
Per hour	22.50											
National Charities/Education	18.00											
Local Groups/Charities/Education	15.75											
Education Room 2 - hire charges												
Per hour	16.00											
National Charities/Education	12.80											
Local Groups/Charities/Education	11.20											
Art Room - hire charges												
Per hour	18.00											
National Charities/Education	14.40											
Local Groups/Charities/Education	12.60											
Gallery Assistant (per hour)	30.00											
Rugby Open fee - single artwork	7.00											
Rugby Open fee - three artworks	18.00											
Rugby Open late collection of artwork fee	£1 per day up to a maximum of £10.00 per work											
Planning Services												
Plan Printing – Size A0 + (per copy)	8.00											
Size A0	6.00			2.90								
Size A1	4.00			2.70								
Size A2	2.00			2.20								
Size A3	1.00											
Size A4	1.00											
Planning Decision Notices (including appeal decisions)	15.00			By Post: By Email:	14.90 11.20							
Miscellaneous Documentation	1.00 0.10 0.20			1.30								
Core Strategy June 2011	FREE											
Local Development Scheme	FREE											
Supplementary Planning Documents												
Housing Needs SPD March 2012	FREE											
Planning Obligations March 2012	FREE											
Sustainable Design and Construction March 2012	FREE											
Discharge of conditions												
Householder	28.00											
Other	97.00											
Sports and Recreation												
Use of Community Sports Coach	16.00											
Use of a Play Ranger	16.00											
Use of On Track Sports Leaders:												
Schools (PPA/Lunch)	15.00											
Sport Specific	20.00											
Mentoring	20.00											
Small Group Work	30.00											
Youth Club	17.00											
Sport Leader Courses	30.00											
Boxing Leader Courses	30.00											
The Benn Hall												
				Civic Hall								
MONDAY – THURSDAY	Main Hall	Rokeby Room	Bar	Main Auditorium Monday to Thursday (for 8.5 hour minimum charge)	1,442.00							
Per hour	30.00	20.00	15.00									
FRIDAY/SATURDAY/SUNDAY/BANK HOLIDAYS				Friday & Saturday (8.5 hour minimum charge)	1,957.00							
Per hour	60.00	35.00	20.00	Sunday (for 10 hour minimum charge)	2,266.00							
				Civic Hall - Small Hall & Meeting Room Monday - Friday 9am-5pm & Saturday 9am 2.30pm Minimum charge for the first 3 hours Hourly rate after 3 hours Additional hourly rate after 5 pm Additional hourly rate for a Sunday	87.60 12.40 39.70 17.10							
								Royal Pump Room				
								Assembly Room				
								- Private hire (per hour or part thereof) 72.00				
								- Preparation / rehearsal (per hour or part thereof) 58.00				
								- Commercial hire (per hour or part thereof) 130.00				
								- Preparation / rehearsal (per hour or part thereof) 100.00				
								Annexe				
								- Private hire (per hour or part thereof) 46.00				
								- Preparation / rehearsal (per hour or part thereof) 36.00				
								- Commercial hire (per hour or part thereof) 95.00				
								- Preparation / rehearsal (per hour or part thereof) 72.00				
								Saturdays, Sundays and Bank Holidays + 50%				

A4 SiteMap Ordnance Survey Extracts
6 x Block Plan @ 1:500 scale £10.00
8 x Block Plan @ 1:500 scale £10.50
10 x Block Plan @ 1:500 scale £11.00
6 x Site Location Plan @ 1:1250 scale £20.00
8 x Site Location Plan @ 1:1250 scale £21.00
10 x Site Location Plan @ 1:1250 scale £21.00
6 x Site Location Plan @ 1:2500 scale £55.00
8 x Site Location Plan @ 1:2500 scale £55.50
10 x Site Location Plan @ 1:2500 scale £56.00
Additional Copies are charged at £0.25 per copy

FEES AND CHARGES BENCHMARKING 2017/18

	Rugby		Nuneaton & Bedworth		Warwick District			Stratford on Avon		
Domestic Pest Control Charges										
Rats - up to 3 visits General Charge	Pay in Advance 30.00	Pay by Invoice 50.00		30.90			PEST CONTROL From 2/1/17 (Inclusive of V.A.T.) £ RODENT CONTROL: (Control of Rat & Mice Infestation) Non Domestic Premises (without contract): One man and van per hour 83.00 Two men and van per hour 110.00		Control of Pests DOMESTIC PREMISES Indoor Public Health Pests (indoor rats, bedbugs, cockroaches) up to three treatments £97.20 Single Treatment Pests (e.g. Wasp, Flies) £73.00 Up to Three Treatment Pests (e.g. Mice, Outdoor Rats, Fleas, Squirrels in domestic house lofts only, Carpet Beetles and Clothes Moths in domestic premises) £97.20 Pest Proofing of Domestic premises - price available on request	
Mice - up to 4 visits General charge	65.00	85.00		30.90			Domestic Premises: Rat Infestation Free Mice Infestation: Standard Charge: 72.00 - Persons in receipt of Inc Support or Job seekers Allowance: Free Persons in receipt of a State pension/Pension Credits: 36.00 Persons Registered Disabled 36.00			
Bedbugs - up to 2 visits General charge	95.00	115.00		69.60						
Fleas - up to 2 visits General charge	75.00	95.00		69.60						
Cockroaches - up to 3 visits General charge	95.00	115.00		69.60			TREATMENT FOR OTHER PESTS: - Standard Charge - Bedbugs 77.00 - Fleas and Cockroaches 77.00 - Persons in receipt of Inc Support or Job seekers Allowance Free Persons in receipt of a State pension/Pension Credits 38.50 Persons Registered Disabled 38.50			
Wasps, Bees and Hornets - up to 2 visits General charge Additional wasp nest (no concessions)	55.00 10.00	75.00 10.00		69.60						
Commercial Pest Control Services				92.70 for 3 visits					COMMERCIAL PREMISES Commercial Treatment (any single treatment in a commercial premises e.g. Wasp treatment, Flies in commercial properties) £73.00 Commercial Treatments (up to three treatments in a commercial premises eg indoor or outdoor rats, bedbugs, cockroaches) £97.20 Pest Control advice visitor aborted call-outs £30.00 Pest Proofing of commercial premises price available on request	
Wasps (non contract) Wasps (contract) Additional wasp nests - £10.00	Pay in Advance £ 80.00 60.00	Pay by Invoice £ 100.00 80.00								
Bedbugs, fleas and cockroaches Rats and Mice Minimum charge 1 hour, charged per 30 minutes thereafter.	Advance payment for first visit £ 40.00 40.00	Pay per hour (charges per 30 mins thereafter) £ 100.00 95.00								
Contracts (additional treatment over and above agreed contracts terms and conditions) Bedbugs, fleas and cockroaches Rats and Mice	38.00 38.00	80.00 75.00								
Miscellaneous										
Fumigation void premises House clearance Key collections (Rugby area only)	40.00 40.00 n/a	80.00 50.00 50.00								
Drain Clearance (per drain) Office hours - domestic only (limited to 30 minutes only)	78.00									
Concession Criteria - ONLY households in receipt of Housing Benefit or Council Tax Benefit EXCLUDING single person occupancy relief.										
Reclamation of Stray Dogs										
Untagged	95.00			Statutory Fine	5.00	25.00				
Subsequent Offence	110.00			Dog Return Fee	25.80					
Tagged	70.00			First Day Kennel (plus vets fees)	80.00					
Subsequent Offence	90.00			Kennel fees per Additional Day	6.20					
Kennel costs (per day) 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	13.20								12.00	
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 fine is paid within 7 days.										
		Fixed Penalty	Discount							
Maximum										
Depositing Litter	2,500.00	80.00	50.00							
Graffiti and fly posting	2,500.00	80.00	50.00							
Nuisance parking	2,500.00	100.00	60.00							
Failure to comply with a litter clearing notice	2,500.00	110.00	No discount							
Exposing vehicles for sale on a road	2,500.00	100.00	No discount							
Repairing vehicles on a road	2,500.00	100.00	No discount							
Abandoning a vehicle	2,500.00	200.00	120.00							
Unauthorised distribution of free printed matter	2,500.00	80.00	50.00							
Failure to furnish documentation (Waste Carriers Licence)	5,000.00	300.00	No discount							
Failure to produce authority (Waste Transfer Note)	5,000.00	300.00	No discount							
Failure to comply with a waste receptacle notice	1,000.00	100.00	60.00							
Failure to comply with a street litter control notice	2,500.00	100.00	No discount							
Cycling on a foot path	500.00	30.00	No discount							
Failure to comply with noise warning notice (licenced)	5,000.00	500.00	No discount							
Failure to comply with a dog control order on designated land	1,000.00	80.00	50.00							

FEES AND CHARGES BENCHMARKING 2017/18

	<i>Rugby</i>			<i>Nuneaton & Bedworth</i>			<i>Warwick District</i>			<i>Stratford on Avon</i>			
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						
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	45.00												
Category B - salary grade E to F	60.00												
Category C - salary grade G	75.00												
Category D - Heads of Service or above	90.00												
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	55.00												
Any associated letters, reports etc.	12.00												
Officers statement for solicitors (minimum 1 hour)	Officer rates												
Mileage charged at current casual user rates													

Agenda No 7

AGENDA MANAGEMENT SHEET

Report Title:	Finance & Performance Monitoring 2017/18 – Period 8
Name of Committee:	Cabinet
Date:	5 th February 2018
Report Director:	Head of Corporate Resources & Chief Financial Officer
Portfolio	All Portfolios
Ward Relevance	All Wards
Prior Consultation	None
Contact Officer	Mannie Ketley - Head of Corporate Resources & Chief Financial Officer
Report Subject to Call-in	Yes
Report En-Bloc	No
Forward Plan	Yes
Corporate Priorities	This report relates to the following priority(ies): All Council Priorities
Risk Management Implications	This report is intended to give Cabinet an overview of the Council's spending and performance position for 2017/18 to inform future decision-making.
Financial Implications	As detailed in the main report.
Environmental Implications	There are no environmental implications arising from this report.
Legal Implications	There are no legal implications arising from this report.

Equality and Diversity

No new or existing policy or procedure has been recommended.

Recommendation

- 1) The Council's anticipated financial position for 2017/18 be considered;
- 2) A Supplementary net nil General Fund revenue budget of £10,000 be approved for The Handyman Service. Funding will be derived through direct charges to residents using the service.
- 3) A General Fund capital budget of £20,000 be approved for 2017/18 for the Licensing System upgrade, to be funded £10,000 from revenue and £10,000 contribution from the digitalisation reserve

IT BE RECOMMENDED TO COUNCIL THAT:

- 4) A General Fund revenue budget virement to Corporate Savings of £73,000 be approved following an Economic Development carry forward from 2016/17 no longer required; and
- 5) Performance summary and performance data included in Appendix 4 be considered and noted.

Reasons for Recommendation

The performance and financial position of the Council's General Fund revenue and capital budgets need to be noted by Cabinet to ensure Members are fully aware of the current status.

The report also includes supplementary, virement and savings requests that will require consideration for inclusion in the current 2017/18 budgets.

Cabinet – 5th February 2018

Finance & Performance Monitoring 2017/18 – Period 8

Report of the Head of Corporate Resources & Chief Financial Officer

RECOMMENDATION

- 1) The Council's anticipated financial position for 2017/18 be considered;
- 2) A Supplementary net nil General Fund revenue budget of £10,000 be approved for The Handyman Service. Funding will be derived through direct charges to residents using the service.
- 3) A General Fund capital budget of £20,000 be approved for 2017/18 for the Licensing System upgrade, to be funded £10,000 from revenue and £10,000 contribution from the digitalisation reserve;

IT BE RECOMMENDED TO COUNCIL THAT:

- 4) A General Fund revenue budget virement to Corporate Savings of £73,000 be approved following an Economic Development carry forward from 2016/17 no longer required; and
- 5) Performance summary and performance data included in Appendix 4 be considered and noted.

1. INTRODUCTION

This is the third of the finance and performance monitoring reports for 2017/18, which combines both finance (revenue and capital) and performance monitoring and represents the position as at Period 8, November 2017. The purpose of the report is to inform Cabinet of the Council's overall financial and performance position for the year to-date and also the year-end projections as supplied by officers. A final report will be presented to Cabinet in June 2018 for year-end.

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

- General Fund (GF) Revenue Budgets - Section 2 and Appendix 1;
- Housing Revenue Account (HRA) Revenue Budgets - Section 2 and Appendix 2;
- Capital Budgets - Section 4 and Appendix 3;

- Performance – Section 5 and Appendix 4

Throughout the report, from a financial perspective, adverse variances to budget, expenditure overspends and income shortfalls, are shown as positive values. Favourable variances, such as expenditure underspends and additional income, are shown as negative values.

2. GENERAL FUND (GF) REVENUE BUDGETS:

2.1 Overview and key messages

- There is a favourable variance to date of **£859,700**, based on actual spend to the end of the Period 8 against profiled budgets.
- GF services show an anticipated favorable variance of **£753,400** at year-end.
- This includes forecast income of £870,000 from the green waste service subscriptions, exceeding income expectations for the year by **£456,700**.
- An adverse variance of **£336,700** from underachievement of ticketing income, sponsorship and ancillary services including sale of guidebooks and hospitality from the Hall of Fame.
- The Corporate Savings Target has been set at **£200,000** for 2017/18, to include all savings achieved through more efficient working and savings realised through vacant posts. To date officers have been able to identify **£192,550**.

2.2 Major Variances

A summary of the key variances is included within the table below:

Portfolio / Service Area	Variance at Period 8 £	Variance Forecast to Year-End £
Growth and Investment		
Art Gallery & Museum - Following a successful appeal the Valuations Office have reassessed the rateable value of the RAGM to a lower Rateable Value, which has resulted in a refund of £53,100.	+1,000	-50,300
Building Control Services - The shared service no longer has a physical presence at Town Hall, consequently there has been a loss of income as it is no longer possible to recharge a proportion of the Council's property costs to the partnership.	+7,100	+17,700

Benn Hall - The service has seen an increase in bar sales since the beginning of the financial year, it is likely with the busy Christmas period still to come the service will overachieve, the Benn Hall has also seen an increase to period on room hire income.	-33,000	-13,000
Planning Services - The variance to date relates to an underachievement of planning income against profile.	+40,600	0
Hall of Fame - The variance to date relates to an underachievement of ticketing income, sponsorship and ancillary services including sale of guidebooks, hospitality etc. It is expected that the income will not be recovered by year-end.	+145,400	+255,000
Other minor variances	-4,400	+21,000
Subtotal	+156,700	+230,400

Corporate Resources		
Legal Services - An overachievement of legal cost income from court cases.	-40,100	-50,900
Corporate Property Admin - Salary savings within the service has resulted in variances to period & year-end.	-18,000	-23,000
Housing Benefit Payments - The variance is due to an increased net cost of Housing Benefit payments following the mid-year subsidy claim.	+7,100	+143,200
General Financial Services - The variance to period relates to debt management expenses to be recharged to the HRA at year-end. The variance to year-end includes a projected overspend on payment card costs, as customers increasing choose debit and credit cards as a form of payment, compounded by a loss of income due to new legislation stating we are no longer able to impose a surcharge on credit card payments from January 2018.	+30,900	+10,000
Resources - An overspend on recruitment expenses due to advertising costs for vacant posts. A high staff turnover within the professional services has resulted in a greater number of adverts placed in professional publication to attract the right calibre of staff.	+32,400	+39,400
Other minor variances	-22,300	-20,300
Subtotal	-10,000	+98,400

Environment and Public Realm		
Allotments - One-off implementation charges have been incurred as the service is transferred to a new provider.	+7,600	+16,400
Cemeteries - Overachievement of burial & license income to be realised at year-end.	-34,800	-39,600
Crematorium - Variances to period and year-end are mainly due to extensive sales of memorial items.	-33,500	-6,700

Regulatory Services - Variance to period and year-end relate to salary vacancies within the service.	-77,600	-108,400
Parks, Recreation Grounds & Open Spaces - Unplanned repairs in parks and on park equipment following inspections has resulted in a projected variance at year-end.	+12,300	+22,000
Safety & Resilience - Variance to period and year-end relate to salary vacancies within the service.	-12,100	-22,000
Green Waste Scheme - Following the successful introduction of the Green Waste scheme, the service has seen an overachievement of budgeted income.	-456,700	-456,700
Refuse and Recycling - £160,000 relates to reduced charges for recycling gate fee due to higher than anticipated market prices for recyclable material, which is expected to continue to the year-end. The service has also seen an overachievement of income for recycling credits.	-200,300	-261,200
Works Services Unit - The variance to year-end is mainly due to an overachievement of income on the Trade Waste service (-£117,600) plus forecast salary savings from vacant posts of approximately £150,000. These salary savings will be considered for allocation against the corporate savings target, once a review of the structure of the Waste and Transport team has been completed. These underspends are offset by an underachievement of income on the Highways service (+£65,700) and other variances within the service.	-161,000	-220,200
Other minor variances	-26,300	+14,200
Subtotal	-982,400	-1,062,200

Communities and Homes		
Central Telephone Services - Increase in the number of mobile devices issued as part of the digitalisation scheme, in addition to a handset replacement scheme has resulted in an overspend to period and year-end.	+10,400	+22,200
IT Services - A number of vacant posts within the service has resulted in a variance to period, but this is projected to be offset at year-end due to additional implementation costs relating to the new photocopying contract.	-11,200	+14,200
Housing Options Team - Increased costs of temporary accommodation due to a rise in demand, but due to new Universal Credit procedures we are not able to recover costs at the level of previous Housing Benefit subsidy.	+12,000	+79,300
Other minor variances	-100	-13,300
Subtotal	+11,100	+102,400

Executive Directors Office		
Civic Responsibilities - Following a carry forward from last financial year for Member Training & Special Events the budget has yet to be spent or committed.	-14,500	0
Minor variances (no individual variances +/-£10k)	-20,600	-600
Subtotal	-35,100	-600
Other Corporate Items		
Net Cost of Borrowing - Exchange rate gains following sale of Icelandic bank assets.	0	-121,800
Net Variance	-859,700	-753,400

Positive Figures (+): Overspend/Underachievement of income
Negative Figures (-): Underspend/Additional income

2.3 Anticipated General Fund Balances

	£	£
GF Balance at 31st March 2017		-2,159,350
Approved budget carry forwards from 2016/17	+136,870	
Contribution from balances 2017/18	+120,000	
Supplementary budget approvals/pending	+64,480	
Anticipated variance to the end of 2017/18	-753,470	
Amount to be added to balances		-432,120
Anticipated GF Balance at 31st March 2018		-2,591,470

Positive Figures (+): Contribution from Balances
Negative Figures (-): Contribution to Balances

The table above shows that GF balances are forecast to be just below £2.6 million at the end of 2017/18, after considering the projected variance and other budget adjustments.

2.4 General Fund Risks

The main financial risks to the delivery of the forecast year-end position for 2017/18 are:

- **Hall of Fame** - Receipt of budgeted ticket income and sponsorship income from the Hall of Fame, with significant income yet to be secured against annual budgets of £165,000 and £200,000 respectively
- **Housing Options** – Universal Credit continues to impact on the amount of income that can be recovered from temporary accommodation, however the Council has measures in place to mitigate this rise

- **Recycling Gate Fee** – the level of fee paid is heavily influenced by the prevailing market conditions for the sale of recycled materials. The actual fee paid at year-end could vary significantly in either direction from the amount currently forecast depending on the market conditions for the remainder of the year.
- **Crematorium Income** – whilst the service continues to establish a strong proportion of the local market, actual income received is largely determined by mortality rates which can be affected by seasonal and other factors outside of the Council's control.

2.5 Supplementary Budget Requests

Handyman Service – Recommendation 2

A net nil supplementary budget of £10,000 has been requested to allow the continuation of the Handyman Service. The service provides assistance to residents for carrying out minor repairs and maintenance such as:

- Cleaning gutters
- Repointing Brickwork
- Fencing repairs
- Fitting window blinds

Residents are recharged for the time and any materials used, making this a self-financing service.

Licensing System – Recommendation 3

A Licensing System upgrade from the current supplier to ensure continuity of current service and future enhancement to be funded from revenue and a contribution from the digitalisation reserve.

3 HOUSING REVENUE ACCOUNT (HRA) REVENUE BUDGETS:

3.1 Context

Housing Rents were set by Council on 7th February 2017 in the context of rent policy changes from government, most notably the imposition of 1% rent reductions for the period 2016/17 until 2019/20.

3.2 Overview and key messages

- There is an underspend to date of **£82,150**, based on actual spend to the end of the Period 8 and monitored against profiled budgets.
- HRA services show an anticipated underspend of **£302,980** at year-end.
- In accordance with principles set out in the Council's response to the implementation of HRA self-financing in 2012/13 all in-year surpluses will be utilised in the repayment of debt subject to the maintenance of a prudent HRA working balance. The HRA revenue balance currently stands at £1.431m and will be kept under review in light of service requirements and risks in preparation for 2018/19 rent setting.

3.3 Major Variances

A summary of the key variances follows:

HRA Income and Expenditure	Variance at Period 8 £	Variance Forecast to Year-End £
Rent income from dwellings, land, and buildings - Income levels for service charges and garages are currently lower than estimated. This is subject to change based on the turnover rate of re-lets, voids and Right to Buy applications during the remainder of the financial year.	+28,350	+14,850
Supervision and Management – Forecast variance arising from: replacing CCTV/Concierge monitoring contract with in-house provision; vacant posts within the following teams: <ul style="list-style-type: none"> • Estate Management • Property Maintenance Independent Living Service offset by redundancy costs arising from housing services restructure	-109,380	-206,250
Provision for bad or doubtful debts – the level of arrears categorised as ‘Above 52 weeks’ has risen from £71,000 to £150,000 over a 12-month period and the contribution to the provision has been increased in 2017/18 to reflect this.	0	+65,000
Interest and investment income –outturn is based on current forecast HRA balances and market interest rate expectations.	0	-181,040
Other minor variances	-1,120	+4,460
Net Variance	-82,150	-302,980

Positive Figures (+): Overspend/Underachievement of income
Negative Figures (-): Underspend/Additional income

3.4 Anticipated HRA Balances

	£	£
HRA Balance at 31st March 2017		-1,431,000
Anticipated underspend to the end of 2017/18	-302,980	
Supplementary budget approvals/pending	0	
Indicative allocation of underspends to amounts set aside for the repayment of debt	+302,980	
Amount to be taken from balances		0
Anticipated HRA Balance at 31st March 2018		-1,431,000

Positive Figures (+): Contribution from Balances
Negative Figures (-): Contribution to Balances

It is anticipated that £302,980 will be utilised to increase the amount set aside for the repayment of debt in 2017/18, subject to a review of ongoing HRA revenue balances based on risk analysis.

4 CAPITAL:

4.1 General Fund Capital – Overview

- The General Fund capital programme is currently budgeted at £5.408 million for 2017/18 (including £1.197m carry forwards from 2016/17.)
- At the end of Period 8, the General Fund capital programme shows an overspend of **£181,810** against profiled budgets.
- There is currently a projected underspend to year-end of **£908,640**.

4.2 General Fund Capital – Major Variances

A summary of the variances by portfolio is included within the table below:

Portfolio / Service Area	Variance at Period 8 £	Variance Forecast to Year-End £
Growth and Investment	+28,140	0
Communities and Homes		
Capital Digitalisation Work – a supplementary capital budget will be requested at year end to be met from the Digitalisation and Commercialisation reserve.	+32,820	+32,820
Licensing System upgrade – a capital budget is requested for approval to be funded £10,000 from revenue and £10,000 from the digitalisation reserve.	0	+20,000
Other variances – expenditure ahead of budget profile on ICT Renewal and Refresh programmes	+58,060	+10,000
Subtotal	+90,880	+62,820
Environment and Public Realm		
Rainsbrook Cemetery Preparation – it is anticipated that £100,000 of spend will be deferred to 2018/19, as the project is delayed whilst officers liaise with the Environment Agency to provide data on the protection of water courses prior to commencement of works.	-1,910	-100,000
Hollowell Way Play Area – the budget is likely to be carried forward to 2018/19 due to facilitate the consultation process and subsequent delays in procurement.	0	-43,990

Whitehall Recreation Ground - there will be year-end budget carry forward to 2018/19 due to consultation delays, funding bids and procurement delays.	+6,850	-300,000
Capital Expenditure Section 106 – a capital budget will be requested at year end to be funded from s.106 income	+13,950	+13,950
Other minor variances	+28,400	-1,010
Subtotal	+47,290	-372,180
Corporate Resources		
Carbon Management Plan – it is anticipated that the remaining project elements (Solar PV installations at Queens Diamond Jubilee Leisure Centre and Rugby Art Gallery and Museum) will be delayed due to staff resource restrictions and procurement timetabling. A carried forward request to 2018/19 will be submitted at the year-end if required.	-2,750	-607,450
Other minor variances	+18,250	+8,170
Subtotal	+15,500	-599,280
Net Variance	+181,810	-908,640

Positive Figures (+): Overspend
Negative Figures (-): Slippage / Underspend

4.3 HRA Capital - Overview

- The HRA capital programme is currently budgeted at £14.126 million for 2017/18 (including £0.420m carry forwards from 2016/17). The programme now includes an overall budget of £4.665m for the provision of 34 homes at the Cawston Meadows site and £2.828m for the completion of the Housing Windows/Doors replacement scheme.
- At the end of Period 8, the HRA capital programme shows an overspend of **£4,690** against the profiled budget.
- There is currently a projected underspend to year-end of £3,893,390 which relates predominantly to a budget carry forward to 2018/19 on the Cawston Meadows scheme.

4.4 HRA Capital – Major Variances

A summary of the key variances follows:

	Variance at Period 8 £	Variance Forecast to Year- End £
Cawston Meadows – there will be estimated year end carry forward to 2018/19 for committed house purchases and retentions.	0	-3,965,000
Door Security Systems – replacement and enhancements to entry systems at sheltered accommodation sites to be funded from the Sheltered Housing earmarked reserve	0	+50,000
Other minor variances	+4,690	+21,610
Net Variance	+4,690	-3,893,390

Positive Figures (+): Overspend
Negative Figures (-): Slippage / Underspend

5. PERFORMANCE

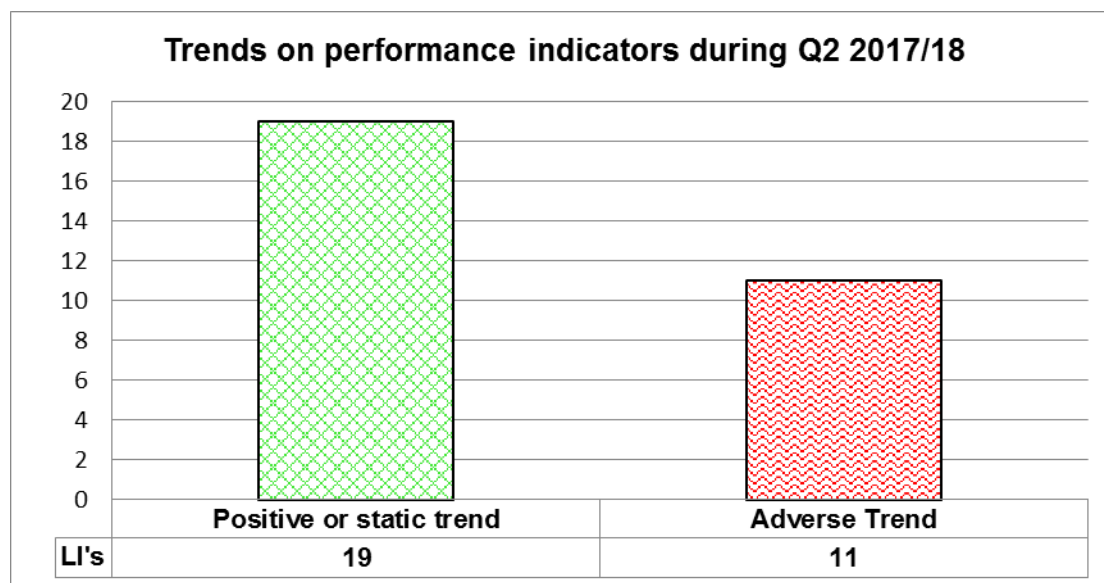
This is the monitoring report for the third quarter of 2017/18 and the reported data for each portfolio can be seen in Appendix 4. To further interrogate the data please login to the Rugby Performance Management System (RPMS).

Q3 Summary:

The Corporate Assurance & Improvement team are currently running workshops with each department to determine how they deliver on the aims and objectives of the Corporate Strategy. This is a large piece of work and the workshops are anticipated to be completed by the end of the financial year.

The follow up work and compiling the data in the RPMS will take place during Q1 2018/19 and a new range of Key Performance Indicators will be developed with guidance from Senior Management Team.

On the whole the Council is performing reasonably well over the range of data that is currently reported with 63% of the performance indicators showing as a positive trend or falling within the 5% tolerance of a target.



Communities & Homes

- The Voids & Lettings data for end to end time is undergoing data cleansing to assure accuracy of the data and may be altered during Q3, if changes occur they will be visible on the RPMS. Due to the Housing restructure this will fall under the Corporate Resources portfolio as of Q3.
- The rent arrears collection indicator is currently undergoing a data quality review so the data may be altered depending on the outcome of the review which is expected to be completed by the end of the calendar year.

Corporate Resources

- The processing of benefits claims has taken less time this quarter compared to Q1. Due to the Housing restructure this will fall under the Communities & Homes portfolio as of Q3.

Environment & Public Realm

- This portfolio is performing well.

Growth & Investment

- The number visits to the leisure centre currently only has data for two months for this quarter and this is likely due to data coming from an external organisation.

To get login details for the RPMS or a refresher course on using the system please contact RPMSsupport@rugby.gov.uk

Name of Meeting: Cabinet

Date of Meeting: 8th January 2018

Subject Matter: Finance & Performance Monitoring 2017/18 – Period 8

Originating Department: Corporate Resources

LIST OF BACKGROUND PAPERS

Document No.	Date	Description of Document	Officer's Reference	File Reference

General Fund**Revenue Budget Monitoring 2017/18 April 2017 to November 2017****Key:**

+ = over spend / income shortfall

- = under spend / additional income

	Profiled Budget to Period 8	Actual Spend to Period 8	Variance to Profile Period 8	Current Budget	Projection to Year-End	Variance to Year-End
	£'000	£'000	£'000	£'000	£'000	£'000
Portfolio Expenditure :-						
Growth & Investment	2,427	2,584	157	3,282	3,594	312
Corporate Resources	11,733	11,723	-10	1,618	1,717	99
Environment & Public Realm	5,392	4,410	-982	7,441	6,379	-1,062
Communities & Homes	954	965	11	1,077	1,179	102
Portfolio Expenditure	20,506	19,682	-824	13,418	12,869	-549
Executive Director Office	1,506	1471	-35	1,897	1,897	0
	22,012	21,153	-859	15,315	14,766	-549
Less Corporate Savings Target				-200	-200	0
Less IAS 19 Pension Adjustment				-309	-309	0
Less Capital Charge Adjustment				-2,392	-2,392	0
Net Expenditure				12,414	11,865	-549
Net Cost of Borrowing				628	506	-122
MRP Adjustment				1,476	1,476	0
Revenue Contribution to Capital Outlay				88	88	0
Total Expenditure (before Parish Precepts)				14,606	13,935	-671
Parish Council Precepts & Council Tax Support				731	731	0
Total Expenditure				15,337	14,666	-671

Housing Revenue Account (HRA)

Revenue Budget Monitoring 2017/18 April 2017 to November 2017

Appendix 2

Key:

+ = over spend / income shortfall

- = under spend / additional income

Description	Profiled Budget to Period 8 £'000	Actual Spend to Period 8 £'000	Variance to Profile to Profile Period 8 £'000	Current Budget £'000	Projection to Year-End £'000	Variance to Year-End £'000
Income						
Rent income from dwellings	-10,844	-10,864	-20	-16,253	-16,298	-45
Rent income from land and buildings	-99	-96	+3	-152	-147	5
Charges for services	-982	-951	+31	-1,473	-1,444	29
Contributions towards expenditure	-69	-55	+14	-215	-190	25
Total Income	-11,994	-11,966	+28	-18,093	-18,079	+14
Expenditure						
Transfer to Housing Repairs account	0	0	0	3,237	3,237	0
Supervision and Management	1,858	1,750	-108	4,659	4,453	-206
Rents, Rates, Taxes and other charges	3	2	-1	3	3	0
Depreciation & Impairment	3,681	3,681	0	3,681	3,681	0
Debt Management Cost	0	0	0	15	15	0
Provision for Bad or Doubtful Debt	0	0	0	131	196	65
Amounts set aside for the repayment of debt	0	0	0	4,922	4,922	0
Total Expenditure	5,542	5,433	-109	16,648	16,507	-141
Net Cost of Services	-6,452	-6,533	-81	-1,445	-1,572	-127
HRA Share of Corporate & Democratic Core Costs	0	0	0	200	205	5
Interest Payable & Similar Charges	0	0	0	1,251	1,251	0
Interest & Investment Income	0	0	0	-26	-207	-181
Net Operating Expenditure	-6,452	-6,533	-81	-20	-323	-303
Contributions to (+) / from (-) Reserves	0	0	0	57	57	0
Surplus(-)/Deficit(+) for year	-6,452	-6,533	-81	37	-266	-303

Capital Budget Monitoring 2017/18
April 2017 to November 2017

Appendix 3

<p>Key: + = over spend / income shortfall - = under spend / additional income</p>
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Portfolio	Profiled Budget to Period 8 £'000	Actual Spend to Period 8 £'000	Variance to Profile to Period 8 £'000	Current Budget £'000	Projection to Year-End £'000	Variance to Year-End £'000
Growth & Investment	3	31	28	49	49	0
Corporate Resources	172	188	+16	953	354	-599
Environment & Public Realm	468	515	+47	3,299	2,926	-373
Communities & Homes	740	831	+91	1,107	1,350	+243
Sub Total General Fund	1,383	1,565	+182	5,408	4,679	-729
Housing Revenue Account	4,596	4,601	+5	14,126	10,233	-3,893
Overall Total	5,979	6,166	+187	19,534	14,912	-4,622

Performance Report for Cabinet

Report Author: Christopher Trezise (Performance Management & Improvement Officer)

Generated on: 19 January 2018



RPMS


How to analyse the trend data

It is important to note that trend data is set to two extremes. Aim to maximise the value or aim to minimise the value. Some data that we collect is not measured against either of these trends and is just factual data.

This report is best viewed in colour so it is recommended to view the electronic version rather than printed black and white copies

An upward pointing arrow is indicative of a positive trend and a downward pointing arrow is indicative of a negative trend.

N/A – When you see this in the trend box, it means that the data is not measured against a trend so a trend arrow is not generated.

 - The blue trend arrows represent the long-term trend. Long term looks at the data and compares it to the same period over a larger frequency – i.e. Months are compared for the same period last year, quarters compared to same period in previous year and Years are compared over 4 years.







 - The purple trend arrows represent the short-term trend. Short term looks at the data and compares it to the previous frequency – either the last month, quarter or year.

 - The bar (both purple and blue) represents no movement in the trend.




Where the short-term trend shows as negative then contextual commentary from the assignees and managers has been provided directly beneath the performance measure. Where seasonal trends occur, as at the Art Gallery or Leisure Centre, then contextual commentary will be provided on the long-term trend instead.

Communities & Homes Portfolio (Head of Service: Raj Chand)

Benefits Operational Dataset







Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis			Portfolio
Number of households in receipt of benefits	5,823	Q3 2017/18				6 - CH Portfolio
Benefits - average end to end time for claims (days)	20.03	Q3 2017/18				6 - CH Portfolio

Equality & Diversity Data Set

Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis			Portfolio
Ethnic Minority representation in the workforce - employees	9.2%	Q3 2017/18				6 - CH Portfolio



Despite the adverse trend shown above the ethnic minority representation has only dropped by 0.2% from last quarter. Since 2010/11 the representation has fluctuated between 8-10% and to date has not dropped below these figures.

Homelessness Data Set




Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis			Portfolio
Number of homeless preventions made by Rugby Borough Council	46	Q3 2017/18				6 - CH Portfolio
Number of homeless preventions made due to financial advice being provided by Citizens Advice Bureau	80	Q3 2017/18				6 - CH Portfolio

There were 4 less preventions by the Citizens Advice Bureau than the previous quarter but preventions have been high over the last year ranging between 70 and 100 preventions per quarter.




Homelessness Data Set (Cont...)

Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis		Portfolio	
Number of homeless applications made	64	Q3 2017/18		N/A	N/A	6 - CH Portfolio
The number of homeless decisions made each quarter	46	Q3 2017/18		N/A	N/A	6 - CH Portfolio

Housing Rents Data Set

Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis		Portfolio	
Projected Rent Collection and Arrears Recovery	94.41%	Q3 2017/18				6 - CH Portfolio







Void Property Lettings Data Set

Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis		Portfolio	
Average number of days to allocate void property	63	Q3 2017/18				6 - CH Portfolio

There has been a recent restructure of Housing which saw the void letting function return to the Housing Management and Tenant Sustainment team, a new Estates Management Team Leader has been appointed who will provide support going forward. A hard to let property that fell under the Rural Connection Policy has also been a major factor in the high number of days to allocate.




Corporate Resources Portfolio (Head of Service: Mannie Ketley)

Financial Data Set










Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis			Portfolio
% of Council Tax collected (cumulative over 10 months per year)	84.91%	Q3 2017/18				6 - CR Portfolio
Percentage of Non-domestic Rates collected (cumulative over 10 months per year)	82.56%	Q3 2017/18				6 - CR Portfolio

The NDR measure is down by 1.16% compared to last quarter. Our growth is massive and therefore our debit is increasing, in December alone it increased by over a £1m due to new assessments being brought in and backdated. Most NDR payers are moving over to pay over 12 months.

Gas Certification Data Set







Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis			Portfolio
Percentage of properties with a gas appliance that have a valid gas certificate	99.97	December 2017				6 - CR Portfolio

Property Repairs Dataset – including Void Property Repairs


Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis			Portfolio
Repairs - Fixed First Time Rates	99.14%	December 2017				6 - CR Portfolio
Average time in days for completion of actual repairs	16	December 2017				6 - CR Portfolio
Average void rent loss	£921.19	December 2017				6 - CR Portfolio

The adverse trend in rent loss is due to two long repairs in December and to the letting of a property that falls under the Rural Connection Policy.













Property Repairs Dataset – including Void Property Repairs (Cont...)

Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis			Portfolio
Average number of days to inspect void property	6	Q3 2017/18				6 - CR Portfolio
The inspection end-to-end time, though showing an adverse trend, has only increased by 1 day. Since we started recording this performance indicator the value has ranged from 5 to 8 so the current value should not be of concern.						
Average number of days to repair void property	89	Q3 2017/18				6 - CR Portfolio
Due to two properties in December that required a long repair period this has increased the average for this quarter, which means the data is skewed. This can be a common problem as sometimes there are issues at certain properties dependant on the state they were left in.						

Procurement Data Set




Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis			Portfolio
Overall Rugby BC procurement expenditure	£15722652.35	Q3 2017/18		N/A	N/A	6 - CR Portfolio

Sickness Absence Data Set










Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis			Portfolio
Number of working days lost due to long term sickness absence	328	Q3 2017/18				6 - CR Portfolio
Number of working days lost due to short term sickness absence	659.5	Q3 2017/18				6 - CR Portfolio
Number of staff on long term sickness absence	15	Q3 2017/18				6 - CR Portfolio
Number of staff on short term sickness absence	141	Q3 2017/18				6 - CR Portfolio

Environment & Public Realm Portfolio (Head of Service: Dan Green)




Environmental Data Set

Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis			Portfolio
Cumulative Tonnage of household waste sent for reuse, recycling and composting	10463	Q3 2017/18		N/A	N/A	6 - EPR Portfolio
No. of Flytipping incidents reported	254	Q3 2017/18				6 - EPR Portfolio
Percentage of household waste sent for reuse, recycling and composting	47.8%	Q3 2017/18		N/A	N/A	6 - EPR Portfolio

Food Hygiene Data Set

Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis			Portfolio
% of premises within the Rugby Borough that have attained the Food Hygiene Rating 5	71.3%	Q3 2017/18				6 - EPR Portfolio
% of premises within the Rugby Borough that have attained the Food Hygiene Rating 4 and above	85.8%	Q3 2017/18				6 - EPR Portfolio
% of premises within the Rugby Borough that have attained the Food Hygiene Rating 3 and above	92.8%	Q3 2017/18				6 - EPR Portfolio




Parks Data Set

Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis			Portfolio
Quality rating of Parks and the Grounds	2.61	Q3 2017/18				6 - EPR Portfolio




As stated on previous performance reports the value is still between the ratings 2 to 3 (with a rating of 2 being Acceptable and 3 Good) and as such despite there being an adverse trend there is not any real change in this indicator.

Growth & Investment Portfolio (Head of Service: Rob Back)






Land Charges Data Set

Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis			Portfolio
Average end to end time for Land Charge Searches	5.11	December 2017				6 - GI Portfolio

Planning Data Set

Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis			Portfolio
Number of planning applications received	284	Q3 2017/18		N/A	N/A	6 - GI Portfolio
Number of planning pre-applications received	240	Q3 2017/18		N/A	N/A	6 - GI Portfolio
Number of planning applications registered	195	Q3 2017/18		N/A	N/A	6 - GI Portfolio

Sports & Rec Data Set

Performance Indicator (PI)	Latest Data Available		Performance Trend Analysis			Portfolio
Total number of young people contacts - Borough wide ages 5-19	30,547	Q3 2017/18		N/A	N/A	6 - GI Portfolio
Total grant aid obtained from external funding sources	£70,914.00	Q3 2017/18		N/A	N/A	6 - GI Portfolio
Leisure Centre Visits	40,814	December 2017				6 - GI Portfolio

The number of Pre paid users reduced to 3066 for December. The Leisure Centre operates a monthly membership scheme and there was the expected seasonal decline - Client Monitoring Officer to investigate numbers at next Monitoring meeting to ensure level of complaints has not increased.

AGENDA MANAGEMENT SHEET

Report Title:	Housing Strategy for the Borough 2018-20
Name of Committee:	Cabinet
Date:	5th February 2018
Report Director:	Head of Communities and Homes
Portfolio:	Communities and Homes
Ward Relevance:	All
Prior Consultation:	<ul style="list-style-type: none">• Members,• Landlords Forum• Homelessness Forum• Senior Management Team• Community and voluntary sector (via Warwickshire CAVA)• The Tenant Panel• Public Health• Warwickshire district and borough councils
Contact Officer:	Michelle Dickson (Communities and Projects Manager) Tel: 01788 533843 E mail: michelle.dickson@rugby.gov.uk
Public or Private:	Public
Report subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	This report relates to the following priority(ies): Enable our residents to live healthy, independent lives.

Statutory / Policy Background:

The Local Government Act 2003 prescribes that the Secretary of State 'may require a local housing authority' to have a housing strategy and that he/she can specify what it should contain / address.

The Housing Strategy 2018-20 comprises of an overarching objective to *work with partners to identify, meet and sustain the housing needs of the people of Rugby.*

Sitting under this are three priorities:

Summary:

1. Helping people to access a suitable high-quality home, that meets their needs, at a price they can afford

2. Making best use of the borough's current and planned housing supply

3. Helping people to acquire the skills, information and support that they require to be self-reliant and achieve healthier outcomes

Financial Implications:

Much of the resources relate to officer time spent implementing the action plan

Risk Management Implications:

The strategy action-plan will be kept under regular review, allowing it to be updated to reflect new and anticipated risks that arise during the lifetime of the strategy.

Environmental Implications:

None Identified

Legal Implications:

None Identified

Equality and Diversity:

An equality impact assessment has been carried out on both the strategy and the action-plan (please see appendix 4)

Options:

1 : Adopt the Housing Strategy 2018-20

Risks : None known

Benefits: The Council will have a robust strategy in place to help identify and meet housing need.

2 : Do not adopt the Housing Strategy 2018 - 2020

Risks: The Borough will not have a detailed plan, which takes account of current challenges for meeting the housing needs of Rugby's residents.

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT the Housing Strategy and action-plan for 2018-20 be adopted.

Reasons for Recommendation:

The strategy and action-plan have been developed against an understanding of the housing issues that impact on Rugby both from a national and local perspective, which includes an understanding of the housing issues presented to us by our customers.

The evidence-base for the strategy priorities and action-plan is detailed, as is demonstrated within the strategy document. Stakeholder consultation has been wide.

Cabinet - 5th February 2018

Housing Strategy for the Borough 2018-20

Report of the Head of Communities and Homes

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT the Housing Strategy and action-plan for 2018-20 be adopted.

1.0 Introduction

The development of a new Housing Strategy and action-plan (appendices 1 and 2) for Rugby has provided an opportunity to:

- Identify the current and emerging housing needs of the borough
- Over-lay this with an understanding of both the existing and planned housing supply
- Consider where the customer demands for housing and housing related services are coming from and what these demands are
- Develop the required links to the delivery of the Council's corporate and equality objective, as well as the forthcoming local plan

The available data was used to identify an overarching objective for the new Housing Strategy:

Work with partners to identify, meet and sustain the housing needs of the people of Rugby

This is supported by three core priorities:

1. Helping people to access a suitable high-quality home, that meets their needs, at a price they can afford
2. Making best use of the borough's current and planned housing supply
3. Helping people to acquire the skills, information and support that they require to be self-reliant and achieve healthier outcomes.

2.0 National context

At a national level, the main influences on the development of the strategy and action-plan can be summarised as:

- The Housing White Paper – Fixing Our Broken Housing Market
- Proposed changes to the definition of affordable housing
- The Housing and Planning Act 2016
- The Introduction of Starter Homes
- Government Grant Funding for New Affordable Homes
- Rent reduction policy for Registered Providers of social housing
- Welfare Reform and Transition to Universal Credit:
- The Homeless Reduction Act 2017
- Local Housing Allowance Areas

3.0 Consultation

One of the key influences on the development of the strategy and action-plan has been listening to our customers in terms of the issues that they are presenting to the council with.

There has also been a wide consultation process, and the respondees are summarised in appendix 3. The consultees were:

- Members
- Landlords' Forum
- Homelessness Forum
- Senior Management Team
- Community and voluntary sector (via Warwickshire CAVA)
- The Tenant Panel
- Warwickshire County Council
- Public Health
- Warwickshire district and borough councils

Minor amendments were made to the draft strategy and action-plan in response to the feedback received.

4.0 Implementation and monitoring

Strategy implementation will be subject to regular monitoring and review. As part of this, the action-plan will be modified to take account of new and emerging issues that arise during the strategy's lifetime.

5.0 Conclusion

The new Housing Strategy and action-plan for 2018-20 are robust documents that set out clear priorities in respect of housing in the borough.

Name of Meeting: Cabinet
Date of Meeting: 5th February 2018
Subject Matter: Housing Strategy
Originating Department: Communities and Projects

List of Background Papers

Document No.	Date	Description of Document	Officer's Reference	File Reference
1.		Housing Strategy 2018-20		
2.		Housing Strategy Action-Plan		
3.		Consultation respondees		

* 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:

Document No.	Relevant Paragraph of Schedule 12A
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* There are no background papers relating to this item.

(*Delete if not applicable)



Housing Strategy

2018-2020

Contents

Appendix	5
Foreword	6
1.0 Introduction	6
2.0 Context.....	7
2.1 The National Picture.....	7
❖ 2.1.1 The Housing White Paper – Fixing our Broken Housing Market	8
❖ 2.1.2 Proposed Changes to the Definition of Affordable Housing.....	8
❖ 2.1.3 The Housing and Planning Act 2016	8
❖ 2.1.4 Government Grant Funding for New Affordable Homes.....	9
❖ 2.1.5 Rent Reduction Policy for Registered Providers of Social Housing.....	9
❖ 2.1.6 Welfare Reform and Transition to Universal Credit	9
❖ 2.1.7 Homelessness Reduction Act 2017.....	10
❖ 2.1.8 Preventing Homelessness Improving Lives (PHIL).....	11
❖ 2.1.9 Local Housing Allowance Areas	11
2.2 The Local Picture	11
2.3 Areas of Deprivation.....	12
2.4 Health Issues	13
❖ 2.4.1 Warwickshire County Council Public Health.....	14
❖ 2.4.2 Warwickshire Health and Wellbeing Board.....	14
❖ 2.4.3 The Better Care Fund.....	14
❖ 2.4.4 Housing Partnership Board	15
2.5 The Rugby of the Future	15
2.6 The Corporate Objectives of the Council	16
2.7 The Equality and Diversity Objectives of the Council	16
2.8 Recent Achievements	17
❖ 2.8.1 Accessing High Quality Housing and Preventing Homelessness	17
❖ 2.8.2 Make Best Use of Existing Homes	18
❖ 2.8.3 Help People to Live Independently.....	18
3.0 The Profile of the Population of Rugby.....	18
3.1 Age Profile of the Borough	18
3.2 Household Composition	20
3.3 Ethnicity and Sexual Orientation of the Population	20
3.4 Health, Well-Being & Disability.....	21
❖ 3.4.1 Home Environment Assessment & Response Team (HEART)	22

3.5 Employment Levels and Earnings in Rugby.....	22
4.0 Housing Needs in Rugby.....	23
4.1 Homes to Buy in Rugby	23
4.2 The Private Rental Sector in Rugby	25
❖ 4.2.1 Rent Levels in the Rugby Private-Rented Sector	25
❖ 4.2.2 Private Sector Shared House Rates.....	26
❖ 4.2.3 Accessibility of the private-rented sector to LHA claimants	27
❖ 4.2.4 Social Housing.....	28
4.3 Empty Homes.....	28
5.0 The Action Plan.....	30
5.1 Monitoring the Action Plan	30

DRAFT

Index of Tables

Table 1 - Local Housing Allowance Rates.....	11
Table 2 – Lower Super Output Areas.....	12
Table 3 – Age Profile of the Borough.....	19
Table 4 – Population Growth.....	19
Table 5 – Household Composition.....	20
Table 6 – Population Birthplace.....	20
Table 7 – Ethnic Origin.....	21
Table 8 - Health.....	21
Table 9 – Housing Waiting List Need.....	23
Table 10 – Homes to Buy in Rugby.....	24
Table 11 – Private Sale Market.....	24
Table 12 – Affordability of Housing for Sale.....	24
Table 13 – Private Rented Market.....	25
Table 14 – Availability of Private Rentals.....	26
Table 15 – Cross Comparison of Rent Levels.....	26
Table 16 – Accessibility of the Private Sector to LHA Claimants.....	27
Table 17 – Lower Quartile Social and Private Levels.....	27
Table 18 – Social Housing Supply.....	28
Table 19 – Rugby Borough Council Stock Profile.....	28
Table 20 – Empty Homes.....	29

Appendix

Appendix 1 Housing Strategy 2018-20

Appendix 2 Housing Strategy Action Plan for 2018-20

Appendix 3 Consultation Respondees

Appendix 4 Equality Impact Assessment

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Foreword

The development of a new Housing Strategy for the borough provides an exciting opportunity to plan for the future and to reflect on the successes of the past. In developing a strategy, we can ensure that we have identified the priority housing issues that we are facing, which in turn gives us the opportunity to allocate our resources to where they are most needed and effective.

The development of this strategy is set against a period of significant challenges faced by the housing sector:

- Continued welfare reform
- Challenges in terms of demand, supply and affordability
- New duties introduced by the Homelessness Reduction Act 2017
- Changes to social housing tenancies

However, it is also an exciting time too as we:

- Have a new local plan going through the adoption process – which will set our vision for development and growth for the next 30-years
- Work with developers and registered provider partners to increase the supply of housing
- Seek innovative solutions to ensure that people can remain living independently in their home for longer

Some of our headline successes are a great illustration of how we have achieved a diverse mix of difficult things, for customers with complex needs, in a challenging operating environment:

- Led a consortium of Warwickshire District and Borough Councils to successfully secure government investment of £0.865M to launch PHIL – a Warwickshire wide initiative, led by Rugby, to prevent homelessness
- Regenerated 39 less popular homes in Hillmorton and replaced them with 23 new homes, which are in high demand
- Secured £0.918M of government grant to provide 6 new, and refurbish 12 existing Gypsy and Traveller pitches at Woodside Park
- Launched the HEART initiative in 2016 - a partnership of councils in Warwickshire which works collaboratively to help older, disabled and vulnerable people to live independently at home

We look forward to implementing the new strategy and updating you on our next round of achievements



Cllr Emma Crane

Portfolio Holder – Communities & Homes



Raj Chand

Head of Communities & Homes

1.0 Introduction

The development of a new Housing Strategy for Rugby has provided an opportunity to:

- Identify the current and emerging housing needs of the borough
- Overlay this with an understanding of both the existing and planned housing supply
- Consider where the customer demands for housing and housing related services are coming from and what these demands are
- Develop the required links to the delivery of the Council's corporate and equality objective, as well as the forthcoming local plan
- Continue to work with planning to address housing needs and supply

In analysing the data available to us, we have identified the following overarching objective for the new Housing Strategy:

Work with partners to identify, meet and sustain the housing needs of the people of Rugby

This is supported by three core priorities:

1. Helping people to access a suitable high-quality home, that meets their needs, at a price they can afford
2. Making best use of the borough's current and planned housing supply
3. Helping people to acquire the skills, information and support that they require to be self-reliant and achieve healthier outcomes

It is these priorities that form the basis of the action-plan, which is detailed in section 5.0.

2.0 Context

There are a number of issues at a national and more local level which impact on the development and delivery of the Housing Strategy.

2.1 The National Picture

At a national level, the main influences can be summarised as:

- The Housing White Paper – Fixing Our Broken Housing Market
- Proposed changes to the definition of affordable housing
- The Housing and Planning Act 2016
- The Introduction of Starter Homes
- Government Grant Funding for New Affordable Homes
- Rent reduction policy for Registered Providers of social housing
- Welfare Reform and Transition to Universal Credit
- The Homeless Reduction Act 2017
- Local Housing Allowance Areas

2.1.1 The Housing White Paper – Fixing our Broken Housing Market

The Government released the housing white paper in February 2017 setting out their plans to reform the housing market and boost the supply of new homes in England.

It includes measures to ensure that councils:

- Plan for the right homes in the right places
- Build homes faster
- Diversify the housing market
- Help people now

The Local Plan sets out a vision, policies and proposals for future development and land use – the Local Plan can be accessed via the following link;

https://www.rugby.gov.uk/directory_record/935/local_plan

2.1.2 Proposed Changes to the Definition of Affordable Housing

In December 2015, the Government consulted on changes to the National Planning Policy Framework. This included a proposal to broaden the definition of affordable housing, to include a range of low-cost housing opportunities for those aspiring to own a home, including starter homes. In doing so this approach seeks to retain all types of housing that are currently considered affordable housing.

As yet, the definition has yet to change but a government announcement is expected in early 2018.

2.1.3 The Housing and Planning Act 2016

The Housing and Planning Act 2016 is a major piece of legislation for the housing sector as it details the direction in which government housing policy will go.

It highlights numerous changes in housing tenures such as;

- **Fixed Term Tenancies** - local authorities will be required to grant new tenants a fixed-term tenancy, either secure or introductory, for a period of between 2 and 10 years. If, however, the tenant has informed the local authority in writing that a child under 9 years will live at the dwelling house, then the fixed term tenancy must be granted for a period until the child turns 19 years. Any attempt to grant a term for shorter than 2 years or longer than permitted will result in the tenancy defaulting to a fixed 5- year term. The Council are looking to prepare for the introduction of this as reflected under section 2.8 of the Action Plan.
- **Succession** - There are planned changes to the rules on who can succeed a tenancy when a tenant passes away. However, there are no firm details as yet and the publication of the new regulations is awaited
- **Starter Homes** - Were introduced via the Housing and Planning Act 2016. These are new homes provided for first time buyers with a discount of at least 20% of the market value of

properties. Properties must not exceed a value of £250,000 (outside of London) and purchasers need to be aged between 23-39 years

2.1.4 Government Grant Funding for New Affordable Homes

In the 2016 Autumn Statement, the then Chancellor confirmed the government's continued commitment to increasing affordable home-ownership opportunities. This resulted in a change to the capital grant system for delivering affordable housing, which had previously been geared toward delivering affordable-rented and shared-ownership products.

The funding administrator for the government's affordable housing programme is the Homes and Communities Agency (HCA). In April 2016 the HCA launched the *Shared Ownership and Affordable Homes Programme (SOAHP) 2016 to 2021* which is now geared to support the delivery of all tenures – Shared Ownership, Rent-to-Buy, Affordable Rent, Social Rent and Specialist Housing for Rent.

In October 2017, the government announced plans for what it says will be a new generation of council and housing associate homes by increasing funding for affordable homes by a further £2 billion to more than £9 billion.

The numbers of homes that can be provided with these extra funds will be determined by the type and location of housing and bids received for funding.

2.1.5 Rent Reduction Policy for Registered Providers of Social Housing

The Welfare Reform and Work Act 2016 imposed a requirement on registered providers of social housing in England to reduce social housing rents by 1% a year for 4 successive years from 1 April 2016.

This has posed a significant challenge to affordable housing providers who had previously modelled their income on the agreed rent increase formula of consumer price index (CPI) + 1% year on year. The conversion to an overall reduction of 1% per annum is a 15% per annum real term reduction of rental income for social landlords. The impact of this meant that in many cases, providers were forced to scale back programmes for planned new development and property improvements.

From 2020, the Government has announced that housing associations and councils are able to raise their rents each year by CPI +1 per cent for the following five years. This gives providers some confidence when modelling future investment plans.

2.1.6 Welfare Reform and Transition to Universal Credit

In 2013, the government started the transition toward Universal Credit for people in receipt of a range of benefits. In May 2016 Rugby saw an increase in claimants claiming Universal Credit when those making a new claim could no longer claim the legacy benefits and had to claim Universal Credit. The changes were introduced as an attempt to simplify the complex system of welfare benefits and provide incentive to encourage people on benefits to start paid work or increase their working hours.

Universal Credit brings together a range of working-age benefits into a single payment, with the housing benefit element now paid directly to the tenant, who must then pay their landlord the rent due. The aim of Universal Credit is to reflect the situation of those in work and have to take responsibility for the payment of bills including rent.

There have been some issues for those in financial hardship who are struggling to manage their money. The impact on social landlords has been:

- an increase in unpaid rent
- reduced rent collection rates
- increased rent collection recovery costs
- increased possession action and eviction
- increased homelessness

These issues are key for the council in planning its new financial inclusion policy, which is scheduled for completion in early 2018. This is reflected under sections 3.3, 3.10 & 3.11 of the Action Plan.

The Council is working in partnership with the Benn Partnership Centre, Citizens Advice Bureau and Job Centre Plus to provide personal budgeting support to help residents with the transition from weekly budgeting to monthly budgeting.

2.1.7 Homelessness Reduction Act 2017

The Homeless Reduction Act 2017 introduced a requirement for councils to prevent and relieve homelessness in advance of their current duties (which are set out under Part 7 of the Housing Act 1996). The prevention and relief duties extend to anyone who is eligible in terms of nationality and homelessness. There is also a legal duty imposed upon other agencies to advise the housing authority if one of their customers is at risk of homelessness.

The emphasis is firmly on:

- Preventing homelessness occurring in the first place
- If homelessness does occur, then resolving it as soon as possible with a sustainable solution
- Housing teams producing Personal Housing Plans which document how services will be provided
- Multi-agency working so that the range of issues associated with homelessness can be addressed
- Service users engaging so that the process is genuinely two-way

Government has made £61 million available nationally for implementation although councils are yet to learn how much their individual allocation will be. A new Code of Guidance, the first since 2006, was issued in October 2017.

It is too early to predict the impact of this new duty. However, in Wales, where this duty is already in place, caseloads for homelessness teams have increased by a third.

As a response to the substantial changes that this new duty will introduce, the Council will be producing a new Homelessness Strategy for 2018-20. This is reflected within section 1.1 & 1.8 of the Action Plan.

2.1.8 Preventing Homelessness Improving Lives (PHIL)

P.H.I.L. – ‘Preventing Homelessness, Improving Lives’ is an exciting new prevention project which looks to identify and support those at risk as early as 2/3 months before.

It is a stand-alone, countywide project that is funded by the Department of Communities and Central Government. A countywide bid was submitted by Warwickshire and was written by the District and Boroughs; with support from the County Council, Voluntary and Community organisations and Public Health. This bid – led by Rugby Borough Council, was successful and the partnership received £865,000 over 3 years.

P.H.I.L works from the perspective that prevention is better than a cure. The project aims to assist families and individuals before they hit crisis point and potentially show the cost savings across different organisations in Warwickshire.

The impact of the P.H.I.L project will be assessed as part of section 1.7 of the Action Plan.

2.1.9 Local Housing Allowance Areas

Local Housing Allowance (LHA) rates are used to calculate Housing Benefit for tenants renting from private landlords on an area basis.

Rugby falls into two LHA Areas, as illustrated in table 1, below:

Table 1 - Local Housing Allowance Rates

LHA Area	Shared Accommodation Rate	1 Bed Rate	2 Bed Rate	3 Bed Rate	4 Bed Rate
Rugby	£62.12	£92.06	£116.52	£134.02	£182.96
Coventry	£65.65	£92.05	£111.48	£128.19	£170.67

(Source: Direct Gov September 2017)

2.2 The Local Picture

The Borough of Rugby covers an area of 138 square miles located in central England, within the County of Warwickshire. The Borough is on the eastern edge of the West Midlands Region, bordering directly on to the counties of Northamptonshire and Leicestershire, both of which are in the East Midlands Region.

The Borough has 41 parishes and the largest centre of population is the attractive market town of Rugby with two



thirds of the Borough's 102,500 residents living in the town and the remainder residing in the rural area. The villages in the Borough range in size from 20 to 3,000 people.

Deprivation is lower than average in Rugby, however 12% of children live in low income families.

Violent crime, long-term unemployment, drug misuse and death from cardiovascular disease are all less prevalent in Rugby than they are nationally.

2.3 Areas of Deprivation

Lower Super Output Areas (LSOA's) are small geographical areas in which between 1,000 and 3,000 people live, spread amongst a minimum of 400 households and a maximum of 1,200 households. There are 34,753 LSOA's nationally.

In September 2015 the national Index of Multiple Deprivation was updated. Table 2, below, shows the national ranking of the top ten LSOA's in Rugby:

Table 2 – Lower Super Output Areas

LSOA	IMD 2015*
Brownsover South Lake District North	5,627
Newbold on Avon	8,087
Town Centre	8,662
Cattlemarket	8,818
Overslade North West	9,359
Overslade North	10,598
Church Lawford, Kings Newnham & Long Lawford North	11,498
Admirals East	11,705
New Bilton East	12,437
Whinfield Park	13,290

	Ranked within top 10% most deprived areas nationally
	Ranked within top 10-20% most deprived areas nationally
	Ranked within top 20-30% most deprived areas nationally

It can be seen that Brownsover South is the most deprived area of Rugby and is placed 5,627th in the country which puts it in the top 10-20% of most deprived areas nationally.

Newbold, The Town Centre, Cattlemarket and Overslade North West also rank within the top 20-30% of most deprived areas nationally.

These areas, along with New Bilton and Overslade, are the priority areas for the Rugby Borough Regeneration Strategy, which seeks to tackle issues around:

- Wellbeing
- Employment and Education
- Financial Inclusion

The strategy is owned by the Local Strategic Partnership (LSP), which includes representation from:

- Rugby Borough Council
- Warwickshire County Council
- Warwickshire Community and Voluntary Action (WCAVA)
- Warwickshire Health and Well-being Group
- Coventry and Warwickshire Clinical Commissioning Group
- Warwickshire Police

There are obvious links with the work of the Regeneration Strategy and the council's emerging Financial Inclusion policy.

2.4 Health Issues

Public Health England's (PHE) 2017 Rugby Health Profile data provides an overview of health and wellbeing in the borough.

Some of the key messages conveyed in this report include;

- The health of people in Rugby is varied compared with the England average
- About 13% (2,600) of children live in low income families
- Life expectancy for both men and women is higher than the England average
- Life expectancy is 5.5 years lower for men and 4.9 years lower for women in the most deprived areas of Rugby than in the least deprived areas
- Child health In Year 6, 18.9% (214) of children are classified as obese
- Rates of statutory homelessness, violent crime, long term unemployment and early deaths from cancer are better than average
- Hospital admissions caused by unintentional and deliberate injuries in children (aged 0-14): Rugby Borough has a *significantly higher* admission rate when compared with the average for the West Midlands and England
- Rugby's projected population growth is among the highest in Warwickshire with a 17% increase predicted by 2039
- In Rugby in December 2017, there were 767 individuals aged 65 and over registered with dementia. It is estimated that the actual number of individuals living with dementia is much higher at 1,247 individuals; projections suggest that in 2035 this number will increase to around 2,500 individuals aged 65 and over

The report is available to read at the following link:

<http://fingertips.phe.org.uk/profile/health-profiles>

2.4.1 Warwickshire County Council Public Health

They have identified the following as the priority health issues for Rugby:

1. Improving healthy lifestyle behaviours including:

- Reducing obesity
- Increasing physical activity
- Increasing healthy eating

2. Reducing Self Harm in young people in particular including building resilience

3. Improving wellbeing and in Quality of Life for people with a mental illness

4. Improvement in diagnosis for people with dementia

5. Reducing alcohol and drug related harm & misuse

2.4.2 Warwickshire Health and Wellbeing Board

The Council is a partner within the Warwickshire Health and Wellbeing Board, which is led by Warwickshire County Council. The board:

- Provides a countywide approach to improving local health and social care, public health and community services so that individuals, service-users and the public experience more 'joined up' care
- Is responsible for leading locally on tackling health inequalities
- Is a forum for councillors, commissioners and communities to work with wider partners to address the determinants of health, reduce health inequalities and strengthen communities
- Seeks to increase the influence of local people in shaping services by involving democratically elected councillors and through Healthwatch
- Aims to ensure that services can better meet local need, improve the experience of service users, and improve the outcomes for individuals and communities

The Health and Well Being Board has its own Strategy for 2014-18, which is underpinned by three priorities:

- Promoting Independence
- Community Resilience
- Integration and working together

2.4.3 The Better Care Fund

The Better Care Fund (BCF), known locally as *Warwickshire Cares – Better Together*, supports the transformation and integration of health and social care services to ensure local people receive better care.

The BCF is a pooled budget that allows health and social care to commission services that are more joined up. In June 2014, an additional £1 billion of NHS funding was added to the BCF across England to be used to commission out of hospital services and reduce emergency admissions.

Rugby Borough Council is one of the BCF partners for Warwickshire, and as such works closely with Warwickshire County Council, other district and borough councils as well as local Clinical Commissioning Group (CCG) representatives toward the agreed aims of ensuring that people:

- are helped to remain healthy and independent;
- are empowered to play an active role in managing their own care and the care they receive;
- get the right service at the right time and in the right place

A current issue within this is ensuring that there are alternative solutions in place to facilitate hospital discharge at the appropriate time, to avoid what is often referred to as bed-blocking. For more information on the Council's work in this area, see section 3.3.

Further information regarding the Better Care Fund can be found at the following address;

<https://www.england.nhs.uk/ourwork/part-rel/transformation-fund/bcf-plan/>

2.4.4 Housing Partnership Board

Warwickshire County Council and the 3 local Clinical Commissioning Groups (Coventry and Rugby CCG; South Warwickshire CCG and Warwickshire North CCG) are looking at how we combine and use our resources to work more closely together to help people get the support they need in the right place and at the right time as part of the better together project.

As part of this, an action plan has been created to address how housing can:

- help prevent people from being admitted to Hospital
- help people be discharged from hospital – this is a Delayed Transfer of Care (DTC) which occurs when a patient is ready to depart from acute or non-acute care and is still occupying a bed.
- support people to remain independent in the community

2.5 The Rugby of the Future

In summer 2017, the Council submitted its local plan to the Planning Inspectorate for approval, with a decision expected in early 2018. The plan sets out the vision for Rugby through to 2031:

- In 2031, Rugby will be a place where the community has worked together to create a Borough where people are proud to live, work and visit
- Strong links and relationships within the Coventry and Warwickshire sub-region and neighbouring East Midlands authorities will be maintained and strengthened
- Rugby Town Centre will be a prosperous and attractive town centre which complements and connects to the retail parks on Leicester Road, offering a wide range of shops, leisure and entertainment opportunities to those who visit alongside the businesses, public services and new homes that serve local residents
- The economy will be strong and provide a range of high quality employment opportunities suitable for the whole community, which will in-turn be supported through excellent links to local schools, Warwickshire College and local universities

- The majority of new sustainable housing and employment development will be focused on Rugby urban area. Sustainable growth of main rural settlements will also take place to meet the housing needs of the rural population and provide support for rural infrastructure and services. Infrastructure to support growth will be phased into developments in such a way to ensure impacts are properly mitigated
- All Borough residents will have the opportunity to live in decent homes that they can afford through the provision of a variety of housing that meets the needs of all sectors of the community. Those areas within the Borough in need of regeneration will have focused attention to ensure improvement
- The Borough's local neighbourhoods will each have local services, community facilities and usable public spaces. Residents within the Borough will be well connected by a sustainable public transport system, incorporating excellent rail and bus links to ensure access to employment, health and local services, and a network of footpaths providing pedestrian links to local facilities and the open countryside
- The sustainable growth of the town and Borough to meet the needs of the community will be balanced with protection and enhancement of the Borough's historic environment and existing natural assets through the creation of a strategic green infrastructure network. Development will be accommodated in ways which reduces our carbon footprint as well as protecting and enhancing the area

There are obvious and clear links between the objectives of the local plan and the new Housing Strategy. From an economic development perspective, the prosperity that the borough seeks does rely on sufficient homes, that are of a decent standard that are affordable, to ensure the take up of jobs, and as a means of attracting further employment opportunities.

2.6 The Corporate Objectives of the Council

The Corporate Priorities for the council for 2017-20 are to:

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

The links between the housing strategy and the corporate strategy are clear, as working with partners to identify, meet and sustain the housing needs of the people of Rugby has a very important role to play in enabling our residents to live healthy, independent lives.

2.7 The Equality and Diversity Objectives of the Council

There are also clear links between the housing strategy and the corporate equality and diversity objectives, which are to:

- Improve the quality, collection and use of equality data to enable the Council to make informed decisions on policy, service design and delivery
- Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations of customers

- Improve how the Council engages with communities, partners and customers
- Develop a diverse workforce that reflects the communities we serve and is valued and respected
- Develop and foster good relations between different groups and communities

2.8 Recent Achievements

In the previous Housing Strategy we identified that the over-arching objective was to ensure that Rugby's housing supply meets housing needs, whilst sitting under that were the following priorities which would aid in meeting our objective;

- Accessing high-quality housing and preventing homelessness
- Make best use of existing homes
- Help people to live independently

We have been successful in meeting this objective by undertaking the following activities and our subsequent achievements.

Although this is not a definitive list of all that we have achieved, it will give you a flavour of the successes we have attained;

2.8.1 Accessing High Quality Housing and Preventing Homelessness

To achieve this priority we have implemented many successful schemes;

- We worked with portfolio landlords to secure 5 Houses of Multiple Occupation (HMO's) providing a total of 24 bed spaces and 12 Private Sector Leasing Scheme properties across the borough
- Worked with our preferred partner housing associations to secure delivery of 271 affordable homes delivered year on year from 2013, up to quarter 3 of 2017/18
- Led a consortium of Warwickshire District and Borough Councils to successfully secure government investment of £0.865M to launch PHIL – a Warwickshire wide initiative, led by Rugby, to prevent homelessness, in preparation for the implementation of the Homelessness Reduction Act in April 2018
- Raised our profile with developers in order to be their chosen delivery partner for the affordable housing element on two schemes – this will result in an additional 42 council homes over the next 18-months
- Through a flexible acquisition strategy we were able to acquire properties that helped to mitigate losses through the Right to Buy and also acquire properties that addressed the current housing needs of the borough. The process has also helped with the identification and acquisition of properties used to ease the pressure on Temporary and emergency accommodation. This is reflected in the Action Plan (see 1.2).

2.8.2 Make Best Use of Existing Homes

- We acquired Bell House – a former residential home that has been empty since 2009. Plans are in progress to refurbish / redevelop the site to provide much-needed council housing - the start date for this is summer 2018. This is reflected in section 1.6 of the Action Plan.
- We managed to engage support for a local Almshouse organisation to enable them to successfully apply for Homes & Communities Agency grant funding to refurbish a number of empty properties. This has been a lengthy process but work is due to start on site in Spring 2018
- We secured over £60,000 in funding from the energy provider E.ON to fit external wall insulation to 39 hard to heat properties in Long Lawford
- We purchased a housing association property in the town centre that had been decommissioned as temporary accommodation and brought it back into use
- Regenerated 39 less popular homes in Hillmorton, replacing them with 23 new homes, which are in high demand

2.8.3 Help People to Live Independently

- Launched the HEART initiative in 2016 - a partnership of councils in Warwickshire which works collaboratively to help older, disabled and vulnerable people to live independently at home
- We have a brand new advice contract with the Citizens Advice Bureau
- Implemented a programme of Disabled Facilities Grants (DFG's) to council homes
- In September 2017 we launched *Warmer Rugby* – a Freephone advice line to help people to access advice on affordable warmth and how to secure more affordable heating tariffs

3.0 The Profile of the Population of Rugby

Understanding the demographics of the borough is an essential part of the evidence base when considering the local housing strategy. By 2039, Rugby is projected to have grown from the current population of 103,815 to 121,600 people. This represents a 17% rise, making it the highest rate of growth across the districts and boroughs in Warwickshire

3.1 Age Profile of the Borough

Table 3, below, illustrates the current age profile of the population of Rugby.

Table 3 – Age Profile of the Borough

Total Population – 103,815		
Age Structure	Count	%
0-4 Years	6,566	6.3%
5-14 Years	12,835	12.3%
15-29 Years	16,741	16.2%
30-49 Years	28,182	27.1%
50-64 Years	19,644	19.0%
65-74 Years	10,837	10.4%
75-84 Years	6,205	6.0%
85+ Years	2,805	2.8%

(Source: ONS 2016 mid-year estimates)

The largest age group of people in Rugby is those aged between 30-49 (28,182 people / 27.1% of the population).

For Rugby as a whole, life expectancy for males is 80.5 years and for women it is 84.0 years. Rugby's life expectancy is higher than the national average for both men and women. However, it is four years lower than the national average for women in the most deprived areas of Rugby.

Table 4 summarises the projected level of population growth in both Rugby and Warwickshire between 2014 and 2039:

Table 4 – Population Growth

Age Structure	Population Growth in Rugby by 2039	Population Growth in Warwickshire by 2039
0-4	1.5%	0.6%
5-14	17.7%	9.8%
15-29	9.9%	4.5%
30-49	1.4%	-1.0%
50-64	10.5%	-2.2%
65-74	32.1%	21.5%
75-84	83.1%	68.4%
85+	165.4%	157.1%
All Ages	18.6%	12.1%

(Source: Office of National Statistics)

Across Warwickshire, as a whole, the highest rates of projected population growth are in the groups aged 65 and over. The eldest age group (those aged 85 and over) is projected to increase by 157% between 2014 and 2039 whilst, in contrast, those aged 15-29 are projected to increase by 4.5% within the same timeframe.

This does have implications in respect of extra care housing, the management of the council's sheltered housing and other accommodation options / support requirements for older people, as such, the Council is looking to review the affordability and accessibility of extra care housing in Rugby as reflected under section 2.7 of the Action Plan.

An essential part of the work of the Council's planning service is working with the external partners to ensure that the infrastructure requirements that a growing population needs is catered for when

approving new development, for example affordable housing (that meets the identified needs) adequate school places and GP provision.

3.2 Household Composition

Table 5 shows the breakdown of Household Composition within Rugby, Data is collected from the Census 2011 and is compared to the previous census data from 2001.

Table 5 – Household Composition

Household Composition	2011		2001	
	No.	%	No.	%
All Households	41,875	-	36,483	-
Persons per Household	2.3	-	2.4	-
One Person Households (All)	11,784	28.1%	10,237	28.1%
One Person Households (65+)	4,979	11.9%	-	-
Lone Parent with Dependent Children	2,675	6.4%	1,965	5.4%
Households with no Adults in Employment with Dependent Children	1,244	3.0%	1,194	3.3%
Households with one Person with Long Term Health Problem and Dependent Children	1,756	4.2%	-	-

During the time between census data collection for 2001 and 2011:

- household numbers have increased
- the percentage of one person households remained steady
- there was a significant increase in the number of lone parents with dependent children
- the percentage of households with no adults in employment with dependent children has decreased

3.3 Ethnicity and Sexual Orientation of the Population

Table 6, summarises where the 12% of Rugby's population born outside of the UK originated from:

Table 6 – Population Birthplace

Where Population was Born	% of Population
Europe	6.0
Africa	2.0
Asia	2.7
Rest of the world	1.3

(Source: Rugby's equality and diversity profile 2016)

Table 7, summarises the ethnic origin of the 15.9% of Rugby's population which identifies itself as being other than White British:

Table 7 – Ethnic Origin

Ethnic Origin	% of Population
Black	2.0
All Other	0.2
White Irish	1.3
Asian	5.2
White other	5.2
Mixed	2

(Source: Rugby's equality and diversity profile 2016)

The largest non-UK community in Rugby is the Polish community, many of whom are living in the locally buoyant private-rented sector. There is anecdotal evidence that:

- The nature of employment (often low-hours contracts in the logistics sector) makes this group more vulnerable to facing problems in maintaining their tenancy
- This is compounded if there is a need to apply for Universal Credit
- Landlords are not renewing assured short-hold tenancies as tenants cannot afford higher rents that are often imposed with the renewal

Resource is in place to help support Polish residents, including:

- Information provided on a dedicated Polish speaking webpage, hosted by the Council – *Tui / Teraz*
- Multi-link which is a group of volunteers from the community that support their peers through helping them to access services, mainly sign-posting them to the right place

These are reflected under section 3.6 and 3.8 of the Action Plan.

As at the 2011 Census 1,200 people resident in Rugby, over the age of 16 identified themselves as being Lesbian, Gay, Bisexual or Transgender. This is equivalent to 1.5% of the population.

3.4 Health, Well-Being & Disability

According to the 2011 Census, the health status that Rugby's respondents categorised themselves as being in is illustrated in table 8 below:

Table 8 - Health

Level of Health	% of Population
Very Good Health	47.7%
Good Health	35.3%
Fair Health	12.5%
Bad Health	3.5%
Very Bad Health	1%

Warwickshire County Council prepares Joint Strategic Needs Assessments (JSNA's) to help inform the joint health and well-being strategy for the County. According to the 2016 JSNA there were 1,427 adults aged 18-64, living in Rugby, who are registered as disabled.

- 7% of people surveyed stated that their day to day activities were limited a lot by a disability
- 9.1% stated that day to day activities were limited a little
- 83.9% stated that they were not limited

The Council are considering how they can better work with partners to make best use of disability adapted housing, this is reflected under section 2.5 of the Action Plan.

3.4.1 Home Environment Assessment & Response Team (HEART)

The HEART initiative was launched in 2016, and is a partnership of councils in Warwickshire - Rugby Borough Council, North Warwickshire Borough Council, Nuneaton and Bedworth Borough Council, and Warwickshire County Council, which works collaboratively to help older, disabled and vulnerable people to live independently at home.

The HEART team caseworkers carry out assessments to help customers understand how they can keep their home safe, secure and warm. They can provide advice and support on a range of issues, including:

- Home improvements
- Disabled adaptations - such as bath boards and stair rails, or larger adaptations such as stair lifts or room conversions
- Benefits, grants or loans for essential building works
- Home aids and adaptations
- Housing conditions, repairs and safety matters including cold and damp, fire and security, and trip hazards
- Funding for work that is needed

A better understanding of the impact of the HEART scheme is needed. This is reflected in the action-plan (action 2.9)

3.5 Employment Levels and Earnings in Rugby

Data from the Office of National Statistics (ONS) 2016 states that:

- There are 53,800 economically active people in Rugby, which equates to 82.9% of the working age population. This is higher than both the West Midlands (75.6%) and national (78.0%) averages
- The unemployment rate is 4.1% (roughly 2,300 of the working age population, which is lower than both the West Midlands (5.4%) and National averages (4.7%)
- There are 2,810 benefit claimants in Rugby, 12.8% of the working age population

Rugby Borough has the highest workplace based earnings in Warwickshire at £28,341 according to the latest strategic housing market assessment. This is set against a national average of £28,028 (ONS 2017).

Despite the relative high employment levels and earning of residents, many properties for sale and rent on the open-market remain unaffordable (see sections 4.1 and 4.2).

4.0 Housing Needs in Rugby

The National Planning Policy Framework requires that councils produce a Local Plan which set out how they will accommodate a mix of housing based on the needs of the population. They are also required to set out the types of housing to meet these needs. The NPPF requires that these needs are to be identified through local *Strategic Housing Market Assessments*. The latest SHMA for Rugby (refreshed 2015) identified a need for Rugby to provide 171 affordable homes per year with 144 of these being social/affordable rent and 27 being intermediate.

As of January 2018, Rugby Borough Council is accommodating 145 homeless households in temporary accommodation, 21 in B&B and 10 who are in need of B&B accommodation. This is reflected in section 1.4 of the Action Plan.

It should be noted that the government is currently planning to change the approach to calculating local housing requirements, as set out in the consultation document: *Planning for the Right Homes in the Right Places: consultation proposals (published September 2017)*.

The council's housing waiting list is also a valuable source of data when considering local housing need. Table 9 sets out a summary of the needs identified on the waiting lists as at January 2018.

Table 9 – Housing Waiting List Need

Property Type	Total
1 Bedroom	543
2 Bedroom	313
3 Bedroom	142
4 Bedroom	58
5 Bedroom	18
Total	1074

Housing Officers and Planners work closely to ensure that the agreed affordable housing mix (property types and tenure) for new schemes is both sustainable and deliverable.

More work is needed to understand the need for other affordable housing products, outside of the need for social and affordable rented. This is reflected in the action plan (see 2.3).

4.1 Homes to Buy in Rugby

The anticipated housing trajectory for the delivery of new builds as of October 2017 is set out in table 10, below

Table 10 – Homes to Buy in Rugby

Year	Number of New Builds
2017/18	596
2018/19	939
2019/20	1004

Table 11 below shows the range of prices within the private sale market, this data was gathered October 2017.

Table 11 – Private Sale Market

Indicator	(£)
Lowest price	77,000
Lower quartile price	154,950
Mean average price	287,429
Median price	240,000
Upper quartile price	366,249
Highest price	2,500,000

Table 12 below shows the number and type of properties that would be affordable to first-time buyers on median earnings in the borough (based upon the 2016 Annual Survey of Hours and Earnings data), assuming that they:

- Can raise a mortgage for 3.5 times gross salary
- Are required to put down a 10% deposit

The table shows that out of 340 properties available for purchase in October 2017, only 8.49% of those on median earnings would be able to afford them.

Table 12 – Affordability of Housing for Sale

		House				Flat			Maisonette		Bungalow		
	Number of properties	239				76			2		23		
Earnings level	Percentage of properties available	Beds				Beds			Beds		Beds		
		1	2	3	4	1	2	3	1	2	1	2	3
Median	8.49	0	2	2	0	15	5	0	1	0	0	0	0

The table shows that out of 239 houses, only two 2 bedroom and two 3 bedroom properties are affordable to first time buyers on median earnings, it also shows that out of 76 flats, fifteen 1 bedroom and five 2 bedroom flats were affordable, out of 2 maisonette's only one 1 bedroom property was affordable whilst out of 23 bungalows none were deemed affordable. The council are looking to increase their understanding of low cost home ownership which is reflected in section 2.3 of the Action Plan.

4.2 The Private Rental Sector in Rugby

The private-rental sector in the borough is buoyant, with demand currently outstripping supply.

There were 158 properties advertised for rent in the town of Rugby in October 2017. The most advertised property types are 2 bedroom flats and 3 bedroom houses.

There is a current increase in private –sector landlords serving notice on their tenants as they choose to increase their rents when an assured short-hold tenancy comes to an end. This has resulted in a rise in homelessness presentations to the council.

4.2.1 Rent Levels in the Rugby Private-Rented Sector

Table 13, below, summarises rent levels in pounds per calendar month at key price points in the private rental market for all self-contained properties (so specifically excludes shared rooms).

Table 13 – Private Rented Market

Indicator	Rent (£pcm)
Lowest rent	350
Lower quartile rent	596
Mean average rent	787
Median rent	695
Upper quartile rent	825
Highest rent	2750

(Source: Rightmove October 2017)

According to these figures, with the average salary at £28,341, the average rent of £787 per month would equate to 33% of a person's annual salary.

Table 14, below sets out the number of properties available in October 2017 broken down by property type / size along with the range of rents and average rents for each property type.

This data highlights the need for additional and more affordable housing options in the Borough, which is reflected in the action plan (see 5.0).

Table 14 – Availability of Private Rentals

Type & size of properties available for private rent				
Type	Number	Range of rents (£ pcm)	Mean (£pcm)	Median (£pcm)
1 bed house	4	535-575	561	558
2 bed house	29	575-875	706	695
3 bed house	35	695-2200	885	825
4 bed house	9	750-1400	1086	850
5 bed house	8	975-2200	1647	1500
1 bed flat	35	350-750	532	695
2 bed flat	35	550-895	676	685
1 bed bungalow	1	1750	1750	1750
1 bed maisonette	1	575	575	575
2 bed maisonette	1	595-650	623	600

(Source: Rightmove October 2017)

Table 15 sets out a comparison of rent across the social housing sector and the private-rented sector:

Table 15 – Cross Comparison of Rent Levels

Cross-sector comparison of rent levels (£ pw)				
Property size	Council	Housing association	Private	Affordable*
Bedsit (studio)		69.06		80.72
One bed	78.96	79.47	132.40	93.99
Two bed	88.27	99.75	151.58	108.41
Three bed	103.40	108.97	191.92	121.71
Four bed	117.91	122.60	274.03	
Five bed	132.79	155.97	331.75	

*Affordable Rent is defined as rent at not more than 80% of the total market rent cost

4.2.2 Private Sector Shared House Rates

Advertising spare rooms for rent has been increasing in popularity in the last few years.

In September 2017 there were the 71 opportunities to rent a room in Rugby (advertised on: houseshare.co.uk) at an average monthly rent of £408 / average weekly rent of £90/95, which in most cases included bills (council tax, water, gas, electricity, broadband, home insurance and digital television). Not all listings require references to be provided.

Although potentially more affordable, these opportunities are not open to everyone as:

- All adverts stipulated a requirement that applicants should not be reliant on housing benefit
- 95% required a deposit equivalent to 4 weeks' rent
- Most listings give an age range of current and sought after tenants
- Around 70% of properties preferred non-smoking housemates
- Most properties did not allow pets

- Most rooms are let on a single-occupancy basis, ruling this out as a housing option for couples

4.2.3 Accessibility of the private-rented sector to Local Housing Allowance (LHA) claimants

Table 16, below, compares the median private rent (by property size) in pounds per week (£ p.w.) with the LHA rates for the Rugby & East Broad Rental Market Area. The amount by which average rent exceeds LHA is also shown, along with the properties available at or below the LHA level.

It can be seen that a person who is eligible for full LHA would have to find additional financial resources to cover the average rent. The use of median rent here is likely to overstate the amount that people have to find as in reality, benefit claimants are likely to be disproportionately represented among the cheaper properties in the sector.

In comparison to previous years, the gap between LHA and median rent has increased for properties containing 1 or 2 bedrooms and shrunk for properties with 3 bedrooms or more. There were only 3 properties available at this time with a rent below the LHA rate.

Table 16 – Accessibility of the Private Sector to LHA Claimants

Availability of private renting to Local Housing Allowance claimants in October 2017				
Property size	LHA rate (£ p.w.)	Median rent (£p.w.)	Excess of median rent above LHA (£ p.w.)	Number of properties available at or below LHA
Bedsit/one bedroom (self-contained)	92.06	150.00	57.94	2 out of 39
Two bedroom	116.52	158.00	41.48	0 out of 65
Three bedroom	134.02	190.00	55.98	0 out of 36
Four bedrooms	182.96	196.00	13.04	1 out of 9
Shared Accommodation	62.12	110.00	47.88	0 out of 8

Table 17 below shows the difference in rent by bedroom number between the cheapest 25% of social houses and private rented houses in Rugby.

Table 17 – Lower Quartile Social and Private Levels

Type	Monthly Lower Quartile Social Rent Level	Lower Quartile Private Rent by Size (Per Month)
Room Only	N/A	£325
Studio	N/A	£390
1 Bedroom	£321	£425
2 Bedroom	£365	£525
3 Bedroom	£384	£625
4+ Bedroom	£423	£800
Lower Quartile (All Sizes)	£349	£596
All	£335	£495

*As of October 2017

4.2.4 Social Housing

The supply of social housing in Rugby as at January 2017 (Annual Data) is summarised in table 18 & 19 below:

Table 18 – Social Housing Supply

Provider	Houses	Flats	Sheltered Flats	Bungalows	Sheltered Bungalows	Traveller Plots	Totals
Orbit	920	402					1322
Clarion	403	77					480
Bromford	11	5					16
Midland Heart	338	148					486
Waterloo	65	24					89
Rugby Borough Council	1723	681	981	92	360	18	3855
Total							6248

Table 19 – Rugby Borough Council Stock Profile

	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 Bedroom
General Needs	385	909	1154	44	5
Sheltered	1020	318	0	0	0
Total	1405	1227	1154	44	5

The Council lets out 11 properties under the Private Sector Leasing Scheme in which private landlords lease their properties to the Council for them to rent out to those in need.

The social housing stock is insufficient to meet current demand. This is compounded by the fact that properties can only be re-let when the existing tenants choose to give them up or they are evicted. As the data suggests that there are limited opportunities for people to gain access to the private sector market (rent or purchase) then turnover of stock is also limited. This results in a bottle-neck on the waiting list where housing need has been proven but there is limited supply to meet this need.

Section 1.2 of the action-plan details plans to try and increase supply through building and acquiring more council homes and increasing the opportunities available under the private-sector leasing scheme.

4.3 Empty Homes

Table 20, below shows the empty property data for all properties in the borough for the past 2 years;

Table 20 – Empty Homes

Empty Property Status	2016	2017
Total Properties	1381	1348
2nd Homes	172	173
Residential Care	65	59
Empty under 6 Months	460	486
Exempt from Council Tax	300	284
Remaining Empty Properties (Over 6 Months)	384	346
Empty over 2 Years	81	64

(Source: Council Tax Quarterly Empty Properties List October 2017 – Nb. the figures in table 20 include all properties within the borough)

The data in table 20 is a snapshot at a specific date within the year, therefore numbers will fluctuate as circumstances change.

It should be noted that:

- The actual number of empty properties which are defined as being empty for over 6 months, not a 2nd home, not subject to a discount remains consistent
- 47% of all the empty properties are short term empty, meaning that they have been empty less than 6 months. The majority of these are under refurbishment
- The number of properties empty over 2 years has decreased over the reporting period

Most empty properties in the borough are not problematic, as they are well looked after and do not present a problem to the wider community. This does restrict our powers to deal with them.

However, where properties are problematic then a number of services across the council will have a potential role to play in resolving issues. These include:

- The Planning Enforcement team
- Environmental Services
- The Community Advice and Support Team – with a view to potential engagement of property owners in the private-sector leasing scheme
- Communities & Projects Team – who may even be able to purchase the property, should it fit the business need

The council are looking to review their approach to tackling empty properties in the borough; this is reflected under section 2.4 of the Action Plan.

5.0 The Action Plan

The action plan for this strategy is detailed in appendix 1. The actions are split into the 3 core priorities:

1. Helping people to access a suitable high-quality home, that meets their needs, at a price they can afford
2. Making best use of the borough's current and planned housing supply
3. Helping people to acquire the skills, information and support that they require to be self-reliant and achieve healthier outcomes

It should be noted that:

- The only items included in the action plan are new actions, or where we have agreed to review our approaches. Anything that can be considered business as usual has been excluded
- The action plan reflects a snapshot in time and will be reviewed and updated at regular intervals to reflect changes / risks that may arise during its lifetime, for example changes in rent setting policies or welfare reform
- Many of the actions are to evaluate issues, which in turn may generate new actions to progress

5.1 Monitoring the Action Plan

The action plan will be uploaded on to the Council's performance management system for monitoring and update by those that have been assigned actions that they are accountable to lead.

There will also be an annual evaluation of the action-plan and strategy to ensure that it remains fit for purpose.

1. Help people to access a suitable high-quality home, that meets their needs, at a price they can afford

	What we will do	When	Resources required	Who will lead on this	Related documents
1.1	Implement the requirements arising from the Homelessness Reduction Act 2017	From 1 April 2018	Officer time Flexible prevention grant, New Burdens Grant, Homelessness Case Level Information Collection, IT implementation grant	Community Advice & Support Team Manager	Homelessness Strategy 2018-20
1.2	Review our approach to council housebuilding and property acquisitions (including S106 opportunities) to increase the council housing portfolio	By 30 April 2018	Officer time	Property Manager / Communities & Projects Manager	Acquisitions Strategy Asset Management Strategy
1.3	Expand the portfolio of Private Sector Leasing Properties available to the council	Year on year	Officer time Lease fees and ancillary costs (to be offset / partially offset by Universal Credit / Housing Benefit payments)	Community Advice & Support Team Manager	Asset Management Strategy Homelessness Strategy 2018-20

1.4	Review our approach to the provision of temporary accommodation, including potential for outside of the borough	By 30 June 2018	Officer time	Community Advice & Support Team Manager	Homelessness Strategy 2018-20
1.5	Consider the potential for creating a private renters charter	31 May 2018	Officer time Promotion and marketing	Regulatory Services Manager	Corporate Strategy
1.6	Commence a refurbishment / regeneration of the Bell House site to provide housing (to be informed by an options appraisal to be completed by 31 December 2017)	31 July 2018	Supplementary General Fund capital budget	Property Manager / Communities & Projects Manager	Asset Management Strategy
1.7	Assess the impact of the PHIL project in terms of homelessness reduction	June 2018 and then at 3 monthly intervals	Officer time	Prevention Manager (PHIL project)	Homelessness Strategy 2018-20
1.8	Implement a new Rugby Borough Homelessness Strategy	1 April 2018	Officer time	Community Advice & Support Team Manager	Homelessness Strategy 2018-20

2. Making best use of the borough's current and planned housing supply					
	What we will do	When	Resources required	Who will lead on this	Related documents
2.1	Develop a new business plan to identify the key investment priorities for council housing for the next 30 years	30 Sept 2018	Officer time	Communities & Projects Manager	Asset Management Strategy
2.2	Develop a new asset management strategy for the council's portfolio of property and land	30 April 2018	Officer time	Property Manager	Housing Strategy
2.3	Increase our understanding of the need for low-cost home-ownership and identify how meeting this need can be potentially enabled	31 Mar 2019	Officer time	Communities & Projects Manager	Local Plan Supplementary Planning Documents
2.4	Review our approach to tackling empty properties in the borough	31 May 2018	Officer time	Communities & Projects Manager Revenues Manager	Acquisition Strategy

2.5	Consider how we can better work with partners to make best use of disability adapted and larger social-housing units	30 June 2018	Officer time	Community Advice & Support Team Manager	HEART contract Asset Management Strategy
2.6	Assess the implications of the higher value council property levy	Awaiting govt. to confirm date	Officer time	Property Manager Communities & Projects Manager Strategic Accountant	Asset Management Strategy
2.7	Review the affordability and accessibility of extra care housing in Rugby for those in housing need	31 Dec 2018	Officer time	Communities & Projects Manager	Supplementary Planning Documents
2.8	Prepare for the introduction of mandatory fixed term tenancies for council housing	Awaiting govt. to confirm date	Officer time	Housing Services Manager	Estates Management Procedures Allocations policy
2.9	Assess the impact of the HEART scheme in helping customers to access aids and adaptations in their homes	tbc	Officer time	Communities & Projects Manager	Corporate Strategy 2017-20 (<i>ensure residents have a home that works for them and is affordable</i>)

2.10	Agree the adoption of a new detailed affordable housing (planning) policy	30 September 2018	Officer time	Development Strategy Manager	Local Plan
2.11	Develop a new housing needs supplementary planning policy	30 September 2018	Officer time	Development Strategy Manager	Local Plan
2.12	Review our approach to the re-designation of the council's sheltered housing in line with the independent living approach	31 November 2018	Officer time	Housing Services Manager	Asset Management Strategy

3. Helping people to acquire the skills, information and support that they require to be self-reliant and achieve healthier outcomes					
Issue	What we will do	When	Resources required	Who will lead on this	Related documents
3.1	Establish a portal to allow tenants to view their rent balances	1 April 2018	Digitalisation Budget Officer time	Corporate ICT Manager	Estate Management Procedures Financial Inclusion Policy
3.2	Consider the business case for providing WIFI access into the community rooms of the council's sheltered housing schemes	31 July 2018	Officer time	Communities & Projects Manager Corporate ICT Manager	Corporate ICT Manager
3.3	Develop opportunities for customers to access support from energy suppliers in respect of debt management issues	30 Sept 2018	Officer time	Communities & Projects Manager	Financial Inclusion Policy
3.4	Review our approach to customer profiling to better understand customer information and support needs	31 October 2018	Officer time	Communities & Projects Manager	Asset Management Strategy

3.5	Assist in establishing safe reporting centres for survivors of domestic violence	30 April 2018	Officer time	Community Safety Partnership Manager	
3.6	Consider how non-British nationals are to be better placed to access refuges	31 May 2018	Officer time	Community Advice & Support Team Manager	Homelessness Strategy 2018-20
3.7	Engage an organisation to lease and manage the new community provision on Brownsver	31 May 2018	Officer time	Communities & Projects Manager	Asset Management Strategy
3.8	Review our approach to Eastern European community development	31 March 2019	Officer time	Communities & Projects Manager	Regeneration Strategy
3.9	Develop an action plan for (council) tenant involvement / empowerment	30 April 2018	Officer Time	Housing Services Manager	Housing Management Procedures
3.11	Evaluate the impact of the council's financial inclusion policy	30 June 2019 30 June 2020	Officer time	Community Advice & Support Team Manager	Homelessness Strategy Regeneration Strategy Housing Management Procedures

Housing Strategy & Action Plan Consultation Respondees

We had a total of 17 responses to the Housing Strategy & Action Plan consultation, Respondees are as follows;

- 3x Councillors
- 9x Rugby Borough Council Officers
- Public Health Warwickshire
- 1x Community/Voluntary Organisation
- 1x North Warwickshire Borough Council Officer
- Homes and Communities Agency
- Tenant Panel

EQUALITY IMPACT ASSESSMENT/ ANALYSIS (EqIA)

Housing Strategy 2018-20



Equality Impact Assessment

Service Area	Housing
Policy/Service being assessed	Housing Strategy 2018-20
Is this is a new or existing policy/service?	New strategy to replace the expired one
If existing policy/service please state date of last assessment	
EqlA Review team – List of members	Michelle Dickson and Craig Oakley
Date of this assessment	07 December 2017
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.



Form A1

INITIAL SCREENING FOR STRATEGIES/POLICIES/FUNCTIONS FOR EQUALITIES RELEVANCE TO ELIMINATE DISCRIMINATION, PROMOTE EQUALITY AND FOSTER GOOD RELATIONS



High relevance/priority



Medium relevance/priority



Low or no relevance/ priority

Note:

1. Tick coloured boxes appropriately, and depending on degree of relevance to each of the equality strands
2. Summaries of the legislation/guidance should be used to assist this screening process

Business Unit/Services:	Relevance/Risk to Equalities																											
State the Function/Policy /Service/Strategy being assessed:	Gender			Race			Disability			Sexual Orientation			Religion/Belief			Age			Gender Reassignment			Pregnancy/ Maternity			Marriage/ Civil Partnership (only for staff)			
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Housing Strategy			*			*			*			*			*			*			*			*			*	
Are your proposals likely to impact on social inequalities e.g. child poverty for example or our most geographically disadvantaged communities? If yes please explain how.																									YES			
The Strategy is about how we help to meet the housing needs of people in the borough, with an increased emphasis on those likely to become homeless.																												
Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes please explain how.																									NO			

Form A2 – Details of Plan/ Strategy/ Service/ Policy

<u>Stage 1 – Scoping and Defining</u>	
(1) What are the aims and objectives of Plan/Strategy/Service/Policy?	To have a coherent strategy in place, outlining how we are going to meet the housing needs of the local population
(2) How does it fit with Rugby Borough Council's Corporate priorities?	Enable our residents to live healthy, independent lives.
(3) What are the expected outcomes?	<p>The strategy comprises of an overarching objective to work with partners to identify, meet and sustain the housing needs of the people of Rugby. Sitting under this are three priorities:</p> <ol style="list-style-type: none"> 1. Helping people to access a suitable high-quality home, that meets their needs, at a price they can afford 2. Making best use of the borough's current and planned housing supply 3. Helping people to acquire the skills, information and support that they require to be self-reliant and achieve healthier outcomes
(4) Which of the groups with protected characteristics is this intended to benefit? (see form A1 for list of protected groups)	The strategy has the potential to improve outcomes for all residents, regardless of whether or not they fall within a protected group.
<u>Stage 2 - Information Gathering</u>	

Appendix 4

<p>(1) What type and range of evidence or information have you used to help you make a judgement about the plan/ strategy/ service/ policy?</p>	<ul style="list-style-type: none"> • Knowledge of the local housing markets • emerging national policy which will impact on housing – welfare reform etc • Statutory and regulatory requirements - SHMA • Evidence from end to end reviews (housing advice and home improvement agency) • Asset management issues ref council housing stock
<p>(2) Have you consulted on the plan/ strategy/ service/policy and if so with whom?</p>	<p>One of the key influences on the development of the strategy and action-plan has been listening to our customers in terms of the issues that they are presenting to the council with.</p> <p>There has been a wide consultation on this strategy and the consultees were:</p> <ul style="list-style-type: none"> • Members • Landlords' Forum • Homelessness Forum • Senior Management Team • Community and voluntary sector (via Warwickshire CAVA) • The Tenant Panel • Warwickshire County Council • Public Health • Warwickshire district and borough councils
<p>(3) Which of the groups with protected characteristics have you consulted with?</p>	<p>Broad range of people rather than individual groups. Each group that has been consulted will have representation within them from groups with protected characteristics.</p>
<p><u>Stage 3 – Analysis of impact</u></p>	

Appendix 4

<p>(1) From your data and consultations is there any adverse or negative impact identified for any particular group which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	RACE – No	DISABILITY – No	GENDER – No
	MARRIAGE/CIVIL PARTNERSHIP - No	AGE – No	GENDER REASSIGNMENT – No
	RELIGION/BELIEF - No	PREGNANCY MATERNITY – No	SEXUAL ORIENTATION - NO
(2) If there is an adverse impact, can this be justified?	NA		
(3) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)	N/A		
(4) How does the plan/strategy/service/policy contribute to the promotion of equality? If not what can be done?	One of the actions is to undertake comprehensive profiling of the customer base. By understanding more about the profile of our customers we are better able to meet their needs.		
(5) How does the plan/strategy/service/policy promote good relations between groups? If not what can be done?	The consultation process was a broad one across many stakeholders, including the voluntary and community sector.		
(6) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	The action plan outlines how services will be made more accessible – for example a portal for tenants to self-serve in respect of rent account matters, and investigating Wifi access for community rooms on sheltered housing schemes.		

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 which 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

This will be monitored via the RPMS.

The lifetime of the strategy is three years so a further EQIA review will not be needed.

Please annotate your policy with the following statement:

‘An Equality Impact Assessment/ Analysis on this policy was undertaken on (date of assessment) and will be reviewed on (date three years from the date it was assessed).

AGENDA MANAGEMENT SHEET

<i>Name of Meeting</i>	Cabinet
<i>Date of Meeting</i>	5th February 2018
<i>Report Title</i>	Treasury Management Strategy 2018/19 – 2020/21
<i>Portfolio</i>	Corporate Resources
<i>Ward Relevance</i>	All Wards
<i>Prior Consultation</i>	Treasury Management Strategy 2017/18 – 2019/20 Cabinet 6 th February 2017
<i>Contact Officer</i>	Mannie Ketley – Head of Corporate Resources and Chief Financial Officer, Tel: (01788) 533416
<i>Report Subject to Call-in</i>	Yes
<i>Report En-Bloc</i>	Yes
<i>Forward Plan</i>	Yes
<i>Corporate Priorities</i>	Corporate Resources: ensure the Council works efficiently and effectively
<i>Statutory/Policy Background</i>	The Council's Treasury Management activities are strictly regulated by the Local Government Act 2003 and the CIPFA Code of Practice on Treasury Management.
<i>Summary</i>	The report sets out the expected treasury activities and shows the Council's treasury management indicators for 2018/19.
<i>Risk Management Implications</i>	There are no risk management implications arising from this report.
<i>Financial Implications</i>	The treasury management indicators are set to ensure that the Council is guided into making prudent decisions on treasury management activities.

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

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

Equality and Diversity No new or existing policy or procedure has been recommended.

Options As this report complies with the Treasury Management Code of Practice, which was approved by Council, no other options have been considered.

Recommendation IT BE RECOMMENDED TO COUNCIL THAT:

- (1) the Treasury Management Strategy for 2018/19 – 2020/21 be approved;
- (2) the Prudential and Treasury Management indicators for 2018/19 – 2020/21 be approved: and
- (3) the Minimum Revenue Provision (MRP) policy be approved.

Reasons for Recommendation To comply with the Code of Practice

Cabinet – 5th February 2018

Treasury Management Strategy 2018/19 – 2020/21

Report of the Corporate Resources Portfolio Holder

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT:

- (1) the Treasury Management Strategy for 2018/19 – 2020/21 be approved;
- (2) the Prudential and Treasury Management indicators for 2018/19 – 2020/21 be approved; and
- (3) the Minimum Revenue Provision (MRP) policy be approved.

1. INTRODUCTION

In February 2012 the Council adopted the CIPFA Treasury Management in the Public Services: Code of Practice 2011 edition, which requires the Council to approve a treasury management strategy before the start of each financial year.

In addition, the Department for Communities and Local Government (CLG) issued revised guidance on local authority investments in March 2010 that requires the Council to approve an investment strategy before the start of each financial year.

This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to both the CIPFA Code and the CLG Guidance. The strategy for 2018/19 covers two main areas:

Capital issues

- the capital plans and the prudential indicators;
- the minimum revenue provision (MRP) policy.

Treasury management issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers.

2. THE CAPITAL PRUDENTIAL INDICATORS 2018/19 – 2020/21

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

2.1 Capital Expenditure

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members will be asked to formally approve the following forecasts at respective rent setting and Council tax setting Councils in February:

Capital expenditure £'000	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
General Fund	4,092	4,799	2,017	2,001	1,996
HRA	6,325	14,148	2,889	2,789	2,729
Total	10,465	18,947	4,906	4,790	4,725

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a borrowing need.

Capital expenditure £'000	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Total	10,465	18,947	4,906	4,790	4,725
Financed by:					
Capital receipts	267	1,926	506	506	506
Capital grants	822	589	589	589	589
Capital reserves	5,301	8,793	1,114	1,014	954
Revenue	1,280	4,573	835	1,543	1,538
Net financing need for the year	2,795	3,066	1,862	1,138	1,138

2.2 The Council's borrowing need (the Capital Financing Requirement)

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

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each asset's life. The Council is asked to approve the CFR projections below:

£'000	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Capital Financing Requirement					
CFR – General Fund	24,998	26,346	26,279	25,322	24,411
CFR – HRA	61,632	56,710	50,814	44,011	36,842
Total CFR	86,630	83,056	77,093	69,333	61,253
Movement in CFR	-4,873	-3,574	-5,963	-7,760	-8,080

Movement in CFR represented by					
Net financing need for the year (above)	2,795	3,066	1,862	1,138	1,138
Less MRP/VRP and other financing movements	-7,668	-6,640	-7,825	-8,898	-9,218
Movement in CFR	-4,873	-3,574	-5,963	-7,760	-8,080

2.3 Minimum revenue provision (MRP) policy statement

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP). CLG regulations have been issued which require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision.

The Council is recommended to approve the following MRP Statement for financial year 2018/19:

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

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

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

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

2.4 Core funds and expected investment balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an on-going impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

Year End Resources £'000	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
General Fund balances	2,159	2,266	2,266	2,266	2,266
HRA Revenue balances (inc Major Repairs Allowance)	3,894	3,874	5,713	8,339	8,339
Capital receipts reserve#	7,921	9,321	8,644	9,044	9,444
Capital grants unapplied	689	689	689	689	689
Earmarked reserves / other balances	18,038	15,058	13,378	11,698	10,018
Provisions	2,064	2,064	2,064	2,064	2,064
Total core funds	34,765	33,272	32,754	34,100	32,840
Working capital*	-7,313	-500	-500	-500	-500
Under (-) /over borrowing (see page 7)	14,692	15,266	-6,571	-20,811	-27,231
Expected investments	42,144	48,038	25,683	12,789	5,109

*Working capital balances shown are estimated as at year end; these may be higher mid-year

The Local Government Finance Act 2003 prohibits the use of capital resources to fund revenue expenditure

2.5 Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances.

Ratio of financing costs to net revenue stream

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure (as per Section 1.2) by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

%	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
General Fund	12	15	17	17	18
HRA	46	37	43	35	34

The estimates of financing costs include current commitments and the proposals in the 2018/19 General Fund and HRA budget reports.

General Fund

Funding the current and proposed capital programme has taken up an increasing proportion of the Council's General Fund finances over the medium term, rising to 18% of the revenue budget in 2020/21 or 50% more than in 2016/17.

HRA

The higher ratio of financing costs within the HRA reflects the HRA business plan strategy to repay debt associated with the self-financing settlement of 2012/13.

Estimate of the incremental (additional year-on-year) impact of capital investment decisions on council tax

This indicator identifies the revenue costs associated with proposed changes to the three year capital programme to be presented to Council compared to the Council's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which are not published over a three year period.

£	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Council tax - band D	0.75	9.12	-1.86	-7.48	-7.69

The reduction in the incremental impact on Band D Council tax from 2017/18 onwards reflects the forecast increase in investment returns relative to the increase in borrowing interest costs during that period, and the revenue ongoing savings/income generation anticipated from certain assets (Queens Diamond Jubilee Leisure Centre, Rainsbrook Crematorium, and Rugby Hall of Fame.)

Estimates of the incremental impact of capital investment decisions on housing rent levels

Similar to the council tax calculation, this indicator identifies the trend in the cost of proposed changes in the housing capital programme recommended in this budget report compared to the Council's existing commitments and current plans, expressed as a discrete impact on weekly rent levels.

£	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Weekly housing rent levels	63.10	-14.11	9.16	8.53	3.23

The movement in the incremental impact on housing rent levels within the HRA reflects the scheduling within the HRA business plan strategy to repay debt associated with the self-financing settlement of 2012/13. The movement between 2015/16 and 2016/17 in particular shows the impact upon rents of diverting

resources from debt repayment in 2014/15 to contributions towards capital expenditure in 2015/16 and back to debt repayment in 2016/17. The subsequent decrease in 2017/18 reflects debt restructuring which is forecast in light of the government policy to reduce rents by 1% per annum until 2019/20.

3. BORROWING

The capital expenditure plans set out in Section 1.2 provide a summary of the draft General Fund and HRA capital programmes. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

3.1 Current portfolio position

The Council's treasury portfolio position at 31 March 2017, with forward projections are summarised below. The table shows the actual external debt (the treasury management operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

£'000	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
External Debt					
Debt at 1 April	-96,221	-101,322	-98,322	-70,522	-48,522
Expected change in Debt	-5,101	3,000	27,800	22,000	14,500
Actual gross debt at 31 March	-101,322	-98,322	-70,522	-48,522	-34,022
The Capital Financing Requirement (CFR)	86,630	83,056	77,093	69,333	61,253
Under / (over) borrowing	-14,692	-15,266	6,571	20,811	27,231

The Council plans to move to an under-borrowed position over the period of the medium term financial plan through the use of internal resources, subject to interest rate movements and re-financing opportunities. More details are contained within the Borrowing Strategy section of this report on page 9.

Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2017/18 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

The Head of Corporate Resources and Chief Financial Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

3.2 Treasury Indicators: limits to borrowing activity

The operational boundary

This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

£'000	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Operational boundary	101,000	85,000	80,000	75,000

The authorised limit for external debt

A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
2. The Council is asked to approve the following authorised limit:

£'000	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Authorised limit	111,000	95,000	90,000	85,000

Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. This limit is currently:

	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
HRA debt cap	83,342	83,342	83,342	83,342
HRA CFR	56,710	50,814	44,011	36,842
HRA headroom	26,632	32,528	39,331	46,500

3.3 Prospects for interest rates

The Council has appointed Capita Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives their central view.

Annual Average %	Bank Rate %	PWLB Borrowing Rates % (including certainty rate adjustment)		
		5 year	25 year	50 year
Mar 2018	0.50	1.60	2.90	2.60
Jun 2018	0.50	1.60	3.00	2.70
Sep 2018	0.50	1.70	3.00	2.80
Dec 2018	0.75	1.80	3.10	2.90
Mar 2019	0.75	1.80	3.20	2.90
Jun 2019	0.75	1.90	3.20	3.00
Sep 2019	0.75	1.90	3.30	3.00
Dec 2019	1.00	2.00	3.40	3.10
Mar 2020	1.00	2.10	3.50	3.20
Jun 2020	1.00	2.10	3.50	3.30
Sep 2020	1.25	2.20	3.60	3.30
Dec 2020	1.25	2.30	3.60	3.40
Mar 2021	1.25	2.30	3.60	3.40

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

3.4 Borrowing strategy

The Council will move to an under-borrowed position over the period of the medium-term financial plan. This means that the total capital borrowing need (the Capital Financing Requirement), will not have been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow is used as a temporary measure. This strategy is prudent whilst investment returns remain low and to mitigate counterparty risk.

Against this background and the risks within the economic forecast, caution will be adopted with the 2018/19 treasury operations. The Head of Corporate Resources and Chief Financial Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp FALL in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.*

- *if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in US interest rates, or in world economic activity or a sudden increase in inflationary risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates are still lower than they will be in the next few years.*

3.5 Treasury management limits on activity

There are three debt- related treasury activity limits. Their purpose is to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates; and
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

£'000	2018/19	2019/20	2020/21
Interest rate exposures			
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	95,000	90,000	85,000
Limits on variable interest rates based on net debt	0	0	0

The limit on fixed interest rates (investments and borrowing) creates sufficient headroom for certainty around cash flows.

The limit on variable interest rates allows for flexibility in the event of significant movements in interest rates, but is set at zero to ensure that the level of borrowing undertaken at variable rates at any point cannot exceed that of investments.

Maturity structure of fixed interest rate borrowing		
	Lower	Upper
Under 12 months	0%	50%
12 months to 2 years	0%	50%
2 years to 5 years	0%	60%
5 years to 10 years	0%	60%
10 years to 20 years	0%	75%
20 years to 30 years	0%	75%
30 years to 40 years	0%	75%
40 years to 50 years	0%	75%

The table outlines the limits for consideration regarding maturities when additional borrowing or refinancing is undertaken in year and is designed to protect the Council from exposure to refinancing risk in the future.

3.6 Policy on borrowing in advance of need

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.7 Debt rescheduling

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling will be reported to Council at the earliest meeting following its action.

4. INVESTMENTS

4.1 Investment /Creditworthiness policy

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second and then return.

In accordance with guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council has clearly stipulated in Appendix A the minimum acceptable credit quality of counterparties for inclusion on the lending list. The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches and outlooks published by all three ratings agencies with a full understanding of what these reflect in the eyes of each agency. Ratings are monitored on a real time basis with knowledge of any changes notified electronically as the agencies notify modifications.

Furthermore, the Council's officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" (CDS) and overlay that information on top of the credit ratings. This is fully integrated into the credit methodology provided by the Council's treasury management advisors, Link Asset Services. Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

The aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk.

The intention of the strategy is to provide security of investment and minimisation of risk.

Investment instruments identified for use in the financial year are listed in **Appendix A** under the 'specified' and 'non-specified' investments categories. Counterparty limits will be as set to £5m per institution and limited to £5m per financial group (e.g. RBS Group, Lloyds Banking Group).

Sole reliance will not be placed on the use of this external service. In addition the Council will also use market data and market information, information on government support for banks and the credit ratings of that supporting government.

4.2 Investment strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Investment returns expectations. Bank Rate is forecast to stay flat at 0.50% until quarter 4 2018 and not to rise above 1.25% by quarter 1 2021. Bank Rate forecasts for financial year ends (March) are:

- 2018/19 0.75%
- 2019/20 1.00%
- 2020/21 1.25%

The overall balance of risks to these forecasts is currently skewed to the upside and are dependent on how strong GDP growth turns out, how quickly inflation pressures rise and how quickly the Brexit negotiations move forward positively.

The budgeted investment earnings rates for returns on the Council's portfolio (including historic investments yet to mature) during each financial year for the next four years are as follows:

- 2018/19 0.62%
- 2019/20 0.88%
- 2020/21 1.26%
- 2021/22 1.51%

4.3 Investment treasury indicator and limit - total principal funds invested for greater than 364 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end. The Council is asked to approve the treasury indicator and limit: -

Maximum principal sums invested > 364 days			
£m	2018/19	2019/20	2020/21
Principal sums invested > 364 days	£20m	£20m	£20m

For its cash flow generated balances, the Council will seek to utilise its business reserve, instant access and notice accounts, money market funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

4.4 Investment risk benchmarking

To measure the security of its portfolio, the council compares the historic risk of default of its investments against a maximum target rate.

As an example, based on historic data, a AAA (least risk) rated investment has 0% chance of default within 1 year and a 0.05% chance of default within 3 years. A BBB+ (most risk) rated investment has a 0.23% chance of default within 1 year and a 1.20% chance of default within 3 years.

	Target
Historic risk of default	0.25% (max)

4.5 End of year investment report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

4.6 Treasury Management Advisors

The Council's treasury management adviser is Link Asset Services. They provide advice and information on the Council's investment and borrowing activities, although responsibility for final decision making remains with the Council and its officers. The services received include:

- advice and guidance on relevant policies, strategies and reports,
- advice on investment decisions,
- notification of credit ratings and changes,
- advice on debt management decisions,
- accounting advice,
- reports on treasury performance,
- forecasts of interest rates, and
- training courses.

The quality of this service is regularly monitored via internal appraisal and benchmarking with other local authority experience. Following a joint tendering exercise with Nuneaton and Bedworth Borough Council, the contract with Link Asset Services was renewed in October 2017 for a further three years.

4.7 Investment training

The needs of the Council's treasury management staff for training in investment management are assessed annually as part of the staff appraisal process, and training opportunities are provided to ensure the team has an appropriate level of knowledge commensurate to the tasks it is required to carry out.

4.8 Policy on charging interest to the Housing Revenue Account

On 1st April 2012, the Council notionally split each of its existing long-term loans into two pools in proportion to the relative underlying need to borrow of the General Fund and HRA (as measured by the capital financing requirement excluding other long-term liabilities). In the future, new long-term loans borrowed will be assigned in their entirety to either the General Fund or the HRA pool. Interest payable and other

costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be divided accordingly.

Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured each month and interest transferred between the General Fund and HRA at the monthly net average rate earned by the Council on its portfolios of treasury investments and short-term borrowing.

4.9 Other Options Considered

The CLG Investment Guidance and the CIPFA Code of Practice do not prescribe any particular treasury management strategy for local authorities to adopt. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Adopt a narrower definition of "high credit quality" and/or shorter time limits	Interest income will be lower	Reduced risk of defaults leading to losses
Adopt a wider definition of "high credit quality" and/or longer time limits	Interest income will be higher	Increased risk of defaults leading to losses
Borrow additional sums at variable interest rates	Higher debt interest cost may be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default
Borrow additional sums at long-term fixed interest rates	Higher debt interest cost unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs will be more certain
Reduce level of borrowing	Saving on debt interest likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs will be less certain

The Head of Corporate Resources and Chief Financial Officer believes that the strategy contained within this report represents an appropriate balance between risk management and cost effectiveness.

Name of Meeting: Cabinet
Date Of Meeting: 5th February 2018
Subject Matter: Treasury Management Strategy 2018/19 – 2020/21
Originating Department: Corporate Resources

LIST OF BACKGROUND PAPERS

Document No.	Date	Description of Document	Officer's Reference	File Reference
1.				

There are no background papers relating to this item.

APPENDIX A

SPECIFIED AND NON-SPECIFIED INVESTMENTS

SPECIFIED INVESTMENTS

All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum 'high' quality criteria where applicable.

	Minimum Credit Criteria	Maximum Limit
Specified Investments (limit per counterparty)		
UK Government	-	Unlimited
Local Authorities	-	£5m
Money Market Funds	AAA	Unlimited
Pooled Fund / Institution	AAA/A1	Unlimited

All investments with maturities up to 1 year, high credit criteria:			
	Minimum Credit Criteria	Maximum Limit	Maximum Maturity Period
Debt Management Agency Deposit Facility	-	Unlimited	1 year
Term deposits – local authorities and other public institutions	-	£5m	1 year

Term deposits with nationalised banks and building societies:			
	Minimum Credit Criteria	Maximum Limit	Maximum Maturity Period
UK part nationalised banks	UK Sovereign rating	£5m	1 year
Banks part nationalised by high credit rated countries UK and non UK*	UK Sovereign rating	£5m	1 year
The countries approved for investing with their banks: Canada, Denmark, Finland, France, Germany, Luxembourg, Netherlands, Norway, Singapore, Sweden, Switzerland, UK, Australia, Belgium, Hong Kong, USA, Abu Dhabi (UAE), Qatar			

Other instruments:			
	Minimum Credit Criteria	Maximum Limit	Maximum Maturity Period
Collateralised deposit	UK Sovereign rating	£5m	1 year
Certificates of deposits issued by banks and building societies	UK Sovereign rating	£5m	1 year
UK Government Gilts	UK Sovereign rating	Unlimited	1 year
Bonds issued by multilateral development banks	Long term AA	£5m	1 year
Treasury Bills	UK Sovereign rating	Unlimited	1 year

Collective Investment Schemes structures as Open Ended Investment Companies (OEICs):			
	Minimum Credit Criteria	Maximum Limit	Maximum Maturity Period
Government Liquidity Funds	Long Term AA	£5m	1 year
Money Market Funds	Variable NAV Long Term AA	£5m	1 year
Money Market Funds	Stable NAV Long Term AA	£5m	1 year
Enhanced Cash Funds	Long Term AA	£5m	1 year
Bonds Funds	Long Term AA	£5m	1 year
Gilt Funds	Long Term AA	£5m	1 year

NON-SPECIFIED INVESTMENTS (MATURITIES OVER ONE YEAR)

These are any investments which do not meet the specified investment criteria. A maximum of £20 million will be held in aggregate in non-specified investment.

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the following categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

Term deposits with nationalised banks and building societies:			
	Minimum 'High* Credit Criteria	Maximum Limit	Maximum Maturity Period
UK part nationalised banks	UK Sovereign rating	£5m	5 year
Banks part nationalised by high credit rating (sovereign rating) countries UK and non UK*	Sovereign rating A	£5m	5 year
The countries approved for investing with their banks: Canada, Denmark, Finland, France, Germany, Luxembourg, Netherlands, Norway, Singapore, Sweden, Switzerland, UK, Australia, Belgium, Hong Kong, USA, Abu Dhabi (UAE), Qatar			

Maturities of any period:			
	Minimum 'High* Credit Criteria	Maximum Limit	Maximum Maturity Period
Structured deposits	In accordance with Capita's Credit Worthiness Criteria	£5m	5 years
Municipal Bonds	UK sovereign rating	£5m	5 years
Commercial Paper	Short term F2 Long term A	£5m	5 years
Corporate Bonds / Corporate Bond Funds / Gilt Funds	Short term F2 Long term A	£5m	5 years
Floating Rate Notes	Long Term A	£5m	5 years
Covered Bonds	Long Term AA-	£5m	10 years
Un-rated Bonds	Internal due diligence ²	£5m	10 years
CCLA Property Fund	Non-rated internal due diligence ¹	£2m	10 years
CCLA Diversified Income Fund	Non-rated internal due diligence ²	£2m	10 years
Property Funds	Non-rated internal due diligence ¹	£2m per fund	10 years

Maturities in excess of 1 year:			
	Minimum 'High* Credit Criteria	Maximum Limit	Maximum Maturity Period
Term deposits – local authorities and other public institutions	-	£5m	5 years
Certificates of deposits issued by banks and building societies	UK sovereign rating	£5m	5 years
UK Government Gilts		Unlimited	5 years
Bonds issued by multilateral development banks	AA	£5m	5 years
Corporate Bonds	Short Term F2 Long Term A-	£5m	10 years
Green Energy Bonds	Internal Due Diligence	£5m	10 years
Collateralised Term Deposit	Local Authority	£5m	5 years
Sovereign Bond Issues (i.e. other than the UK government)	AA	£5m	5 years
Property Bonds	Non-rated internal due diligence ²	£5m per bond	5 years

Collective Investment Schemes structured as Open Ended Investment Companies (OEICs):			
	Minimum 'High* Credit Criteria	Maximum Limit	Maximum Maturity Period
Bond Funds	AA	£5m	5 years
Gilt Funds	AA	£5m	5 years

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by the Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

¹ The Council has been an investor with the CCLA Property Fund since December 2013 and the Lothbury Property Fund since June 2015. In advance of investment treasury management advisors were engaged to assess risk and assist with fund selection processes.

² Investments in these institutions and asset classes will only be undertaken following a review of risk/reward in consultation with the Council's treasury advisors. Specific consideration will be given to factors including: collateralisation, alternate asset classes, minimum term obligations, and potential impact of movement in asset valuations on Council balances. Where appropriate, criteria will be established to convene selection panels prior to the engagement of fund managers.

GLOSSARY OF TERMS

Basis Point (BP) 1/100th of 1%, i.e. 0.01%

Base Rate Minimum lending rate of a bank or financial institution in the UK

Benchmark A measure against which the investment policy or performance of a fund manager can be compared.

Bill of Exchange A financial instrument financing trade.

Callable Deposit A deposit placed with a bank or building society at a set rate for a set amount of time. However, the borrower has the right to repay the funds on pre agreed dates, before maturity. This decision is based on how market rates have moved since the deal was agreed. If rates have fallen the likelihood of the deposit being repaid rises, as cheaper money can be found by the borrower.

Cash Fund Management Fund management is the management of an investment portfolio of cash on behalf of a private client or an institution, the receipts and distribution of dividends and interest, and all other administrative work in connection with the portfolio.

Certificate of Deposit Evidence of a deposit with a specified bank or building society repayable on a fixed date. They are negotiable instruments and have a secondary market; therefore the holder of a CD is able to sell it to a third party before the maturity of the CD.

Commercial Paper Short-term obligations with maturities ranging from 2 to 270 days issued by banks, corporations and other borrowers. Such instruments are unsecured and usually discounted, although some may be interest bearing.

Corporate Bond Strictly speaking, corporate bonds are those issued by companies. However, the term is used to cover all bonds other than those issued by governments in their own currencies and includes issues by companies, supranational organisations and government agencies.

Counterparty Another (or the other) party to an agreement or other market contract (e.g. lender/borrower/writer of a swap/etc.)

CDS Credit Default Swap – a swap designed to transfer the credit exposure of fixed income products between parties. The buyer of a credit swap receives credit protection, whereas the seller of the swap guarantees the credit worthiness of the product. By doing this, the risk of default is transferred from the holder of the fixed income security to the seller of the swap.

CFR Capital Financing Requirement

CIPFA Chartered Institute of Public Finance and Accountancy

CLG Department for Communities and Local Government

CPI Consumer Price Index – calculated by collecting and comparing prices of a set basket of goods and services as bought by a typical consumer, at regular intervals over time. The CPI covers some items that are not in the RPI, such as unit trust and stockbrokers fees, university accommodation fees and foreign students' university tuition fees.

DCLG Department of Communities and Local Government

Derivative A contract whose value is based on the performance of an underlying financial asset, index or other investment, e.g. an option is a derivative because its value changes in relation to the performance of an underlying stock.

DMADF Deposit Account offered by the Debt Management Office, guaranteed by the UK government.

ECB European Central Bank – sets the central interest rates in the EMU area. The ECB determines the targets itself for its interest rate setting policy; this is to keep inflation within a band of 0 to 2%. It does not accept that monetary policy is to be used to manage fluctuations in unemployment and growth caused by the business cycle.

EMU European Monetary Union

Equity A share in a company with limited liability. It generally enables the holder to share in the profitability of the company through dividend payments and capital gain.

EU European Union

Fed. Federal Reserve Bank of America – sets the central rates in the USA

Floating Rate Notes Bonds on which the rate of interest is established periodically with reference to short-term interest rates

Forward Deal The act of agreeing today to deposit funds with an institution for an agreed time limit, on an agreed future date, at an agreed rate.

Forward Deposits Same as forward dealing (above).

FSA Financial Services Authority – body responsible for overseeing financial services.

Fiscal Policy The Government policy on taxation and welfare payments.

GDP Gross Domestic Product

GF General Fund

Gilt Registered British government securities giving the investor an absolute commitment from the government to honour the debt that those securities represent.

Gilt Funds Pooled fund investing in bonds guaranteed by the UK government.

Government MMF MMFs that invest solely in government securities, or reverse repurchase agreements backed by Government Securities.

HM Treasury Her Majesty's Treasury

HRA Housing Revenue Account

IFRS International Financial Reporting Standards

IMF International Monetary Fund

iTraxx Brand name for the group of credit default swap index products.

LOBO's Lenders Option Borrowers Option loans

Money Market Fund A well rated, highly diversified pooled investment vehicle whose assets mainly comprise of short term instruments. It is very similar to a unit trust, however in a MMF.

Monetary Policy Committee (MPC) Government body that sets the bank rate (commonly referred to as being base rate). Their primary target is to keep inflation within plus or minus 1% of a central target of 2.0% in two years time from the date of the monthly meeting of the Committee. Their secondary target is to support the Government in maintaining high and stable levels of growth and employment.

MRP Minimum Revenue Provision

MTFP Medium Term Financial Plan

Open Ended Investment Companies A well diversified pooled investment vehicle, with a single purchase price, rather than a bid/offer spread.

Other Bond Funds Pooled funds investing in a wide range of bonds.

PFI Private Finance Initiative

PWLB Public Works Loan Board

QE Quantitative Easing

Reverse Gilt Repo This is a transaction as seen from the point of view of the party which is buying the gilts. In this case, one party buys gilts from the other and, at the same time and as part of the same transaction, commits to resell equivalent gilts on a specified future date, or at call, at a specified price.

Retail Price Index (RPI) Measurement of the monthly change in the average level of prices at the retail level weighted by the average expenditure pattern of the average person.

RPIX As RPI but excluding mortgage interest rate movements.

RPIY As RPI but excluding mortgage interest rate movements and changes in prices caused by changes in taxation.

Sovereign Issues (Ex UK Gilts)

Bonds issued or guaranteed by nation states, but excluding UK government bonds.

Supranational Bonds

Bonds issued by supranational bodies, e.g. European investment bank. These bonds – also known as Multilateral Development Bank bonds – are generally AAA rated and behave similarly to gilts, but pay a higher yield (“spread”) given their relative illiquidity when compared with gilts.

SORP Statement of Recommended Practice

S151 Section 151 Officer

Term Deposit A deposit held in a financial institution for a fixed term at a fixed rate.

Treasury Bill Treasury bills are short term debt instruments issued by the UK or other governments. They provide a return to the investor by virtue of being issued at a discount to their final redemption value.

UBS Union Bank of Switzerland

US United States

WARoR Weighted Average Rate of Return is the average annualised rate of return weighted by the principal amount in each rate.

WAM Weighted Average Time to Maturity is the average time, in days, till the portfolio matures, weighted by principal amount.

WATT Weighted Average Total Time is the average time, in days, that deposits are lent out for, weighted by principal amount.

WA Risk Weighted Average Credit Risk Number. Each institution is assigned a colour corresponding to a suggested duration using Capita’s Suggested Credit Methodology.

Model WARoR Model Weighted Average Rate of Return is the WARoR that the model produces by taking into account the risks inherent in the portfolio.

AGENDA MANAGEMENT SHEET

Report Title:	Approval of National Non-Domestic Rates Return – NNDR1 2018/19
Name of Committee:	Cabinet
Date:	5 th February 2018
Report Director:	Head of Corporate Resources & Chief Financial Officer
Portfolio	Corporate Resources
Ward Relevance	All Wards
Prior Consultation	None
Contact Officer	Mannie Ketley
Report Subject to Call-in	Yes
Report En-Bloc	Yes
Forward Plan	Yes
Corporate Priorities	This report relates to the following priority(ies): All Council Priorities
Risk Management Implications	The Council has a statutory duty to submit the NNDR1 to the Secretary of State and the major precepting authorities by Wednesday 31 st January 2018.
Financial Implications	As detailed in the main report.
Environmental Implications	There are no environmental implications arising from this report.
Legal Implications	There are no legal implications arising from this report.

Equality and Diversity

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

Recommendation

The National Non-Domestic Rates Return – NNDR1 2018/19 be approved.

Reasons for Recommendation

The Council has a statutory duty to submit the NNDR1 to the Secretary of State and the major precepting authorities by Wednesday 31st January 2018.

Cabinet – 5th February 2018

Non Domestic Rating Income - Approval of NNDR1 Return 2018/19

Report of the Head of Corporate Resources & Chief Financial Officer

Recommendation

The National Non-Domestic Rates Return – NNDR1 2018/19 be approved.

1. Introduction

Under the business rates retention scheme a proportion of the Non-Domestic Rates collected by Rugby Borough Council in its capacity as the billing authority are retained locally and shared with Warwickshire County Council (WCC), as the major precepting authority, and central government.

The Non-Domestic Rating (Rates Retention) Regulations 2013 requires a billing authority, before the beginning of a financial year, to forecast the amount of business rates that it will collect during the year.

The NNDR1 form provides a tool to enable authorities to do this.

2. Background

In a similar manner to the setting of the Council Tax, the NNDR1 form facilitates the calculation of the local business tax base and the net business rates collectable for the forthcoming year with any variation between the forecast and actual being dealt with through the surplus/deficit on the Collection Fund in the following year.

Therefore, under the rates retention scheme the importance of the NNDR1 form is significantly increased, as this form effectively sets the Council's business rates base and corresponding income budget for 2018/19.

The secondary role of the form is to estimate the actual business rates collectable for the current financial year and compare this to the original forecast, as submitted in the 2017/18 NNDR1. The difference between original forecast and estimated 2017/18 business rates collectable is dealt with through the Collection Fund and any surplus or deficit is shared between central government and WCC and accounted for in the 2018/19 budget.

The NNDR1 return is required to follow the same formal approval process as that of the Council Tax Base. Within the Council's Constitution the approval of the Council Tax Base is delegated to Cabinet and therefore the NNDR1 return also requires Cabinet approval.

The NNDR1 needs to be completed and sent to both the Secretary of State and Warwickshire County Council by Wednesday 31 January 2018. By agreement with DCLG this deadline has been extended in order to accommodate the completion of the NNDR1 form and Cabinet's subsequent approval within the constraints of the form's requirements and also the Council's committee timetable.

3. NNDR1 2018-19 (Appendix 1)

As set out above, the primary function of the NNDR1 form is to provide authorities with the forecasts they (and the major precepting authorities) need to complete the budget process. It is also designed to determine the payments that need to be made to central government and major precepting authorities during the year, and the transfer that billing authorities make to their General Fund.

The form is separated into four key parts to achieve all the above.

3.1. Part 1

Part 1 provides a summary of the numbers needed by authorities for the in-year operation of the rates retention scheme. In all but a small number of cases, it comprises either pre-filled cells or information cells which are derived from data entries in Parts 2 to 4 of the form.

Part 1 Line 16 of the form shows that the Rugby Borough Council is forecasting to retain **£19.5m** of business rates in 2018/19. After the 2018/19 tariff payment of **£12.7m** it will leave the Council with net retained income, before levy payments and section 31 grant income, of approximately **£6.8m**.

3.2. Part 2

Part 2 requires authorities to complete data cells for gross rates payable and the impact of reliefs, which lead to the calculation of a figure for "net rates payable".

3.3. Part 3

This part of the form requires authorities to arrive at estimated losses for bad debt and appeals. This is an area that is subject to a fair degree of assumption and estimation, as explained at section 6 below.

3.4. Part 4

This part of the form requires authorities to calculate the estimated surplus, or deficit on the Collection Fund as at 31 March 2018. The surplus/deficit will be shared between Rugby Borough Council, Central Government and WCC, by adjusting each party's share of the 2018/19 non-domestic rating income.

The estimate at Part 4 is based on actual figures from the Civica Revenues system as at 31st December 2017, forecast to year-end. This is adjusted for any change in provisions that the authority anticipates making in the 2017/18 accounts in respect of repayments made to business rate payers during the year.

Part 4 shows that that estimated deficit for 2017/18 is **£0.49m**. This is transferred to Part 1 Line 25, where it is shared between the parties to the scheme. Rugby Borough Council's share is **£0.19m**.

4. Amounts Retained and Budgetary Impact

After taking account of a **£2.7m** levy payment to central government, plus section 31 grant income of **£1.2m** plus **£0.2m** estimated benefit of Business Rates Pooling, the Council's 2018/19 local share of business rates is **£5.5m** and also the **£0.19m** estimated 2017/18 deficit on the collection fund is incorporated in the Draft General Fund Revenue & Capital Budget 2018/19 report presented elsewhere on this Cabinet agenda.

5. Assumptions

The majority of content of the NNDR1 is comprised of objective data that is captured at a particular point in time, however there are some areas, such as appeals and business rates growth that are subject to a significant degree of assumption and estimation. The following section sets out the key areas of assumptions and estimation that have been made in completing the draft NNDR1 return.

The starting point for the NNDR1 is estimating the gross rates payable. This is the estimated amount that would be payable by ratepayers in absence of any reliefs.

The first step is to enter the total rateable value in the authority's local rating list. The Council has taken account of the latest version of valuations produced by the VOA as at 10th January 2018.

The estimate of gross rates payable is adjusted to reflect local intelligence and how the list (and rates income) is expected to change throughout the course of 2018/19. The authority's estimated growth for 2018/19 has been calculated in co-ordination with Revenues and the Planning Department in respect of business growth at key sites in the Borough. The forecast is based on assumptions in respect of planning permission, completion and occupation of development at Elliott's Field Phase 2, Junction 1 expansion, Ryton, Ansty Park and the Gateway site.

The impact of reliefs is then provided for, which leads to the calculation of a figure for net rates payable. This is completed from data extracted from the Civica Revenues System; the Civica report provides for all reliefs awarded at this point in time.

Net rates payable then has to be adjusted for losses on collection and losses on appeal.

The losses on collection are:

1. An estimate of how much of the net rates payable for 2018/19 is expected to be written off as a bad debt during 2018/19 or subsequent years.
2. An estimate of how much of the nets rates payable in respect of 2018/19 liability they would have to repay to ratepayers as a result of reductions in Rateable Values following successful appeals or alterations to lists.

The 2018/19 multiplier has taken into account an estimate of national appeals losses (4.7%). This is to anticipate future appeals and has the effect of increasing the multiplier and so in effect we over-collect in the early years of the rating list and then under-collect in later years as the appeals start to come through with retrospective effect. Authorities need to make a provision at the start of the 2017 rating list to reflect all expected appeals. From historic appeals data the level of appeals in Rugby is at least as high as the national average. Therefore, a factor of 4.7% on gross rates has been used to estimate appeal losses for 2018/19.

The Council has already included a provision in the 2016/17 accounts in respect of such repayments that might have to be made in respect of years before 2016/17. This provision will need to be adjusted in the 2017/18 accounts to reflect repayments made during the year and any view on new and outstanding liabilities. Changes to provisions are therefore made in the estimated surplus/deficit calculation in Part 4 of the NNDR1.

Existing outstanding appeals data from the VOA is filtered into an externally produced model which takes into account various factors such as; the type of appeal and type of property, together with its geographical location and the probability of appeal success. The model considers these factors to produce an estimate of the reduction in business rate income.

6. Conclusion

The NNDR1 return, as presented at Appendix 1, effectively sets the Council's Retained Business Rates income budget for 2018/19. This is largely based on objective data, but a number of areas are subject to degree of subjectivity as set out at section 5. The budgetary implications of approval of the NNDR1 are incorporated and expanded upon further within the Draft General Fund Revenue & Capital Budget report included elsewhere on this Cabinet agenda.

Name of Meeting: Cabinet

Date of Meeting: 5th February 2018

Subject Matter: Approval of National Non-Domestic Rates Return – NNDR1
2018/19

Originating Department: Resources

LIST OF BACKGROUND PAPERS

**NATIONAL NON-DOMESTIC RATES RETURN - NDR1
2018-19**

Please e-mail to: nndr.statistics@communities.gsi.gov.uk by no later than **31 January 2018**.
In addition, a certified copy of the form should be returned by no later than **31 January 2018** to the same email address

All figures must be entered in whole £

Please check the validation tabs and supply answers to the validation queries that require a comment

Select your local authority's name from this list:

Rosendale
Rother
Rotherham
Rugby
Runnymede
Rushcliffe

Authority Name
E-code
Local authority contact name
Local authority contact number
Local authority e-mail address

Rugby
E3733
Chryssa Burdett
01788 533495
chryssa.burdett@rugby.gov.uk

Ver 1

PART 1A: NON-DOMESTIC RATING INCOME

COLLECTIBLE RATES

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

£

50,116,733

TRANSITIONAL PROTECTION PAYMENTS

2. Sums due to the authority

0

3. Sums due from the authority

1,216,304

COST OF COLLECTION (See Note A)

4. Cost of collection formula

136,235

5. Legal costs

0

6. Allowance for cost of collection

136,235

SPECIAL AUTHORITY DEDUCTIONS

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

0

DISREGARDED AMOUNTS

8. Amounts retained in respect of Designated Areas

0

9. Amounts retained in respect of Renewable Energy Schemes (See Note B)
of which:

0

10. sums retained by billing authority

0

11. sums retained by major precepting authority

0

NON-DOMESTIC RATING INCOME

12. Line 1 plus line 2, minus lines 3 and 6 - 9

48,764,194

NATIONAL NON-DOMESTIC RATES RETURN - NNDR1
2018-19

Please e-mail to: nndr.statistics@communities.gsi.gov.uk by no later than **31 January 2018**.
In addition, a certified copy of the form should be returned by no later than **31 January 2018** to the same email address

All figures must be entered in whole £

Please check the validation tabs and supply answers to the validation queries that require a comment

Local Authority : Rugby

Ver 1.00

PART 1B: PAYMENTS

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

The payments to be made, during the course of **2018-19** to:

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

are set out below

	Column 1 Central Government	Column 2 Rugby	Column 3 Warwickshire County Council	Column 4	Column 5 Total
Retained NNDR shares	£	£	£	£	£
13. % of non-domestic rating income to be allocated to each authority in 2018-19	50%	40%	10%	0%	100%
Non-Domestic Rating Income for 2018-19					
14. Non-domestic rating income from rates retention scheme	24,382,097	19,505,678	4,876,419	0	48,764,194
15.(less) deductions from central share	0	0	0	0	0
16 TOTAL:	24,382,097	19,505,678	4,876,419	0	48,764,194
Other Income for 2018-19					
17. add: cost of collection allowance		136,235			136,235
18. add: amounts retained in respect of Designated Areas		0			0
19. add: amounts retained in respect of renewable energy schemes		0	0		0
20. add: qualifying relief in Designated Areas		0	0	0	0
21. add: City of London Offset		0			0
22. add: additional retained Growth in Pilot Areas		0	0	0	0
23. add: in respect of Port of Bristol hereditament		0			0
Estimated Surplus/Deficit on Collection Fund	£	£	£	£	£
24. % of 2017-18 surplus/deficit to be allocated to each authority using 2016-17 shares (for row 25)	50%	40%	10%	0%	100%
25. Estimated Surplus/Deficit at end of 2017-18	-249,007	-199,206	-49,801	0	-498,014
TOTAL FOR THE YEAR	£	£	£	£	£
26. Total amount due to authorities	24,133,090	19,442,707	4,826,618	0	48,402,415

NATIONAL NON-DOMESTIC RATES RETURN - NDR1
2018-19

Please e-mail to: nndr.statistics@communities.gsi.gov.uk by no later than **31 January 2018**.
In addition, a certified copy of the form should be returned by no later than **31 January 2018** to the same email address

All figures must be entered in whole £

Please check the validation tabs and supply answers to the validation queries that require a comment

Local Authority : Rugby

Ver 1.00

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

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

Estimated sums due from Government via Section 31 grant, to compensate authorities for the cost of changes to the business rates system announced in the 2013 to 2016 Autumn Statements and 2017 (November) Budget

	Column 2 Rugby	Column 3 Warwickshire County Council	Column 4	Column 5 Total
	£	£	£	£
Multiplier Cap				
27. Cost of cap on 2014-15, 2015-16 and 2018-19 small business rates multiplier	406,368	101,592	0	507,960
Small Business Rate Relief				
28. Cost of doubling SBRR & threshold changes for 2018-19	878,495	219,624	0	1,098,119
29. Cost to authorities of maintaining relief on "first" property	0	0	0	0
Rural Rate Relief				
30. Cost to authorities of providing 100% rural rate relief	3,723	931	0	4,654
Local Newspaper Temporary Relief				
31. Cost to authorities of providing relief	0	0	0	0
Supporting Small Businesses Relief				
32. Cost to authorities of providing relief	7,988	1,997	0	9,985
Discretionary Scheme				
33. Cost to authorities of providing relief	55,125	13,781	0	68,906
Pub Relief (<£100k RV)				
34. Cost to authorities of providing relief	18,166	4,542	0	22,708
Designated Areas qualifying relief in 100% pilot areas				
35. Cost to authorities of providing relief	0	0	0	0
TOTAL FOR THE YEAR				
36. Amount of Section 31 grant due to authorities to compensate for reliefs	1,369,865	342,467	0	1,712,332

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

Certificate of Chief Financial Officer / Section 151 Officer

There are a number of validation questions that require an answer. Please complete the main validation sheet

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

Name of Chief Financial Officer
or Section 151 Officer :

Signature :

Date :

**PROVISIONAL NATIONAL NON-DOMESTIC RATES RETURN - NNDR1
2018-19**

All figures must be entered in whole £

Please check the Validation tab and answer the validation queries that need to be answered

Ver 1

Local Authority : Rugby

PART 2: NET RATES PAYABLE

You should complete column 1 only

	Column 1 BA Area (exc. Designated areas) Complete this column	Column 2 Designated areas Do not complete this column	Column 3 TOTAL (All BA Area) Do not complete this column
	£	£	£
GROSS RATES PAYABLE (All data should be entered as +ve unless specified otherwise)			
1. Rateable Value at <input type="text" value="10/01/2018"/>	<input type="text" value="121,979,240"/>	<input type="text" value="0"/>	<input type="text" value="121,979,240"/>
2. Small business rating multiplier <input type="text" value="48.0"/> for 2018-19 (pence)			
3. Gross rates 2018-19 (RV x multiplier)	<input type="text" value="58,550,035"/>	<input type="text" value="0"/>	
4. Estimated growth/decline in gross rates (+ = increase, - = decrease)	<input type="text" value="2,282,413"/>	<input type="text" value="0"/>	
5. Forecast gross rates payable in 2018-19	<input type="text" value="60,832,448"/>	<input type="text" value="0"/>	<input type="text" value="60,832,448"/>
TRANSITIONAL ARRANGEMENTS (See Note E)			
6. Revenue foregone because increases in rates have been deferred (Show as -ve)	<input type="text" value="-390,948"/>	<input type="text" value="0"/>	<input type="text" value="-390,948"/>
7. Additional income received because reductions in rates have been deferred (Show as +ve)	<input type="text" value="1,607,252"/>	<input type="text" value="0"/>	<input type="text" value="1,607,252"/>
8. Net cost of transitional arrangements	<input type="text" value="1,216,304"/>	<input type="text" value="0"/>	
9. Changes as a result of estimated growth / decline in cost of transitional arrangements (+ = decline, - = increase)	<input type="text" value="0"/>	<input type="text" value="0"/>	
10. Forecast net cost of transitional arrangements	<input type="text" value="1,216,304"/>	<input type="text" value="0"/>	<input type="text" value="1,216,304"/>
TRANSITIONAL PROTECTION PAYMENTS (See Note F)			
11. Sum due to/(from) authority	<input type="text" value="-1,216,304"/>	<input type="text" value="0"/>	<input type="text" value="-1,216,304"/>
MANDATORY RELIEFS (See Note G) (All data should be entered as -ve unless specified otherwise)			
Small Business Rate Relief			
12. Forecast of relief to be provided in 2018-19	<input type="text" value="-2,979,802"/>	<input type="text" value="0"/>	<input type="text" value="-2,979,802"/>
13. of which: relief on existing properties where a 2nd property is occupied	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
14. Additional yield from the small business supplement (Show as +ve)	<input type="text" value="1,248,251"/>	<input type="text" value="0"/>	<input type="text" value="1,248,251"/>
15. Net cost of small business rate relief (line 12 + line 14)	<input type="text" value="-1,731,551"/>	<input type="text" value="0"/>	<input type="text" value="-1,731,551"/>
Charitable occupation			
16. Forecast of relief to be provided in 2018-19	<input type="text" value="-3,289,054"/>	<input type="text" value="0"/>	<input type="text" value="-3,289,054"/>
Community Amateur Sports Clubs (CASCs)			
17. Forecast of relief to be provided in 2018-19	<input type="text" value="-72,445"/>	<input type="text" value="0"/>	<input type="text" value="-72,445"/>
Rural rate relief			
18. Forecast of relief to be provided in 2018-19	<input type="text" value="-9,119"/>	<input type="text" value="0"/>	<input type="text" value="-9,119"/>

**PROVISIONAL NATIONAL NON-DOMESTIC RATES RETURN - NNDR1
2018-19**

All figures must be entered in whole £

Please check the Validation tab and answer the validation queries that need to be answered

Ver 1

Local Authority : Rugby

PART 2: NET RATES PAYABLE

You should complete column 1 only

	Column 1 BA Area (exc. Designated areas)	Column 2 Designated areas	Column 3 TOTAL (All BA Area)
19. Forecast of mandatory reliefs to be provided in 2018-19 (Sum of lines 15 to 18)	-5,102,169	0	
20. Changes as a result of estimated growth/decline in mandatory relief (+ = decline, - = increase)	-1,744,488	0	
21. Total forecast mandatory reliefs to be provided in 2018-19	-6,846,657	0	-6,846,657
UNOCCUPIED PROPERTY (See Note H) (All data should be entered as -ve unless specified otherwise)			
Partially occupied hereditaments			
22. Forecast of 'relief' to be provided in 2018-19	-200,000	0	-200,000
Empty premises			
23. Forecast of 'relief' to be provided in 2018-19	-1,519,063	0	-1,519,063
24. Forecast of unoccupied property 'relief' to be provided in 2018-19 (Line 22 + line 23)	-1,719,063	0	
25. Changes as a result of estimated growth/decline in unoccupied property 'relief' (+ = decline, - = increase)	0	0	
26. Total forecast unoccupied property 'relief' to be provided in 2018-19	-1,719,063	0	-1,719,063
DISCRETIONARY RELIEFS (See Note J) (All data should be entered as -ve unless specified otherwise)			
Charitable occupation			
27. Forecast of relief to be provided in 2018-19	-103,530	0	-103,530
Non-profit making bodies			
28. Forecast of relief to be provided in 2018-19	-9,120	0	-9,120
Community Amateur Sports Clubs (CASCs)			
29. Forecast of relief to be provided in 2018-19	0	0	0
Rural shops etc			
30. Forecast of relief to be provided in 2018-19	0	0	0
Small rural businesses			
31. Forecast of relief to be provided in 2018-19	0	0	0
Other ratepayers			
32. Forecast of relief to be provided in 2018-19	0	0	0
33. Relief given to Case A hereditaments	0	0	
34. Relief given to Case B hereditaments	0	0	

**PROVISIONAL NATIONAL NON-DOMESTIC RATES RETURN - NNDR1
2018-19**

All figures must be entered in whole £

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Ver 1

Local Authority : Rugby

PART 2: NET RATES PAYABLE

You should complete column 1 only

Column 1
BA Area (exc.
Designated areas)

Column 2
Designated
areas

Column 3
TOTAL
(All BA Area)

35. Forecast of discretionary relief to be provided in 2018-19 (Sum of lines 27 to 32)

-112,650

0

36. Changes as a result of estimated growth/decline in discretionary relief (+ = decline, - = increase)

0

0

37. Total forecast discretionary relief to be provided in 2018-19

-112,650

0

-112,650

**DISCRETIONARY RELIEFS FUNDED THROUGH SECTION 31 GRANT
(See Note K) (All data should be entered as -ve unless specified otherwise)**

Rural Rate Relief

38. Forecast of relief to be provided in 2018-19

-9,119

0

-9,119

Local Newspaper Relief

39. Forecast of relief to be provided in 2018-19

0

0

0

Supporting Small Businesses Relief

40. Forecast of relief to be provided in 2018-19

-19,563

0

-19,563

Discretionary Scheme

41. Forecast of relief to be provided in 2018-19

-135,000

0

-135,000

Pub Relief (<£100k RV)

42. Forecast of relief to be provided in 2018-19

-44,490

0

-44,490

43. Forecast of discretionary reliefs funded through S31 grant to be provided in 2018-19 (Sum of lines 38 to 42)

-208,172

0

44. Changes as a result of estimated growth/decline in Section 31 discretionary relief (+ = decline, - = increase)

0

0

45. Total forecast of discretionary reliefs funded through S31 grant to be provided in 2018-19

-208,172

0

-208,172

NET RATES PAYABLE

46. Forecast of net rates payable by rate payers after taking account of transitional adjustments, unoccupied property relief, mandatory and discretionary reliefs

£
53,162,210

£
0

£
53,162,210

Checked by Chief Financial / Section 151 Officer :

PROVISIONAL NATIONAL NON-DOMESTIC RATES RETURN - NNDR1
2018-19

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Ver 1

Local Authority : Rugby

PART 3: COLLECTABLE RATES AND DISREGARDED AMOUNTS

You should complete column 1 only

	Column 1	Column 2	Column 3
	BA Area (exc. Designated areas) Complete this column	Designated Areas	TOTAL (All BA Area) Do not complete this column
	£	£	£
NET RATES PAYABLE			
1. Sum payable by rate payers after taking account of transitional adjustments, empty property rate, mandatory and discretionary reliefs	53,162,210	0	53,162,210
(LESS) LOSSES			
2. Estimated bad debts in respect of 2018-19 rates payable	-186,352	0	-186,352
3. Estimated repayments in respect of 2018-19 rates payable	-2,859,125	0	-2,859,125
COLLECTABLE RATES			
4. Net Rates payable less losses	50,116,733	0	50,116,733
DISREGARDED AMOUNTS			
5. Renewable Energy	0	0	0
6. Transitional Protection Payment		0	
7. Baseline		0	
DISREGARDED AMOUNTS			
8. Total Disregarded Amounts		0	0
DESIGNATED AREAS IN 100% PILOT AREAS			
9. Designated Areas Qualifying Relief	0	0	0
DEDUCTIONS FROM CENTRAL SHARE			
10. Designated Areas Qualifying Relief	0	0	0
Growth Pilot Areas			
11. Net Rates payable for Growth Baseline comparison	0		0
12. Growth Baseline	0		0
13. Additional Growth in 'Growth Pilot' Areas	0		0
Port of Bristol			
14. In respect of Port of Bristol: Not applicable	0		0
DEDUCTIONS FROM CENTRAL SHARE			
15. Total Deductions	0	0	0

Checked by Chief Financial / Section 151 Officer :

PROVISIONAL NATIONAL NON-DOMESTIC RATES RETURN - NNDR1
2018-19

All figures must be entered in whole £

Please check the Validation tab and answer the validation queries that need to be answered

Ver 1

Local Authority : Rugby

PART 4: ESTIMATED COLLECTION FUND BALANCE

OPENING BALANCE	£	£
1. Opening Balance (From Collection Fund Statement)		208,882
BUSINESS RATES CREDITS AND CHARGES		
2. Business rates credited and charged to the Collection Fund in 2017-18	53,376,201	
3. Sums written off in excess of the allowance for non-collection	0	
4. Changes to the allowance for non-collection	-176,770	
5. Amounts charged against the provision for appeals following RV list changes	1,440,933	
6. Changes to the provision for appeals	-7,043,761	
7. Total business rates credits and charges (Total lines 2 to 6)		47,596,603
OTHER RATES RETENTION SCHEME CREDITS		
8. Transitional protection payments received, or to be received in 2017-18	1,328,614	
9. Transfers/payments to the Collection Fund for end-year reconciliations	0	
10. Transfers/payments into the Collection Fund in 2017-18 in respect of a previous year's deficit	0	
11. Total Other Credits (Total lines 8 to 10)		1,328,614
OTHER RATES RETENTION SCHEME CHARGES		
12. Transitional protection payments made, or to be made, in 2017-18	-3,706,806	
13. Payments made, or to be made, to the Secretary of State in respect of the central share in 2017-18	-22,593,937	
14. Payments made, or to be made to, major precepting authorities in respect of business rates income in 2017-18	-4,518,787	
15. Transfers made, or to be made, to the billing authority's General Fund in respect of business rates income in 2017-18	-18,075,150	
16. Transfers made, or to be made, to the billing authority's General Fund; and payments made, or to be made, to a precepting authority in respect of disregarded amounts in 2017-18	-135,863	
17. Transfers/payments from the Collection Fund for end-year reconciliations	0	
18. Transfers/payments made from the Collection Fund in 2017-18 in respect of a previous year's surplus	-601,570	
19. Total Other Charges (Total lines 12 to 18)		-49,632,113
ESTIMATED SURPLUS/(DEFICIT) ON COLLECTION FUND IN RESPECT OF FINANCIAL YEAR 2017-18 - Surplus (positive), Deficit (Negative)		
20. Opening balance plus total credits, less total charges (Total lines 1, 7, 11 & 19)		-498,014

Checked by Chief Financial / Section 151 Officer : _____