

**AGENDA MANAGEMENT SHEET**

**Report Title:** Finance and Performance Monitoring 2023/24 - Year-End

**Name of Committee:** Cabinet

**Date of Meeting:** 1 July 2024

**Report Director:** Chief Officer – Finance and Performance

**Portfolio:** Finance, Performance, Legal and Governance

**Ward Relevance:** All Wards

**Prior Consultation:** All Group Leaders

**Contact Officer:** Paul Conway, Finance Manager,  
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**Public or Private:** Public

**Report Subject to Call-In:** Yes

**Report En-Bloc:** No

**Forward Plan:** Yes

**Corporate Priorities:** This report relates to the following priority(ies):  
 Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C)  
 Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E)  
 Residents live healthy, independent lives, with the most vulnerable protected. (HC)  
 Rugby Borough Council is a responsible, effective and efficient organisation. (O)  
[Corporate Strategy 2021-2024](#)  
 This report does not specifically relate to any Council priorities but

**Summary:** This report sets out the 2023/24 Year-End financial and performance position for the Council and other adjustments for approval as required by Financial Standing Orders.

<b>Financial Implications:</b>	As detailed in the main report.
<b>Risk Management/Health and Safety Implications:</b>	This report is intended to give Cabinet an overview of the Council's spending and performance position for 2023/24 to inform future decision-making.
<b>Environmental Implications:</b>	There are no environmental implications arising from this report and no environmental assessment is required for this report.
<b>Legal Implications:</b>	There are no legal implications arising from this report.
<b>Equality and Diversity:</b>	No new or existing policy or procedure has been recommended and no Equalities Impact Assessment is required for this report.
<b>Options:</b>	Members can elect to approve, amend or reject the reserve contributions as listed in paragraph 2.19 and the creation of a provision as detailed in paragraph 2.10
<b>Recommendation:</b>	<ol style="list-style-type: none"> <li>1) The Council's anticipated financial position for 2023/24 in Sections 1 to 4 and Appendices 1 and 2 be considered;</li> <li>2) General Fund movement in reserves as detailed in paragraph 2.16 and Appendix 1 be approved;</li> <li>3) General Fund reserves forecast included in Appendix 1 be noted;</li> <li>4) HRA Movement in Reserves as detailed in paragraph 3.9 and Appendix 2 be approved;</li> <li>5) HRA reserves forecast included in Appendix 2 be noted;</li> <li>6) General Fund capital project reprofiling detailed in paragraph 2.28 and Appendix 1 and the budget added to the 2024/25 programme:</li> <li>7) HRA capital project reprofiling detailed in paragraph 3.13 and Appendix 2 be noted and the budget added to the 2024/25 programme:</li> <li>8) performance summary and performance data included in Section 5 and Appendix 3 be considered and noted; and</li> </ol>

9) IT BE RECOMMENDED TO COUNCIL THAT

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(a) the General Fund surplus of (£0.683m) be transferred to the Transformation Reserve as detailed in paragraph 2.19 be approved; and

(a) a £0.400m provision for the loss on investment in relation to the Lothbury property fund, as detailed in paragraph 2.10, be created.

**Reasons for  
Recommendation:**

A strong financial and performance management framework, including oversight by Members and the Leadership Team, is an essential part of delivering the Council's Corporate Strategy.

**Cabinet - 1 July 2024**

**Finance and Performance Monitoring 2023/24 - Year-End**

**Public Report of the Chief Financial Officer**

**Recommendation**

- 1) The Council's anticipated financial position for 2023/24 in Sections 1 to 4 and Appendices 1 and 2 be considered;
- 2) General Fund movement in reserves as detailed in paragraph 2.16 and Appendix 1 be approved;
- 3) General Fund reserves forecast included in Appendix 1 be noted;
- 4) HRA Movement in Reserves as detailed in paragraph 3.9 and Appendix 2 be approved;
- 5) HRA reserves forecast included in Appendix 2 be noted;
- 6) General Fund capital project reprofiling detailed in paragraph 2.28 and Appendix 1 and the budget added to the 2024/25 programme;
- 7) HRA capital project reprofiling detailed in paragraph 3.13 and Appendix 2 be noted and the budget added to the 2024/25 programme;
- 8) performance summary and performance data included in Section 5 and Appendix 3 be considered and noted; and
- 9) IT BE RECOMMENDED TO COUNCIL THAT -
  - (a) the General Fund transfer of (£0.683m) to the Transformation Reserve as detailed in paragraph 2.19 be approved; and
  - (b) a £0.400m provision for the loss on investment in relation to the Lothbury property fund, as detailed in paragraph 2.10, be created.

## Executive Summary

The purpose of this report is to provide the final outturn position for 2023/24. It combines finance (revenue and capital) as well as performance for the General Fund (GF) and Housing Revenue Account (HRA). The year-end position for 2023/24 is based on actual expenditure from 01 April 2023 to 31 March 2024.

Please note that this financial position is subject to change following the outcome of the external audit review of the Statement of Accounts with any changes to be reported as part of the 2024/25 quarterly monitoring exercises.

The key findings of this report are as follows:

- **General Fund Revenue (GF)** – across the council there is a final variance of (£0.683m) compared to the budget of £20.635m. The service variance was £1.643m, which was offset from savings in the net cost of borrowing.
- **General Fund Corporate and Earmarked Reserves** – reserves have a balance of (£33.446m) at 31 March 2024. This includes (£30.154m) of corporate reserves and (£3.292m) of earmarked reserves.
- **General Fund Capital Programme** – the revised approved GF capital programme for 2023/24 is £18.962m. The programme shows a net variance at year-end of (£10.252m).
- **General fund savings programme** – the council has delivered 92%, (£1.879m) of savings against a 2023/24 target of (£2.053m).
- **Housing Revenue Account (HRA)** – the final outturn reports a balanced position.
- **Housing Revenue Account Capital Programme** – the approved HRA capital programme for 2023/24 is £30.230m. The programme shows a net variance of (£0.591m).
- **Collection Fund** – the final outturn has resulted in a council tax surplus of (£0.139m) and a business rates deficit of £6.345m
- **Performance measures** – Quarter Four performance measures are detailed in Section 5 and Appendix 3

## 1. BACKGROUND

- 1.1. Local Authorities have a requirement to account separately for core operational services and the provision of dwellings. This is achieved by creating two reporting functions. The General Fund and the Housing Revenue Account.
- 1.2. The General Fund is the main revenue account of the local authority, which includes day-to-day income and expenditure on the provision of services. Activities within the General Fund include waste and recycling, parks and recreation and regulatory services.
- 1.3. The Housing Revenue Account is a statutory requirement for local authorities with a council housing stock. It contains all the expenditure and income relating to the direct provision of that stock. Included in the Housing Revenue Account are elements such as rent, service charges, maintenance, repairs, and property management.
- 1.4. The Council takes a multiyear approach to its budget planning and monitoring, recognising that the two are inextricably linked. At three-month intervals officers provide their latest forecast expectations for each of the reporting units. This report provides the final outturn for the council based on the information available at 31 March 2024.
- 1.5. Throughout the report, pressures on expenditure and income shortfalls are shown as positive values. Savings on expenditure and additional income are shown in brackets.
- 1.6. This report also contains an update on the Collection Fund and the performance measures that are seen as fundamental to the Council's continued focus on improving its offering to the local community.

## 2. GENERAL FUND (GF)

### 2.1. GF Operating Position (Appendix )

2.2. The 2023/24 General Fund revenue outturn position is summarised below.

**Table One: General Fund Revenue Outturn**

Type	Revised Budget £000	2023/24 Outturn £000	Outturn Variance to Budget £000
General Fund services	18,585	20,228	1,643
Corporate items	(1,150)	(3,203)	(2,053)
Reserves	3,200	4,494	1,294
<b>Total</b>	<b>20,635</b>	<b>21,519</b>	<b>884</b>
Grants	(2,464)	(2,494)	(30)
Business Rates	(8,572)	(10,109)	(1,537)
Council Tax	(9,599)	(9,599)	0
<b>Total Funding</b>	<b>(20,635)</b>	<b>(22,202)</b>	<b>(1,567)</b>
<b>Total Net Position</b>	<b>0</b>	<b>(683)</b>	<b>(683)</b>

- 2.3. Across the Council there is a final variance of (£0.683m) compared to the budget of £20.635m. The service variance was £1.643m, which was offset from savings in the net cost of borrowing of (£2.723m) see paragraph 2.10.
- 2.4. Where a combined Portfolio variance totals +/- £0.100m, the main contributing factors are shown below. Further details of Portfolio variances can be found in Appendix 1.
- 2.5. Operations & Traded Services is reporting a variance of £0.806m.
- £0.351m – Staff and agency costs - The high levels of staff sickness, absence and vacancies have necessitated the need to turn to the agency market to ensure that the service continues to operate. There is also a need to use agency staff to cover holiday periods. The service is working with HR to help manage sickness and absence levels as well as exploring initiatives to deliver efficiencies across working practices.
  - £0.337m – External Contractors - a significant percentage of the Operations and Traded Services variance relates to Domestic Waste Collection/Recycling. A change in the arrangements for 2023/24 have seen costs rise above the expectations that were set out during the budget setting process. Work is ongoing to understand how the impact of this can be managed.
- 2.6. Leisure and Wellbeing is reporting a variance of £0.257m.
- £0.142m – Sports & Recreation Income - Vacancies covering permanent and casual staff have played a part in the income shortfall across On-Track, Play and Recreation and Sports Development. There is an ongoing recruitment campaign to fill the vacancies within the service. The Service is currently embarking on identifying additional income opportunities. This could include corporate sponsorship and additional grant funding.
  - £0.095m – Parks & Open Spaces Maintenance & Repairs - Higher-than-expected levels of maintenance and repairs of play areas partly due to vandalism and equipment needing to be made safe. There have also been increased fencing works due to deterioration of adopted infrastructure. The service intends to review the arrangements for these activities. This includes embedding in the planning process the use of non-wooden street furniture and infrastructure. This should prolong the life of the asset as well as aiding the Council's sustainability and environmental aspirations.
- 2.7. Finance, Performance, Legal and Governance reports a variance of £0.198m.
- £0.169m – Audit Fees - The 2023/24 external audit contract fees were not communicated until quarter 4 of the financial year. Although an assessment of the fees was made at budget setting, the budget was ultimately lower than the final value. In addition to this the Housing Benefit audit was double the previous year's value and the PSAA approved additional fees for the 2022/23 year which was not included in the original budget.

- (£0.141m) – Financial Services Staff Costs – A difficult recruiting environment during the majority of 2023/24 has led to continued vacancies within the team. Several rounds of recruitment for key roles within the team have proved unsuccessful. This has led to increased pressure on existing team members to continue to keep the service operational. At the end of 2023/24 a dedicated finance recruiter was commissioned to assist with recruitment to specialist roles. This also failed to source suitable candidates, with salary being cited as the key barrier.
- £0.200m – Financial Services Agency Costs - As an interim measure contractors have been used to fill vacancies. Experienced agency staff with the right level of skills are highly sought after and come at a premium cost.

2.8. Growth and Investment is reporting a variance of £0.160m.

- £0.373m – Planning Income - Whilst the number of major planning applications received during 2023/24 was similar to 2022/23, the type and scale of these applications were smaller and hence the associated application fee was less. Planning income fluctuates each year because external factors such as uncertainty in the global economic market, interest rate rises and cost of living concerns.
- (£0.285m) – Staff and agency costs - Recruitment to vacant roles primarily within Development Strategy and Planning has proved challenging. The vacant posts within the Local Planning Authority can result in the service being unable to fulfil its statutory duties and provide decisions in a timely manner. This has led to the service utilising agency staff who are proficient and experienced enough with the right level of skills in planning. Posts are currently being readvertised and work has commenced with WM Employers to review the grading and benchmarking of all planning officer posts across Growth and Investment due to the failure to recruit to numerous posts on numerous occasions.
- (£0.183m) – Town Centre Development Activities - The saving has occurred because projects which were intended to be funded from this budget were funded from the UK Shared Prosperity Fund (UKSPF) as this is a time limited fund from government. The Council were required to demonstrate the maximum delivery of spend on projects in Years One and Two of UKSPF to ensure a high proportion of Year Three money was received in the first quarter of 2024/25. Following the adoption of the Shop Front Supplementary Planning Document and other studies and masterplans currently in train, it is proposed the 2024/25 budget will be used to supplement a town centre improvement project by the end of March 2024/25.
- £0.115m – Planning Appeals - Following the refusal of planning permission the applicant has the right of appeal to the Secretary of State who appoints a Planning Inspector to review the case. The majority of appeals are dealt with by Planning Officers however in complex cases which require legal representation and expert witnesses on matters which the Council does not have the relevant expertise in house e.g. landscape



and heritage, then these services will need to be procured in order to defend the Council's decision. There have been three major appeals that have required the procurement of legal and or experts in 2023/24.

2.9. Regulation and Safety is reporting a variance of (£0.131m).

- (£0.182m) – Staff and Agency costs – As with other Portfolios recruiting to key posts within the service is proving challenging. This is causing resilience issues and pressure on existing team members. The service is actively trying to recruit to fill vacancies and ease the pressure on the remaining team members.

2.10. Corporate Items is reporting a variance of (£2.053m).

- (£2.723m) – Net Cost of Borrowing - Treasury management activity has been significantly better than when the budget was set in February 2023, 15 months of interest rate increases plus delays in the capital programme has meant that the organisation has been able to achieve a benefit. The budget setting process for 2024/25 has taken account of this, but again given the current volatility in interest rates and that the cost of borrowing and minimum revenue provision associated with the capital programme is linked to the delivery of schemes, it is likely that there could be fluctuation in future years.
- £0.400m – Lothbury Property Fund - Since 2015, as part of its diverse investment portfolio, the Council has invested in the Lothbury Property Fund, managed by Lothbury Investment Management. The commercial property markets have found recent economic conditions difficult and as a result the value of the Council's investment has fallen. The fund managers have recently informed the Council that the fund would close, and funds would be returned to the Authority. Although the final value of the investment is as yet still unknown the Council has prudently made a provision in the accounts of £0.400m for any loss of capital. When viewing the life performance of the investment since 2015 the fund has provided approximately £0.574m in dividends to the Council.

2.11. **Staff Recruitment and Retention**

2.12. Recruitment and retention of key roles continues to be a challenge for the sector. During 2023/24 there has been circa 45 vacant posts. In overall terms the organisation has a turnover rate of 15% (classed as regrettable leavers), the industry average is 13.4%.

2.13. This has generated a staff saving, however in order to maintain service levels agency staffing is required. In most cases there is a premium to using agency, however this is a cost requirement for the organisation.

2.14. To maximise the chances of getting the best contractors and to limit the cost as far as possible, the Council entered into a contract with Opus in January 2024. Given the timing of entering into the agreement there is little data available about

its success just yet and this will be reported at a later date. From a procurement perspective no contract with external agency will be approved unless the role has first been advertised through Opus.

- 2.15. Due to the level of vacancies, recruitment costs are high with actual spend of £0.090m against a budget of £0.049m. The additional costs relate to the volume of campaigns rather than the cost of advertising. For a number of roles, including the Lead Accountant in Financial Services and the Principal Planning Officer in Growth & Investment no appointment was made on the first campaign and the role has had to be advertised on multiple occasions. The table below provides a summary of the roles advertised on multiple occasions.

Table Two: Roles Advertised on Multiple Occasions

Portfolio	Role	Number of times advertised during 2023/24
Digital & Communications	Digital Transformation & Enablement Officer	2
Digital & Communications	Senior Infrastructure Engineer	2
Finance & Performance	Corporate Assurance Manager	2
Finance & Performance	Funding & Treasury	2
Finance & Performance	Lead Accountant	3
Growth & Investment	Principal Planning Officer	2
Leisure & Wellbeing	On Track Youth Worker	4
Transformation Unit	Estates Officer	2

- 2.16. **GF Corporate and General Fund Earmarked Reserves (Appendix 1)**
- 2.17. Corporate Reserves have a balance of (£30.154m) at 31 March 2024 which is a movement of (£5.053m) since 31 March 2023. Details can be found in Appendix 1.
- 2.18. Other earmarked reserves managed within services is (£3.292m) which is a movement of (£0.516m) since 31 March 2023. Details of this movement can be found in Appendix 1.
- 2.19. As detailed in paragraph 2.2 there is a GF surplus of (£0.683m) It is proposed that this is transferred into the Transformation Reserve.
- 2.20. It is requested that the General Fund movement in reserves as detailed in paragraphs 2.19 and Appendix 1 be approved and the forecasts in Appendix 1 be noted.
- 2.21. **GF Savings Programme (Appendix 1)**
- 2.22. The councils 2023/24 savings programme totalled (£2.053m). 92% (£1.879m) of the savings have been delivered. The balance of (£0.174m) were undelivered during the year.

Table Three: General Fund Savings Programme

Type	Target £000	£000	£000	£000
Savings target	(2,053)	(1,879)	-	(174)

- 2.23. Even though the red rated savings have not been delivered, work will continue in order to achieve them in future years. An example of this, £0.096m, is the recharges to Warwickshire County Council for share of costs of Art Gallery and Museum. Through the work of the budget working group, each Chief Officer, in collaboration with the budget manager and the finance business partner will produce an updated savings delivery plan which will detail the actions required to deliver the savings.
- 2.24. The impact of non-delivery means that the Councils reserve balances may need to be used to fund the pressures, or Council will be asked to approve additional savings proposals to ensure a balanced Medium Term Financial plan. Progress on the plans will be reported throughout the 2024/25 financial year.
- 2.25. **GF Capital Programme**
- 2.26. The approved General Fund capital programme was £18.962m. Reprofiting and savings have resulted in a 2023/24 outturn of £5.461m.

Table Four: General Fund Capital Programme

Type	Revised Budget £000	Budget Reprofiting £000	Reprofited Budget £000	Q2 Forecast £000	Q3 Forecast £000	2023/24 Outturn £000	Outturn Variance to Budget £000
GF Capital	18,962	(3,249)	15,713	6,250	5,819	5,461	(10,252)

- 2.27. Of the reported saving of (£10.252m) against this year's programme, (£9.670m) is the planned loan to Caldecott Development Ltd (CDL). This has not taken place during the year due to a pause in the CDL initiative.
- 2.28. There is (£3.249m) of capital reprofiling. This is spread across several small schemes, the details of which can be found in Appendix 1.
- 2.29. A detailed summary of all the GF Capital programme for 2023/24 is shown in appendix 1.
- 2.30. **Capital Budget Reprofiting**
- 2.31. Budget reprofiling on the capital programme arises when the approved scheme is not completed in the year in which the budget was approved. Details of the reprofiling on both the General Fund and the Housing Revenue Account is detailed in Appendix 1 and 2.
- 2.32. The reprofiling relating to the 2023/24 programme has been endorsed by the Budget Working Group and have been approved by the Chief Officer – Finance and Performance under delegated powers as detailed in the 2023/24 Capital

Strategy. Progress on the delivery of the schemes will continue to be reported as part of the quarterly reports to Cabinet.

- 2.33. It is requested that capital project reprofiling, detailed at Appendix 1 and 2 be noted.

### 3. HOUSING REVENUE ACCOUNT (HRA)

#### 3.1. HRA Operating Position (Appendix 2)

- 3.2. Housing rents were set by Council on 7 February 2023. Rent increases for 2023/24 were capped at 7% as announced in the Autumn Budget Statement on 17 November 2022.

- 3.3. The 2023 /24 HRA revenue outturn position is summarised below.

Table Five: HRA Revenue Outturn Position

Type	Revised Budget £000	2023/24 Outturn £000	Outturn Variance to Budget £000
Income	(18,461)	(18,248)	213
Expenditure	14,269	15,197	928
Cost of HRA services	(4,192)	(3,051)	1,141
Interest and investment income/expense	913	(181)	(1,094)
Net cost after interest	(3,279)	(3,232)	47
Contribution to capital expenditure	3,332	3,305	(27)
Contributions to (+) / from (-) reserves	49	29	(20)
<b>Total</b>	<b>102</b>	<b>102</b>	<b>0</b>

- 3.4. Although the HRA reports a balanced position there were variances within function that total +/- £0.100m, they are shown below.

- 3.5. Transfer to Housing Repairs Account is reporting a variance of £0.528m. This is due to several factors.

- £0.407m – External Contractor spend – The overspend on contractors can be attributed to the following.
  - An increased number of voids being received that required major works, engaging with specialist contractors to undertake sections of that work and high inflation linked to the cost of materials.
  - In terms of specialist contractors, the Property Repairs team does not employ any roofers within the service, this is due in part to market conditions and the ability of the service to successfully recruit. As a result, roofing works is currently undertaken by a contractor. It is worth noting that if there were an internally employed roofing team to undertake the work, the costs would still be high as a large part of the cost relates to scaffolding where costs have increased across the sector, plus the scope of work required would also remain consistent.

- There are benefits to outsourcing the roofing works which include the reduced risk to the council given the high-risk nature of the work, the resilience an external provider can provide and the specialist skills that the local authority does not possess.
- A further high contractor spend was on fencing works, this can be attributed to the extreme weather events within the Borough over the last 12 months. Given the volume of work reported by tenants, contractors were required to support the direct labour force in the delivery of these services. Measures taken to reduce contractor spend include engaging with a framework to expand the list of contractors available to encourage further competition, reducing the scope of works conducted on voids to minimise costs, while meeting lettable standard and reviewing of tenant and landlord responsibilities for responsive repairs.
- £0.341m – Income - A challenging budget was set with the intention to offer more external services. Due to the volume of internal works and pressure on the service to deliver in a timely manner, expansion of the service has not been possible. The service is planning to undertake a review in the new financial year, to understand where, if possible, there may be potential capacity to offer additional external services.
- (£0.133m) – Voids – Due to an excessive number of voids entering the workstream, of which 50% are classed as major voids based upon the complexity of work required, a £0.485m supplementary budget was approved at Cabinet on the 23 December. The saving is due to not all planned works having been completed before the end of the financial year.
- Measures that have been put in place to help reduce costs on voids include stock condition surveys, issuing decorating vouchers for all general rented properties, reducing scope of garden works and estate walkabouts to highlight properties that will potentially require works. Some of these measures will be seen in the form of quicker void turnaround times so that properties are available to let, and to reduce lost rental income. However, it should be noted that much of the benefit will be realised in the medium to long term.

3.6. Supervision and Management is reporting a variance of £0.345m. This is related to:

- £0.446m – Rent, Rates & Service Charges - The higher number of major repairs than expected is resulting in longer void periods. This is having an adverse impact on rental and service charge income. Void properties result in the Council having to cover council tax bills and utilities cost for vacant properties which is an added cost. A further consideration is that the current criteria to join the housing waiting list is too narrow, which has the effect of reducing the pool of potential tenants.
- The service is currently working with the property repairs team to profile the current workload to see what further action can be taken in relation to

major works. The housing allocation policy and the letting of properties is currently under review with recruitment to new posts to facilitate a more proactive approach to tenancy and property management (including bi-annual tenancy audits, more regular estate inspections, pre termination visits and closer liaison with assets in respect of tenants wishing to decline property improvements). The Housing and Benefits team have also piloted working with a local letting agent on hard to let properties.

3.7. Interest and Investment Income is reporting a variance of (£1.100m).

- As with the General Fund, the HRA has benefited from interest rate decisions in relation to the net cost of borrowing.

### 3.8. HRA Reserves

3.9. The reserves at 31 March 2024 have a balance of £39.437m which is a movement of £1.245m since 31 March 2023. Details can be found in Appendix 2.

3.10. It is requested the HRA movements in reserves as detailed in Appendix 2 are approved by Full Council.

### 3.11. HRA Capital

3.12. The approved HRA capital programme is £30.230m. Reprofiling and expected savings have resulted in a 2023/24 outturn of £0.591m.

Table Six: HRA Capital Programme

Type	Revised Budget £000	Budget Reprofiling £000	Reprofiled Budget £000	Q2 Forecast £000	Q3 Forecast £000	2023/24 Outturn £000	Outturn Variance to Budget £000
HRA Capital Programme	30,230	(11,821)	18,409	18,802	20,014	17,818	(591)

3.13. There was (£11.821m) of capital reprofiling. (£8.092m) is related to construction works at Biart Place. Delays in the planning process and appointing the main contractor, resulted in onsite construction not commencing until December 2023.

3.14. The outturn figure contains (£0.591m) of savings. This is spread across several small schemes, the details of which can be found in Appendix 2.

3.15. It is requested that the capital project reprofiling detailed in Appendix 2 be noted.

## 4. COLLECTION FUND

4.1. The Council has a statutory requirement to operate a Collection Fund as a separate account to the General Fund. The purpose of the Collection Fund, therefore, is to isolate the income and expenditure relating to Council Tax and National Non-Domestic Business Rates.

4.2. The administrative costs associated with the collection process are charged to the General Fund. For the purpose of this report the analysis will be split between Council Tax and Business Rates.

#### 4.3. Council Tax

4.4. The amount of council tax income received into the General Fund for 2023/24 is fixed to the original budgeted amount, not the actual amount billed during the year. Any difference between the actual amount and the original budget will create a surplus or deficit on the Collection Fund, to be accounted for in future years. This has no impact on the 2023/24 General Fund revenue budget variance.

4.5. The final outturn has resulted in a council tax surplus of (£0.139m) and is detailed in the table below:

**Table Seven: Council Tax Apportionment**

<b>Council Tax Collection Fund Surplus</b>	<b>2023/24 £000</b>
Warwickshire County Council	(106)
Police and Crime Commissioner for Warwickshire	(18)
Rugby Borough Council	(15)
<b>Total</b>	<b>(139)</b>

#### 4.6. Business Rates

4.7. The Council sets its business rates income budget based on the NNDR1 form that is submitted to Government on 31 January each year. It was forecast that the Council would collect (£62.078m) of business rates during 2023/24, of which Rugby Borough Council would retain (£9.477m).

4.8. The following table details the Council's outturn position.

**Table Eight: Business Rates Income**

<b>Business Rates Income</b>	<b>2023/24 Budget £000</b>	<b>2023/24 Outturn £000</b>	<b>Variance £000</b>
RBC share of NDR Income @ 40% (as per the NNDR1 forecast)	(24,831)	(24,831)	-
Less Tariff	15,354	15,354	-
<b>Gross Amount Retained</b>	<b>(9,477)</b>	<b>(9,477)</b>	<b>-</b>
Section 31 Grants	(3,865)	(3,515)	350
Levy Payment	4,610	3,360	(1,250)
<b>Net Retained Income</b>	<b>(8,733)</b>	<b>(9,632)</b>	<b>(900)</b>
Coventry & Warks' BR Pool Income*	(500)	(1,000)	(500)
Retained Disregarded Amounts	(22)	(22)	-
<b>Business Rates Income</b>	<b>(9,254)</b>	<b>(10,654)</b>	<b>(1,400)</b>
Year-end reconciliation adjustments			
<b>Total Business Rates Income</b>	<b>(9,254)</b>	<b>(10,654)</b>	<b>(1,400)</b>

\*This is a provisional figure pending final closure of accounts from Business Rates Pooling in 2023/24 any further changes will be reflected in the 2023/24 accounts.

4.9. The 2023/24 budget surplus of (£1.400m) is due to the reasons below:

- In accordance with legislation, the business rates income charged to the General Fund is fixed to the statutory NNDR1 estimate, regardless of how much business rates are billed or received. Any actual cash variance is being managed through the Collection Fund.
- Section 31 grants show a pressure of £0.350m due to actual reliefs given to businesses for various schemes totalling less than the budget set which was based on estimates shared by Central Government.
- Levy payments is a saving of (£1.250m) linked to the reduction in business rates received in the year and the associated deficit as per paragraph 4.11.
- The Council is a member of the Coventry & Warwickshire Business Rates Pool (the Pool). The pooling gain in 2023/24 was (£1.000m) which was higher than the budgeted amount of (£0.500m), due to the risk-based approach taken at budget setting.

4.10. The £1.400m variance in Business Rates income relates to the budgeted amount of (£1.701m) not been utilised. For 2023/24 (£0.301m) was employed in the accounts.

4.11. The overall Business Rates deficit on the Collection Fund was £6.345m of which the relevant shares are shown in the table below. The Council's share of the deficit is £2.538m.

<b>Table Eight: Business Rates Apportionment</b>	
<b>Business Rates Collection Fund Deficit</b>	<b>2023/24 £000</b>
Central Government	3,172
Warwickshire County Council	634
Rugby Borough Council	2,538
<b>Total</b>	<b>6,345</b>

## **5. PERFORMANCE SUMMARY**

5.1. This section of the report summarises the performance of the organisation against key performance indicators (KPIs) for the financial year. It provides a snapshot of key achievements and areas requiring improvement across various service areas.

5.2. The reporting dashboard has now been used across the Council, with officers recognising the role it can play in driving performance. There is now a full year of measures which will help with trend and benchmarking.

5.3. Through the use of tools such as LG Inform and CFO insights officers have access to equivalent information from other local authorities. It is worth highlighting that due to the collection of government returns, there could be inconsistencies due to different reporting years, however officers will use best practice from other authorities to raise the bar for future analysis.



- 5.4. The 2023/24 Key performance indicators (KPI's) and key statistics can be accessed via the link shown below. In addition to this is a new concept summary that accompanies this report. The summary gives stakeholders the opportunity to see how the performance indicators align with the Corporate Strategy. This information is held in Appendix 3 and is a document that officers will develop during 2024/25 as new ideas are incorporated into how the Council captures, monitors and reports performance data.

<https://www.rugby.gov.uk/w/performance-dashboard>

#### 5.5. **Overall Performance**

- 5.6. The Council has identified 77 KPIs that not only impact on Portfolio performance but are also aligned to the Corporate Strategy. 62% of all KPIs reported against in 2023/24 either met or exceeded the set target. 30% of KPIs were flagged as amber or red, this is where the target hadn't been achieved and for 8% of KPI's there were difficulties in obtaining information that prevented them been reported against in 2023/24. Information for these measures should be available for 2024/25.

#### 5.7. **2023/24 Highlights**

- 5.8. There have been a number of instances throughout 2023/24 where performance has improved. They include:
- 5.9. The number of complaints has significantly decreased each quarter. Complaints have reduced from 199 during the first quarter of the year to 102 by the final quarter of 2023/2024, this reflects improved performance in services such as customer services, property repairs and council tax.
- 5.10. The percentage of property repairs jobs completed within our definition of 'First-Time Fix' has consistently exceeded target. This has been achieved by allocating time for operatives to complete works using the NATFED7 SOR's (Schedule of Rates) which includes SMV's (Standard Minute Value). This allows a more accurate time assessment for repairs based on industry standards for the time required for work to be carried out. The service also carries out continuing assessment of van stocks and material usage to ensure that our suppliers carry the items we require for Rugby Borough Council properties, so that repairs can be completed on the first visit.
- 5.11. The Quality of decision making in relation to major planning applications is measured by the number of appeals that are upheld as a percentage of applications. The government target for quality of decision making requires no more than 10% of appeals for major development are overturned as a percentage of all major decisions. By quarter four the Council had achieved 0%.

5.12. **Areas for Improvement**

- 5.13. In certain areas performance has fell below the targets that were set at the beginning of the year. Some examples of this include.
- 5.14. The percentage of major voids completed on time is currently below target. This is due to an excessive number of properties requiring major works entering the workstream. This directly links to the income and expenditure pressures in the HRA where a supplementary budget of £0.485m was approved at the December 2023 Cabinet to assist with the level of works required. Some of the Initiatives been put in place to highlight and target properties in potential disrepair before they are returned in such a poor condition are detailed in paragraph 3.6.
- 5.15. The % of premises within the Rugby Borough that have attained the Food Hygiene Rating 5 is currently just below the target of 75%. However, this is a variable figure and dependent on the number of inspections done and type of inspection. There has been slight decrease in standards over Q4, as a large number of overdue inspections were completed. The National figure is 69.55% so the team are well above the national average.
- 5.16. On annualised basis the number of missed green bin collections is above the target of 300. However, much of the performance slippage happened during the first two quarters of year and by quarter four the actual number of missed green bin collections was 223. This has been achieved in part by keeping regular team members on the same crew to ensure they are familiar with the rounds and areas and the impact of missed bins on residents is discussed in toolbox talks.
- 5.17. The target for the percentage of Council Tax collected is 98.6%. The actual 2023/24 percentage achieved was 97%. Although the target has not been achieved, the team has had success in that 2023/24 was the first year since 2016 that collection rate has increased on the previous year (by 0.5%) In addition to this a new software solution will be implemented for 2024/25 which will allow customers to self-serve when it comes to paying debt. The team are also introducing a tailored automated reminder service which will have a positive impact on debt collection.
- 5.18. Following the conclusion of the year all measures will be reviewed and as a result of this alternatives may be identified. This will be discussed in more detail with Portfolio holders and then wider members in the lead up to the 2024/25 Quarter 1 report.

**Name of Meeting:** Cabinet

**Date of Meeting:** 1 July 2024

**Subject Matter:** Finance and Performance Monitoring 2023/24 - Year-End

**Originating Department:** Finance and Performance

**DO ANY BACKGROUND PAPERS APPLY**  YES  NO

**LIST OF BACKGROUND PAPERS**

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

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.

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Exempt information is contained in the following documents:

<b>Doc No</b>	<b>Relevant Paragraph of Schedule 12A</b>

Appendix 1 - General Fund Dashboard - Quarter 4 2023-24

1) Revenue Outturn

Portfolio	Current Net Budget	Total Net Expenditure	Employee Variance	Running Cost Variance	Income Variance	Pending Carry Forward Requests	Pending Supplementary Budget/Virement/Reserve transfers	Total Variance	Q3 Forecast Variance	Movement between Q3 and Q4
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Communities, Homes, Digital and Communications	2,707	2,738	(160)	(238)	429			31	(69)	100
Finance, Performance, Legal and Governance	3,533	3,827	63	557	(327)		(1)	294	(8)	302
Growth and Investment	1,527	1,687	(110)	284	(14)			160	372	(212)
Leisure and Wellbeing	4,094	4,351	(71)	653	(325)		(6)	257	259	(2)
Operation and Traded Services	5,446	6,252	359	605	(158)		(42)	806	362	444
Regulation and Safety	1,520	1,389	(185)	188	(134)			(131)	(37)	(94)
Chief Executive	(10)	67	81	118	(122)		100	77	94	(17)
Transformation Change Unit	(232)	(83)	(20)	318	(149)			149	134	15
Corporate Items - Other	(1,150)	(3,203)	0				(38)	(2,053)	(1,249)	(804)
	17,435	17,025	(43)	2,485	(800)	0	13	(410)	(142)	(268)

Funding

Grants	(2,464)	(2,494)						(30)
Business Rates	(8,572)	(10,109)						(1,537)
Council Tax	(9,599)	(9,599)						0
	(20,635)	(22,202)	0	0	0	0	0	(1,567)

Reserve Transfers

GF Revenue Carry Forward Reserve	(168)	(168)						0
Business Rates Equalisation Reserve	(1,701)	(301)						1,400
Budget Stability Reserve	69	0						(69)
Earmarked Reserves	5,000	4,963					(13)	(37)
	3,200	4,494				0	(13)	1,294
Grand Total	0	(683)				0	0	(683)

3) Delivery of new savings & income targets

PORTFOLIO	Total	Red	Green
	£000s	£000s	£000s
Communities, Homes, Digital and Communications	(167)	(113)	(54)
Finance, Performance, Legal and Governance	(41)		(41)
Growth and Investment	(401)		(401)
Operation and Traded Services	(46)	(10)	(36)
Regulation and Safety	(227)		(227)
Chief Executive	(1)		(1)
Leisure and Wellbeing	(23)		(23)
Corporate Items	(1,147)	(51)	(1,096)
TOTAL GF	(2,053)	(174)	(1,879)

2) Reserve Summary									
Name of reserve	Balance as at 31 March 2023	Total Net Expenditure	Balance as at 31 March 2024	Forecast contributions	Balance as at 31 March 2025	Forecast contributions	Balance as at 31 March 2026	Forecast contributions	Balance as at 31 March 2027
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Gen Fund Revenue Acc	(2,250)	0	(2,250)	0	(2,250)	0	(2,250)	0	(2,250)
GF Revenue Carry Forward Reserve	(168)	168	0	0	0	0	0	0	0
Business Rates Equalisation Reserve	(17,041)	301	(16,740)	4,491	(12,249)	(7,066)	(19,315)	(561)	(19,876)
Budget Stability Reserve	(2,412)	(601)	(3,013)	805	(2,208)	0	(2,208)	0	(2,208)
Town Centre Strategy Reserve	0	(4,810)	(4,810)	1,425	(3,385)	550	(2,835)	0	(2,835)
Emergency Climate Change Reserve	(1,000)	0	(1,000)	150	(850)	150	(700)	150	(550)
STW Pensions Reserve	(86)	0	(86)	0	(86)	0	(86)	0	(86)
Section Agreements	(1,937)	(120)	(2,056)	114	(1,942)	114	(1,828)	0	(1,828)
Non-Conditional Revenue Grants	(205)	8	(196)	196	(0)	0	(0)	0	(0)
Warwickshire Consortium Reserve	(2)	0	(2)	0	(2)	0	(2)	0	(2)
Other corporate reserves	(2,229)	(111)	(2,340)	310	(2,030)	114	(1,916)	0	(1,916)
<b>Total corporate reserves</b>	<b>(25,100)</b>	<b>(5,053)</b>	<b>(30,154)</b>	<b>7,031</b>	<b>(22,123)</b>	<b>(6,402)</b>	<b>(28,525)</b>	<b>(561)</b>	<b>(29,086)</b>
Communities, Homes, Digital and Communications	(616)	(57)	(673)	106	(567)	106	(461)	5	(456)
Finance, Performance, Legal and Governance	(59)	(0)	(59)	2	(57)	1	(56)	0	(56)
Growth and Investment	(322)	0	(322)	0	(322)	0	(322)	0	(322)
Leisure and Wellbeing	(105)	6	(100)	24	(76)	(6)	(82)	(6)	(88)
Operation and Traded Services	(126)	42	(84)	64	(20)	0	(20)	0	(20)
Regulation and Safety	(199)	47	(153)	(28)	(181)	(42)	(223)	(42)	(265)
Transformation Change Unit	(1,348)	(453)	(1,801)	384	(1,417)	50	(1,367)	0	(1,367)
Chief Executive	0	(100)	(100)	0	(100)	0	(100)	0	(100)
<b>Total Portfolio earmarked reserves</b>	<b>(2,775)</b>	<b>(516)</b>	<b>(3,292)</b>	<b>552</b>	<b>(2,740)</b>	<b>109</b>	<b>(2,631)</b>	<b>(43)</b>	<b>(2,674)</b>
<b>Total Reserves</b>	<b>(27,875)</b>	<b>(5,569)</b>	<b>(33,446)</b>	<b>7,583</b>	<b>(24,863)</b>	<b>(6,293)</b>	<b>(31,156)</b>	<b>(604)</b>	<b>(31,760)</b>

Red savings- further details	
	£000s
Procurement Framework Pagabo	(51)
Emptying of litter and dog bins on unadopted roads and locations	(10)
Recharges to Warwickshire County Council for share of costs of Art Gallery and Museum	(96)
Increase budget for Private Sector Leasing Properties	(15)
Car allowances savings	(2)
<b>TOTAL GF</b>	<b>(174)</b>

4) Capital Summary						
Portfolio	Current Budget	Total Net Expenditure	Pending Reprofiting Requests	Total Variance	Q3 Forecast Variance	Movement between Q3 and Q4
	£000	£000	£000	£000	£000	£000
Communities, Homes, Digital and Communication	2,775	1,473	873	(429)	(821)	392
Finance, Performance, Legal & Governance	59	0	30	(29)	(25)	(4)
Growth and Investment	46	31	15	(1)	0	(1)
Leisure and Wellbeing	2,018	937	1,084	4	25	(22)
Operation and Traded Services	3,758	2,712	1,132	86	3	83
Regulation and Safety Capital	547	308	115	(123)	(63)	(61)
Chief Executive	9,760	0	0	(9,760)	0	(9,760)
Transformation Change Unit						
<b>Grand Total</b>	<b>18,962</b>	<b>5,461</b>	<b>3,249</b>	<b>(10,252)</b>	<b>(880)</b>	<b>(9,372)</b>

#### 5) Revenue variance narrative

PORTFOLIO	Total Q4 Variance to Budget	Item Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Communities & Homes	87	91	Pressure	Income	Welfare Services	Income related to the Lifeline service	In terms of trying to expand the service there has been difficulties in recruitment, due to the salary level and the unsociable working hours of the roles.	There are a number of commercial factors that means that expansion of this service is unlikely. i) as the connections are modest, the service does not have the purchasing power of competitors (rule of thumb to be commercially viable is 10k plus connections) ii) there are also other technical innovations open to households that take away the need to subscribe in the first place - for example increased use of Alexa. iii) this is a competitive market without other trusted providers.	Consultancy advice has been procured and a specialist is in the process of conducting an options appraisal to help inform decision making about the future of the service. A report will be taken to council in Q3 2024/25 outlining the potential options.
		(234)	Saving	Expense	Corporate Property Central Utilities	Gas	Gas price estimates for 2023/24 from our wholesaler ESPO projected that prices could rise by 285% for this financial year. This was in addition to the projected rise in 2022/23 of 33%. According to ESPO energy report the price of gas is now significantly lower due to higher volumes of storage and gas levels being maintained meaning that anticipated panic buying didn't happen as did in the second half of 2022. The average unit price of gas for the council has actually increased by 195% instead of the expected 285%.	There has been a significant decrease in the cost of gas for this financial year	The last 2 years have been a period which has seen energy prices remain hugely volatile as the impact of the energy crisis and ongoing geo-political tensions continued to influence prices. The high cost of energy and relatively mild winter temperatures did reduce demand and meant that prices started to fall quite quickly at the start of 2024, but given the ongoing uncertainty higher than average prices prior to the Ukraine conflict are likely to persist. These market conditions have meant that the wholesale cost of gas has decreased significantly compared to the April 2023 – March 2024 period.
		125	Pressure	Expense	Corporate Property Repair and Maintenance	Repair and maintenance costs	Sheer volume of requests for unplanned maintenance for a portfolio of buildings that is getting older. The Property Repairs Service supporting with such work has not materialised due to resourcing constraints. This has increased the dependency on external contractors.	Tends to be shocks that are difficult to plan for that incurs the expenses	To recognise the increased volume of requests a budget growth item was approved for 2024/25 for an extra £113,000.
		(39)	Saving	Expense	Corporate Property and Maintenance	Staff vacancies	A Senior Corporate Property Officer left in March 2023 and a Town Hall Superintendent also left during the year. Recruiting to the posts proved due to the current market conditions	Obvious issues around resilience in what is already a small team.	Corporate Property (Asset Maintenance) Officer has been recruited and commenced 18th March 2024. Another TH Super is now in post. Budget has been secured for a Project Manager Resource. Job is currently out to advert - interviews early June 2024.

PORTFOLIO	Total Q4 Variance to Budget	Item Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
		(47)	Saving	Expense	Housing Advice and Benefits Team	Staff vacancies	There are currently two vacancies within HABT (Benefit officer & Homelessness prevention officer) but there have been others throughout the year. Barriers to recruitment are numerous, however the main ones are - i) the availability of technically able staff that meet the requirements of the role ii) More competitive salaries from other organisations iii) the requirement for 40% office based working. The underspend here is offset by an increased need to spend on temporary / agency workers to fill the gap and retain capacity for service delivery. Agency spend for 2023/24 was £110,000.	Unsuccessful recruitment has the potential to lead to pressure on existing staff and delayed decisions, which could lead to households falling into crisis This is mitigated by the use of temporary staff to cover vacancies and ensure the sustainability of quality services.	There is a potential to consider applying market supplements where appropriate. There has been a move to engaging temporary staff via OPUS. This enables us to advertise posts as temp to permanent, if the temporary member of staff has performed to standard and would like to stay at RBC.
		130	Pressure	Income	Housing Advice and Benefits Team	Private Sector Leasing Income	Damage to properties due to destruction by a vulnerable client base. The properties are classed as void due to a longer lead time on repair work. It should be noted that there is an income element to this from the rents payable by the licensees.	Whilst properties are void no income is received and we are unable to recover recharges as the tenants are in receipt of benefits. Throughflow of bedspaces reduced as a result of properties needing repair. Whilst reliance on such accommodation is low for now there are peaks and troughs.	Looking to potentially procure an external supplier to undertake void works. In addition, we are reducing the supply of leased Houses in Multiple Occupation (HMOs) as other housing options are being utilised to create churn (using grant to discharge into the private rented sector). 5 properties have since been handed back to owners and with the possibility of an additional 2 properties due by the end of June. It should be noted that for 2023/24 the Homelessness Prevention Grant was used to offset the overspend this.
		107	Pressure	Expense	Housing Advice and Benefits Team	Private Sector Leasing repair and cleaning costs	Poor state of vacated properties requiring additional expenditure on repairs	Throughflow of bedspaces reduced as a result of properties needing repairs. Whilst reliance on such accommodation is low for now there are peaks and troughs.	Contract cleaning specification to be reviewed early next year as its due for renewal in September 2024. The overall cost of Repairs and Maintenance was offset by the use of the Homelessness Prevention Grant. There has been a reduction in our spend on PSL cleaning and repair costs. Customers are recharged for damages caused during their tenure.
		(161)	Saving	Income	Housing Advice and Benefits Team	Homelessness Prevention Grants	There has been a higher number of voids this year compared to budget. Council Tax bills are not issued immediately due to the volume of shorter void periods (this would produce a bill from the vacation date to year end having to be paid , only to be repaid back once a tenant has occupied the property)	Properties are taking longer to re-let particularly if in need of repair	Periodic monitoring of voids is undertaken to understand the cost implications.
		57	Pressure	Expense	Housing Advice and Benefits Team	Temporary Accommodation /Private Sector Leasing Council Tax voids	This is funding that can be legitimately used to fund costs associated with temp accommodation etc.	Expenditure needs to be in a legitimate way or it undermines our ability to negotiate additional funding. The grant has been allocated and a portion of it will be used to offset some of the temporary accommodation pressures highlighted above. If there was an underspend it would need to be repaid to the government,	If expenditure can be legitimately charged against this then we must do so to protect the interests of the local tax payer. More spend is now being recognised as legitimate spend against this budget for example i) the consultancy support for the review of the housing allocations policy ii) offsetting the pressures for Private Sector Leasing. The redirection of funds to take care of other costs has proven successful in reducing any overspend. We have utilised the grants in line with their conditions.
Digital and Communications	(56)	80	Pressure	Expense	ITC & Support Services	Consultancy costs	The organisation has recently implemented CX regulatory software. A consultant was employed to help with this activity costing £80,000.	The consultants expertise was key in delivering the software ahead of schedule and enabling the organisation to benefit from the system sooner than anticipated	This is a one off cost borne in this financial year for the CX regulatory services.
		(43)	Saving	Expense	Communications	Salaries	Information and consultation officer post has been vacant throughout the year.		Post to be advertised and filled during 2024/25
		(118)	Saving	Expense	Customer Support Services & Apprenticeships	Salaries	The service has been operating with vacant posts including the manager post for part of the year. There has also been a level maternity of leave. There is currently 1 vacant apprentice post remaining for which they hope to recruit later in the year for Customer Services. Apprenticeships has had 1 vacancy which is hoping to be filled in September when the course college starts .		Continued effort to recruit vacant posts within Customer Services. The apprenticeship post will be advertised to be filled in September due to college start dates for the post.

PORTFOLIO	Total Q4 Variance to Budget	Item Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.																																																							
Finance, Performance, Legal and Governance	294	(141)	Savings	Expense	Financial Services	Staff vacancies	A difficult recruiting environment during the majority of 2023/24 has led to continued vacancies within the team. As an interim measure contractors have been used to fill vacancies.	Experienced agency staff with the right level of skills are highly sought after and come at a premium cost.	At the end of 2023/24 a specialist finance recruiter was instructed to help source suitable candidates.																																																							
			200	Pressure	Expense	Financial Services				Agency costs			169	Pressure	Expense	General Financial Services	Audit Fees	The 2023/24 external audit contract fees of £180,000 were not communicated until quarter 4 of the financial year. Although an assessment of the fees was made at budget setting, the budget was ultimately lower than the final value. In addition to this the Housing Benefit audit was double the previous years value of £20,000. In addition to this the PSAA approved additional fees for the 2022/23 year which was not included in the original budget	There will be an impact on 2024/25 budget which was set prior to the announcement of the contract values.	Limited action as the fees are set nationally. Include as part of the 2025/26 budget setting process			75	Pressure	Expense	Council Tax and NNDR Collection	Agency Staff	Following an internal promotion, agency staff were utilised to fill the vacancy on a temporary basis.	This helps to reduce wait times for changes to residents council tax bills. It reduces complaints from the public which ultimately improves the councils reputation.	We intend to permanently fill the vacancy during Quarter Two of 2024/25.			(153)	Saving	Income	Council Tax and NNDR Collection	Court Summons	The court summons are for non payment of Council Tax and Business Rates. The additional income for 2023/24 is higher than expected following increased debt recovery work this year.	Allows Rugby Borough Council to recover debt unpaid through official channels agreed in Court.	With the continuation of debt collecting for Council Tax and Business Rates, this will provide a steady income stream at a lower value for future years.			57	Pressure	Expense	Council Tax and NNDR Collection	Admin fee for reassessing the rateable value of businesses	10% admin fee charged to RBC from Analyse Local who review the rateable value of our business rate properties. As a result of this the council has generated additional business rates in the year	Helps to increase business rate yield.	Costs are higher than expected this year due to one particular business and a permanent budget has been created for Analyse Local from 2024/25.			(55)	Saving	Expense	Corporate Assurance	Staff vacancies	Corporate Assurance Manager was seconded to another team.	The service is in the process of advertising the post. Until the post is recruited to, the underspend can be offset with the additional consultancy costs whilst an Interim manager is in post.	If recruitment is unsuccessful, the service will need to rely on consultancy for longer than anticipated.			93	Pressure
		169	Pressure	Expense	General Financial Services	Audit Fees	The 2023/24 external audit contract fees of £180,000 were not communicated until quarter 4 of the financial year. Although an assessment of the fees was made at budget setting, the budget was ultimately lower than the final value. In addition to this the Housing Benefit audit was double the previous years value of £20,000. In addition to this the PSAA approved additional fees for the 2022/23 year which was not included in the original budget	There will be an impact on 2024/25 budget which was set prior to the announcement of the contract values.	Limited action as the fees are set nationally. Include as part of the 2025/26 budget setting process																																																							
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		57	Pressure	Expense	Council Tax and NNDR Collection	Admin fee for reassessing the rateable value of businesses	10% admin fee charged to RBC from Analyse Local who review the rateable value of our business rate properties. As a result of this the council has generated additional business rates in the year	Helps to increase business rate yield.	Costs are higher than expected this year due to one particular business and a permanent budget has been created for Analyse Local from 2024/25.																																																							
		(55)	Saving	Expense	Corporate Assurance	Staff vacancies	Corporate Assurance Manager was seconded to another team.	The service is in the process of advertising the post. Until the post is recruited to, the underspend can be offset with the additional consultancy costs whilst an Interim manager is in post.	If recruitment is unsuccessful, the service will need to rely on consultancy for longer than anticipated.																																																							
		93	Pressure	Expense	Corporate Assurance	Consultancy Costs	An interim Corporate Assurance manager has been hired whilst the permanent manager post is recruited to. The use of an external provider via a contract has been used to provide some of the reviews .	As there is no permanent manger for the team, this is impacting on service delivery, mainly the delivery of the audit plan, hence the reason for the appointment of Interim Corporate Assurance Manager. In addition to the manager vacancy increased resource has been provided through an external provider.	During 2024/25 the vacancies should be recruited to, reducing the spend on consultancy.																																																							



PORTFOLIO	Total Q4 Variance to Budget	Item Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Growth and Investment	160	373	Pressure	Income	Planning	Planning income	Whilst the number of major planning applications received during 23/24 was similar to 22/23, the type and scale of these applications were smaller and hence the associated application fee was less. The number of planning applications tends to be linked to uncertainty in the global economic market, interest rate rises and cost of living concerns making investors and individuals more cautious about commencing new development. Planning income fluctuates each year because of such external factors. The Department for Levelling Up, Housing & Communities has reported that across the country planning application submissions during the first quarter of 23/24 have dropped by 14% compared to the same period last year. Rugby Borough Council has not been immune from this trend which continued throughout the financial year.	Reduced level of income received during the year.	This revenue stream will be closely monitored.
		(86)	Saving	Expense	Planning	Salaries and Wages	Underspend on salaries and wages resulted from vacancies within the team across most levels. Current vacancies within the team are 1 Principal Planning Officer and 3 Planning Officers	The vacant posts within the Local Planning Authority results in the service being unable to fulfil its statutory duties and provide decisions in a timely manner. This can lead to stifling economic growth and uncertainty with developers and investors. It also exposes the Council to potentially more appeals and expense if performance targets are not achieved.	Active recruitment drives to try and fill vacant posts is ongoing however this has only been partially successful. Roles are currently being readvertised but there is a continued need to rely on agency staff in the interim to ensure statutory services are delivered.
		60	Pressure	Expense	Planning	Agency costs	Agency staff were needed to help address vacancies within the team. This is key to delivering statutory services but also to help the well being of existing staff.	Agency staff that are proficient and experienced enough with the right level of skills in planning are highly sought after and come at a premium cost.	Further vacancies will lead to greater reliance on agency staff. This will be monitored but is rising due to an increase in vacancies.
		115	Pressure	Expense	Planning	Appeal costs	Following the refusal of planning permission the applicant has the right of appeal to the Secretary of State who appoints a Planning Inspector to review the case. The majority of appeals are dealt with by Planning Officers however in complex cases which require legal representation and expert witnesses on matters which the Council does not have the relevant expertise in house e.g. landscape and heritage then these services will need to be procured in order to defend the Council's decision. There have been three major appeals that have required the procurement of legal and or experts in 23/24.	Pressure on the budget	The costs will be closely monitored.
		51	Pressure	Expense	Planning	Payments to other Local Authorities	Rugby Borough Council does not have any in-house ecological nor archaeological expertise. This service is provided by Warwickshire County Council (WCC) through a Service Level Agreement (SLA). Such an agreement has been in place for many years but previously this cost has not had its own cost code which has now been introduced for transparency. The terms of the SLA are under review and the Council have been waiting for many months for WCC to agree the terms and until finalised the 23/24 payment hasn't been made. It is acknowledged that the work associated with the SLA has been undertaken by WCC but as yet no invoice has been received for payment.	Failure to agree a SLA could result in specific services not being provided and Rugby Borough Council failing to undertake its statutory duties.	The SLA will be finalised and signed in the early part of 2024/25 so planning for the 24/25 SLA can commence.

PORTFOLIO	Total Q4 Variance to Budget	Item Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
		(139)	Saving	Expense	Development Strategy	Staff vacancies	Recruitment to vacant roles has proved challenging for two Senior Planning Officer posts and a Graduate Planning Officer role. Additionally, both the Development Strategy Manager (0.8 FTE) and Principal Planning Officer (0.6 FTE) work part time whereas the salary budget is based on full time roles.	At a certain point during this year there were four vacant roles.	One of the senior posts have now been filled. Another of the posts has been filled by a temporary worker starting in Q1 2024-25 before another round of recruitments is undertaken. The graduate post will be filled by a new starter beginning in Q1 2024-25. Work has commenced with WM Employers to review the grading and benchmarking of all planning officer posts across Growth and Investment due to the failure to recruit to numerous posts on numerous occasions.
		(40)	Saving	Expense	Major Projects and Economic Development	Development Activities	The UKSPF has absorbed a lot of projects that would have ordinarily come out of the development activities budget for example, business programmes with Warwickshire County Council. The Economic Strategy is in its infancy, partly due to not having a full compliment of staff to move it forward. There will be the need to commission and procure evidence as part of development of the Economic Strategy which can be funded from this budget.	UKSPF has been a main focus for the team over the past 2 years. With the projects funded from UKSPF due to be complete in March 2025, capacity will be available shortly to concentrate on the ongoing projects which can be funded from this budget.	To ensure the budget is utilised in future, we are holding a business conference and business events throughout the year which we will be using development activities for. With UKSPF projects ending in March 2025, the Economic Strategy can be completed which will involve commissioning evidence that will need to be funded from the Development Activities budget.
		48	Pressure	Income	Land Charges	Fees and Charges	Uncertainty in the housing market coupled by interest rate rises earlier in the year and current levels will have impacted on the number of people moving house and therefore on the number of searches requested. Wider economic global issues will have also impacted on growth and development and reduced the level of searches received and their associated income.	Pressure on the budget	This revenue stream will be closely monitored during 2024/25.
		45	Pressure	Expense	Town Centre CCTV	Other Agencies	Contribution to Rugby First for managing the CCTV control room for the Town Centre. The costs have increased following high inflation during 2023/24. The inflationary increase that we have seen is built into the contract which states that a CPI uplift will be applied for the period November - March.	Overspends are likely to occur during the year for this contract as we cannot predict exactly what inflation will be at the time of budget setting.	An inflationary increase was included in the 2024/25 budget.
		(183)	Saving	Expense	Town Centre Improvements	Development Activities	The underspend has occurred in 2023/24 because projects which were intended to be funded from this cost centre ended up being funded from the UK Shared Prosperity Fund (UKSPF) as this is a time limited fund from government. The Council were required to demonstrate the maximum delivery of spend on projects in Years 1 and 2 of UKSPF to ensure a high proportion of Year 3 money was received in the first quarter of 24/25 as this was another stipulation of the government fund.	This budget can be used to offset the loss of income within the Planning Service.	Following the adoption of the Shop Front Supplementary Planning Document and other studies and masterplans currently in train, it is proposed the 2024/25 budget will be used to supplement a town centre improvement projects by the end of March 2024/25.
Leisure and Wellbeing	257	142	Pressure	Income	Sports and Recreation	Under-achievement of budgeted income	Vacancies across permanent and casual staff have played a part in the income shortfall across On-Track, Play and Recreation and Sports Development.	This has resulted in a pressure on budgeted income.	There is an ongoing recruitment campaign to fill the vacancies within the service. The Service is currently embarking on identifying additional income opportunities. This could include corporate sponsorship and additional grant funding.
		(80)	Saving	Expense	Sports and Recreation	Staff vacancies and under utilisation of casual staff	General recruitment has proved challenging. There are vacant part-time posts within the Play Ranger and On-Track teams yet to be filled.	This has created pressure on the service and reduced income opportunities	There is a recruitment campaign underway to fill vacant posts

PORTFOLIO	Q3 Variance to Budget	Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
		47	Pressure	Income	Parks & Open Spaces	Income	The budget included £47,000 of external funding, however, this contract has now come to an end and therefore there is no income available to meet the budget.	This has created a pressure against the income budget on the service	The 2024/25 budget has been realigned to reflect the external funding no longer being received.
		95	Pressure	Expense	Parks & Open Spaces	Maintenance, cleaning & repairs	Higher-than-expected levels of maintenance and repairs of play areas partly due to vandalism and equipment needing to be made safe. There have been increased fencing works due to deterioration of adopted infrastructure.	Additional pressure on overall budget.	The service intends to review the arrangements for these activities. This includes embedding in the planning process the use of non-wooden street furniture and infrastructure. This should prolong the life of the asset as well as aiding the Council's sustainability and environmental aspirations.
<b>Operation and Traded Services</b>									
	806	75	Pressure	Income	Green Waste	Shortfall in income compared to budget	When the budget was set the expectation was that there would be a certain level subscriptions. The expected level has not been realised.	This has led to a negative impact on budget.	The review of all fees and charges including an annual CPI increase was carried out and the cost per subscription will rise for 2024/25 by £5. The service will continue to be promoted to attract new customers.
		(34)	Saving	Expense	Whole Portfolio	Salary vacancies across Portfolio	The portfolio has seen high staff turnover during 2023/24 with several vacancies still left to fill compared to the budgeted FTE's	Increased agency costs and overtime due to Operations and Traded providing frontline services which need to run on a daily basis.	The service is working with HR to recruit to the vacancies.
		385	Pressure	Expense	Whole Portfolio	Agency Staff variance across Portfolio	The high levels of staff sickness, absence and vacancies have necessitated the need to turn to the agency market to ensure that the service continues to operate. There is also a need to use agency staff to cover holiday periods.	Agency staff is usually charged at a premium	The service is working with HR to help manage the sickness and absence levels. The service is currently looking into initiatives to deliver efficiencies across working practices
		337	Pressure	Expense	Domestic Waste Collection/ Recycling	External Contractors	A change in the arrangements for 2023/24 have seen costs rise above the expectations that were set out during the budget setting process. Work is ongoing to understand how the impact of this can be managed.	Current operating practices have led to an impact on running costs in Q3 since the opening of Sherbourne Recycling Facility.	Operational changes have been implemented with immediate effect, and where possible Waste & Recycling vehicles will deposit directly into Sherbourne and disposal sites. Talks are ongoing with Sherbourne to secure any rebates due.
		88	Pressure	Expense	Domestic Waste Collection/ Recycling	Repair and Maintenance of Vehicles including Hire of vehicles	With inflation high, the cost of vehicle repairs, fuel and hire costs have increased in 2023/24. As the service has to continue to function vehicles have been hired to replace those waiting to be repaired.	This has created additional strain on the current budget	The service will work to identify the reasons for the high repair and maintenance costs. Identified aged fleet is included on the capital replacement vehicle schedule.
		(46)	Saving	Income	Domestic Waste Collection/ Recycling	Sale of motor vehicles	6 vehicles have been sold so far during 2023/24 which were below the capital de minimis of £10,000 which results in them being classified as additional income for General Fund Revenue as oppose to a capital receipt.	Additional income	Review fleet to see if there are any other planned disposals
<b>Regulation and Safety</b>									
	(131)	144	Pressure	Income	Car Parking	Pay & display, season tickets, company leases and Rugby Central lease	Changes to working patterns and visitor numbers to the town centre have reduced. People are working in a hybrid manner and increased online shopping and out of town shopping centres have reduced footfall in the town centre	Reduced income when comparing to pre-covid. Government modelling suggests that current working patterns and shopping habits are unlikely to reverse	In light of current town centre footfall a growth item was approved as part of the 2024/25 budget setting process to reflect income expectations for the new financial year
		(54)	Saving	Income	Regulatory Services	Reimbursement of legal costs	Due to successful court prosecution, a reimbursement of council fees and officer time was awarded. The costs were built up over several years but the total recovery is realised during this financial year.	One-off recovery associated with Brandon Stadium	One-off benefit, no action required
		(48)	Saving	Income	Regulatory Services	Grants	Grants received in relation to air quality work plus reimbursement from Warwickshire County Council for Homes for Ukraine inspections	One-off benefit to the service	No action required
		(32)	Saving	Income	Crematorium	Cremations and Memorial Sales	An additional 68 Cremations were carried out compared to the annual budget. 50% of the additional income is shared with West Northamptonshire Council under the contract arrangement	The level of demand resulted in additional income compared to budget	The budgets have been reviewed and adjusted as part of the 2024/25 budget setting process

		23	Pressure	Expense	Crematorium	Repairs and Maintenance	Essential one-off repairs to the Cremators were needed costing £25,000 plus an increase to the Cremator maintenance contract from January 2024. 50% of the cost is shared with West Northamptonshire Council under the contract arrangement	This has caused a pressure against the budget	The budget has been increased for the new maintenance contract as part of the budget setting process for 2024/25 and the additional repairs were one-off
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PORTFOLIO	Q3 Variance to Budget	Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
		(19)	Saving	Expense	Crematorium	Utilities	Whilst the gas costs were significantly higher than in 2022/23 (by £50,000), they were not as high as budgeted for 2023/24 resulting in a (£32,000) saving against the increased budget. The cremators are also now working more efficiently due to new ways of working. 50% of the saving is shared with West Northamptonshire Council under the contract arrangement	This has caused an underspend on the service	The gas budget has been reduced by 20% as part of 2024/25 budget setting, as recommended by Corporate Property who deal with the Council's utilities contract
		(182)	Saving	Expense	Whole Portfolio	Staff Vacancies	<p><b>Regulatory Services</b> - The service have experienced difficulties in recruiting to vacancies throughout the year; the final vacancy (Community Warden) was filled from the end of March.</p> <p><b>Bereavement Services</b> - The service has had to operate with 3 vacancies throughout the year. At year-end, one vacancy remains (Team Leader) which will be recruited to in 2024/25</p> <p><b>Safety and Resilience</b> - There are two Senior Safety and Resilience Officer vacancies within the service; one has been filled just before year-end.</p> <p><b>Licensing</b> - There is a vacant trainee licensing officer post plus a part-time car park officer post has not been replaced</p>	This is causing resilience issues and pressure on the teams, especially when other staff members are on annual leave.	The service are actively trying to recruit to vacancies to ease the pressure on the remaining team members.
Transformation Change Unit	149	105	Pressure	Income	RBC Developments Ltd	Interest Income	A pause with the CDL initiative has led to a planned loan of £9,760,000 not taking place in this financial year	The anticipated interest income associated with the loan will no longer materialise.	Further exploration on how RBC Developments can be utilised, but the target has been removed from the 2024/25 budget.
		(43)	Saving	Expense	RBC Developments Ltd	Administration costs	A pause with the plans for CDL has led to no administration costs been reported for this financial year.	No administration costs for this financial year	Further exploration on how RBC Developments can be utilised, but the tudget has been removed from the 2024/25 budget.
		(84)	Saving	Expense	Transformation Change Unit	Salaries and Wages	Difficulty in recruiting project managers and specialist project staff has resulted in savings in staff costs	The impact was mitigated by the use of consultants.	Consultants will continue to be used until vacancies are filled. The underspend for vacancies will be used to offset the consultancy spend and consultancy spend will be allocated to specific projects as capital recharges where appropriate .
		70	Pressure	Expense	Transformation Change Unit	Consultancy costs	General specialist consultancy provision on matters across the portfolio such as risk assessments and surveys for RAAC because of lack of internal resource due to outstanding vacancies and where consultancy cannot be recapitalised to major projects	Consultancy may be needed if again future recruitment is unsuccessful	Continue to balance consultancy and staff costs
		98	Pressure	Expense	Transformation Change Unit	Capital salary recharges	Delay in the project at Rounds Gardens and delay in the start on site at Biart Place has resulted in less salary costs being recharged to Capital schemes.	No service related impacts however..	The budget for 2024/25 has been adjusted and the service area will continue to work closely with their Finance business partner to provide accurate time recording data for capital schemes.
Corporate Items - Other	(2,053)	(2,723)	Saving	Expense	Financing and Investment Income and Expenditure	Net Cost of Borrowing	Interest rates were budgeted at a prudent and responsible level. Due to inflation remaining high the Bank of England has continued to raise interest rates. The Council's long-term borrowing was already at a low fixed rate and the increase in the Bank rate only affected investment interest.	Due to the level of our cash reserves and delays in the capital programme the Council has benefited through increased interest income and reduced interest expense exposure related to potential borrowing that would have occurred if the capital programme was on schedule.	Review intended use of balances and monitor interest rate expectations
		400	Pressure	Expense	Provision for loss on investments	Investments	The Lothbury Property Fund which the Council has invested in since 2015 is being closed by the fund managers during 2024/25	Further details will be contained in the Treasury Management Annual Report	Provision is being made from the 2023/24 savings to the Council in Net Cost of Borrowing
		(41)	Saving	Expense	Pay Inflation	Pay award 2023/24	At the time of budget setting for 2023/24, the pay award had not been agreed and was either going to be 4% or £1,925 added to all salary grades. The salary budgets that were set on the services included a pay award of 4% and the additional costs required if the pay award was agreed at £1,925 was held centrally. Now the pay award has been agreed, budget can be transferred to the services based on £1,925. The result of this is that £41,000 can be released from this centrally held budget.	Saving can be used to offset the overspends seen within the Portfolio's.	The budget for 2024/25 will see the same approach being taken and depending on the outcome of the 2024/25 pay award, there may be budget available again to offset against any in year pressures

PORTFOLIO	Q3 Variance to Budget	Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
		(66)	Saving	Expense	Revenue Contribution to Capital	Capital purchases of bins scheme	Less revenue contribution to capital anticipated due to income from developers being used towards bin purchases	Due to income from developers for new properties, less contribution is required from RBC	Review ongoing budget in line with expected developer income
		151	Pressure	Income	Corporate Savings	Savings and Income targets	Anticipated shortfall in digitalisation savings target of £75,400 and shortfall in procurement income target (Pagabo) of £76,000	Reduction in anticipated savings made during 23/24	Work is being done to realise further digitalisation savings in 24/25 and further income is anticipated via the Pagabo framework in 24/25, as new contracts are awarded.

### 6) Capital variance narrative

PORTFOLIO	Q4 variance	Scheme	Current Budget £000	Total Net Expenditure	Pending Reprofiting Requests £000	Variance £000	Narrative
Communities & Homes	(717)	Lawrence Sheriff Almshouses	100	22	(78)	0	Scheme approved by council in late 2023. This is a grant to fund the project which is being delivered by the Trustees of the Almshouses. To protect the interests of the council, payments of the grant are staged to coincide with completion of key stages of the project.
		Corporate Property Enhancements	225	68	(157)	0	There are plans to refurbish the reception area and fire doors along with other work which has been delayed due to availability of suitably qualified and competent contractors and consultants in a market where demand for such services has increased. A reprofiling request will for the remaining budget will be submitted as part of the 204/25 Outurn Report.
		Housing Acquisition Fund	294	0	(294)	0	This budget relates to the potential purchase of HMO's for use as temporary accommodation to alleviate homelessness. No properties have been sourced for this purpose during 2023/24 as most of the properties that were explored as potential acquisitions are older and will require significant investment and improvement works to make them viable for the intended use. The purchase of a couple of newer properties (with HMO potential) has been explored but issues were highlighted in the Homebuyer reports, resulting in the purchase not progressing. It should be noted that there has been an overall reduction in the need to source temporary accommodation as other measures have been effectively utilised to negate the need for additional temp housing stock, and the revenue costs associated with its management. This has mainly been through the prudent use of the homelessness prevention grant to support applicants to access private rented homes. The sourcing of suitable and appropriate accommodation in this way ensures that the council has discharged its duties in terms of the Homelessness legislation.
		Carbon Management Plan	200	0	0	(200)	Originally this budget was for the solar panels for RAGMAL and QDJC .Leisure & Wellbeing have secured grant funding for the replacement of the solar PV at QEDJC. RAGMAL did not progress due to the roof design and size of system to be installed wasn't cost effective. This fund was then to ensure that match funding is in place for when we apply for grants for such works. However, when the grants become available they open and close within minutes as oversubscribed. By ending the budget we are in effect further disadvantaged in the process which relies the service being ready to deliver resulting projects, particularly as we are gearing up for a potential round of funding in and we are developing proposals for that ref whatever building and solutions it is we have in mind. This budget is more than two years old so cannot be carried forward again.
		Great Central Walkbridge	611	29	(371)	(211)	Consultants alongside WCC have been procured and survey works are under way to identify any capital works required. This funding will be required throughout 2024/25.
		Disabled Facilities Grant	831	825	0	(5)	This is something that cannot be forecast with any degree of accuracy as it is demand led statutory requirement.
		Town Hall Adaptations	78	70	0	(8)	Works completed for town hall refurbishments with a small saving.
		UKSPF - White Good Scheme	62	63	0	1	
Digital & Communications	(6)	ICT Renewal Programme	124	108	0	(16)	
		ICT Refresh Programme - Infrastructure	145	201	40	16	
		ICT Refresh Programme - AV Equipment	18	27	0	9	



PORTFOLIO	Q4 variance	Scheme	Current Budget £000	Total Net Expenditure	Pending Reprofiting Requests £000	Variance £000	Narrative
Digital & Communications	(6)	Digitalisation and Development Programme	72	59	(13)	(0)	£13k carrying forward for ongoing work on digitalisation across the organisation.
		Parks & Grounds Inspection System	15	0	0	(15)	Scheme no longer required as current systems have proven adequate
			2,775	1,473	(873)	(429)	
Finance, Performance, Legal & Governance	(29)	Corporate Asset Management System	29	0	0	(29)	This functionality is not currently needed by PRS and therefore the budget is a saving for 2023/24, Should the functionality be required in the future a new budget will be formally requested.
		Income Management System	30	0	(30)	0	Implementation to start during Q1 of 2024/25 with a plan to go LIVE by the end of Summer 2024.
			59	0	(30)	(29)	
Growth & Investment	(1)	UKSPF - Market Equipment	31	31	0	(0)	
		UKSPF - Town Centre Public Realm Improvements	15	0	(15)	(0)	This budget will be reprofiled to 2024/25 and will be approved as part of an upcoming report to Cabinet
			46	31	(15)	(1)	
Leisure & Wellbeing	4	Preventative Conservation	101	102	0	1	
		Queen's Diamond Jubilee Leisure Centre Project	420	428	0	8	
		Open Spaces Refurbishment - Safety Improvements	89	20	(68)	(0)	Contract awarded to supplier awaiting EA approval
		Open Spaces refurbishment Glaramara Close play area	10	0	0	(10)	Scheme complete; final costs were treated as revenue as were de minimis
		Open Spaces Refurb. Apple Grove/Sorrell Drive	224	229	0	5	Completed, £5k held as retainer for 12 months
		Park Connector Network	167	0	(167)	0	This is the match funding for external funds. Reprofiled as the scheme will start in 2024/25 following tendering process.
		New Bilton Recreation Ground Refurbishment	150	0	(150)	0	Due to needing to consult and tender in Q4, the work is not starting until Q1 of 2024/25 - consultation completed, designs now going to external agency, before coming back for final consultation
		Open Spaces Refurbishment - Charwelton Drive	150	0	(150)	0	Due to needing to consult and tender in Q4, the work is not starting until Q1 of 2024/25 - consultation completed, designs now going to external agency, before coming back for final consultation.
		Alwyn Road Changing Rooms	435	10	(425)	0	Design change, delays with end users' requirements so most of the spend will now be in 2024/25 - project may only be completed 25/26 due to design complications and user requirements
		Athletics Track	17	16	0	(1)	
		UKSPF Capital - Floodlights Project	50	50	0	(0)	
		UKSPF Capital - Bicentenary Project	29	24	(5)	0	The scheme is now complete and the remaining budget will be used for another scheme during 2024/25, funded by UKSPF, to be approved in an upcoming report to Cabinet
		UKSPF Capital - Bandstand Works	19	18	(1)	0	The scheme is now complete and the remaining budget will be used for another scheme during 2024/25, funded by UKSPF, to be approved in an upcoming report to Cabinet
		UKSPF Capital - St. Andrew's Garden Improvements	40	5	(36)	0	Due to the need to procure specialised external support the work will be undertaken in the first quarter of 2024/25.
		UKSPF Capital - Newbold Quarry accessibility	51	0	(51)	0	Due to the need to procure specialised external support the work will be undertaken in the first quarter of 2024/25.
		UKSPF Capital - Caldecott Park Accessibility	30	12	(18)	(0)	The remaining works will be completed in 2024/25
UKSPF Capital - Albert Street Hoarding	36	23	(13)	(0)	The hoarding has been installed; the final works will be completed in 2024/25		
			2,018	937	(1,084)	4	
Operation and Traded Services	86	Route Optimiser system	10	13	0	3	
		Street Furniture	42	29	0	(13)	
		Sherbourne Recycling	861	869	0	9	
		Purchase of Waste Bins	88	93	0	5	
		Purchase of Vehicles	2,757	1,707	(1,132)	82	Delays in Vehicles being manufactured, now expected in April/May. To be reprofiled to 24.25
			3,758	2,712	(1,132)	86	

PORTFOLIO	Q4 variance	Scheme	Current Budget £000	Total Net Expenditure	Pending Reprofiting Requests £000	Variance £000	Narrative
Regulation and Safety	(123)	Safer Streets	208	138	(68)	(2)	Underspend of (£2k) to be returned to grant provider. £68k to be spent in 2024/25 as per grant conditions, on upgrading of the CCTV network.
		Rainsbrook Cemetery preparation	131	114	(17)	0	Remaining budget to be carried forward to 2024/25 to be added to the supplementary budget approved for 2024/25, which is required to complete the building of the cemetery at Rainsbrook.
		Memorial Safety	82	0	(30)	(52)	Needs to go to tender in Q1 2024/25. £30k budget from 23/24 is required for initial backlog of work to be completed.
		Croop Hill Chapel refurbishment	60	0	0	(60)	Report required for a new budget as this is an old scheme- no spend this year.
		Crematorium Memorialisation Project	53	43	0	(10)	The capital scheme is now complete
		Crematorium automatic door upgrade	13	14	0	1	
			547	308	(115)	(123)	
Chief Executive	(9,760)	Caldecott Development Loan	9,760	0	0	(9,760)	Due to a pause on the RBC Developments initiative, the planned loan will not occur during this financial year.
			9,760	0	0	(9,760)	
<b>General Fund Total</b>	<b>(10,540)</b>		<b>18,962</b>	<b>5,461</b>	<b>(3,249)</b>	<b>(10,252)</b>	



Appendix 2 - Housing Revenue Account (HRA) Dashboard - Quarter 4 2023/24

1) Revenue Summary					
Service	Current Budget	Total Income/Expenditure	Pending Supplementary Budget /Virement	Pending Reserve Movement Requests	Total Variance
	£000	£000	£000	£000	£000
Rent income from dwellings	(16,968)	(16,809)	0	0	160
Rent income from land and buildings	(115)	(121)	0	0	(6)
Charges for services	(1,236)	(1,159)	0	0	76
Contributions towards expenditure	(142)	(159)	0	0	(17)
<b>Total Income</b>	<b>(18,461)</b>	<b>(18,248)</b>	<b>0</b>	<b>0</b>	<b>213</b>
Transfer to Housing Repairs Account	4,789	5,317	0	0	528
Supervision & Management	5,827	5,726	0	0	(101)
Rent, rates, taxes and other charges	125	335	0	0	210
Depreciation and impairment	3,120	3,405	0	0	285
Debt management costs	24	0	0	0	(24)
Provision for bad or doubtful debts	66	97	0	0	31
<b>Total Expenditure</b>	<b>13,951</b>	<b>14,879</b>	<b>0</b>	<b>0</b>	<b>928</b>
HRA share of Corporate/Democratic Core Costs	318	318	0	0	0
<b>Net cost of HRA services</b>	<b>(4,192)</b>	<b>(3,051)</b>	<b>0</b>	<b>0</b>	<b>1,141</b>
Interest payable and similar charges	1,104	1,111	0	0	6
Interest and Investment Income	(191)	(1,292)	0	0	(1,100)
<b>Net Operating expenditure</b>	<b>(3,279)</b>	<b>(3,232)</b>	<b>0</b>	<b>0</b>	<b>47</b>
Contributions to (+) / from (-) reserves	49	29	0	0	(20)
Revenue Contributions to Capital Expenditure	3,332	3,305	0	0	(27)
<b>(Surplus) / Deficit for the Year on HRA Services</b>	<b>102</b>	<b>102</b>	<b>0</b>	<b>0</b>	<b>0</b>

2) Reserves & Balances							
Name of reserve / balance	Balance as at 1/04/23	Contribution (to)/from	Balance as at 31/03/24	Forecast contribution (to)/from	Forecast balance as at 31/03/25	Forecast contribution (to)/from	Forecast balance as at 31/03/26
	£000	£000	£000	£000	£000	£000	£000
Housing Revenue Account Balances	(4,085)	0	(4,085)	0	(4,085)	0	(4,085)
HRA Capital Balances	(17,436)	1,938	(15,498)	631	(14,867)	(3,953)	(18,820)
HRA Major Repairs Reserve	(5,061)	(741)	(5,802)	(756)	(6,558)	(412)	(6,970)
Housing Repairs Account	0	(16)	(16)	0	(16)	0	(16)
HRA Climate Change Reserve	(976)	(537)	(1,512)	601	(911)	0	(911)
HRA - Transformation Reserve	0	(77)	(77)	0	(77)	0	(77)
Sheltered Housing Rent Reserve	(358)	(49)	(407)	(49)	(456)	(51)	(507)
Right to buy Capital Receipts	(12,767)	727	(12,040)	2,350	(9,690)	424	(9,266)
	<b>(40,683)</b>	<b>1,245</b>	<b>(39,437)</b>	<b>2,777</b>	<b>(36,660)</b>	<b>(3,992)</b>	<b>(40,652)</b>

3) Capital Summary

Service	Current Budget £000	Total Expenditure £000	Pending Supplementary Budget/ Virement/ Reprofiling £000	Total Variance £000	Narrative
Automated Repairs System	74	95	0	21	The automated scheduling system is software for an integral part of a successful maintenance service and assists with scheduling work and giving more visibility on outstanding work. The pressure is due to price increase impacting on the original budget which was put in place prior to the current financial year.
Bell House Redevelopment	0	0	0	0	
Biart Place - Capital	10,964	2,872	8,092	0	Delays in the planning process & subsequent main contractor award resulted in onsite construction commencing in Dec 23. This has resulted in funds earmarked for this financial year been reprofiled to subsequent years.
Housing Management System	110	88	22	0	Reprofile for phase 2 housing system software and consultancy which will complete next year.
Fire Risk Prevention Works	149	59	0	(90)	The budget allows RBC to carry out any remedial works that are identified from the Fire Risk Assessments carried out throughout the year. New legislation effective in April 2023 meant that individual flat doors had to be inspected, and there was an anticipation that this could generate major works. However, these inspections did not generate the anticipated works and works from the fire risk assessments was not substantial, hence the underspend.
Rewiring	275	143	0	(132)	The rewiring programme is carried out on void properties so the spend is dependent on the number of void properties throughout the year. Secondly, it also covers major works from the Electrical Inspection Condition Reports. The original budget request of £160k was based on 40 rewires per year at an average of £4,000 each. The carry over from 22/23 was requested due to anticipated work from the condition reports, which have not materialised during the year. Therefore there are savings of £132k
Lifeline Renewal Programme	83	97	(14)	(0)	The report from Ark Consultants highlighting significant risk associated with the use of hard wired lifeline units in several of our larger independent living schemes. Because of this, and some older units prone to potential battery failure, we have had to accelerate our programme to swap out these units, replacing them with new units and the issue has now been resolved. All units now also have to be compatible with the upcoming digital switchover. Accelerated spend to be offset against next years budget.
Finlock Gutter Improvements	100	58	0	(42)	All Finlock guttering is eventually being replaced, this will become an obsolete Budget. Budget is spent when required repairs are identified.
Rebuilding Retaining Walls	80	28	52	0	Outturn was as expected as this is a reactive Budget previously spent on an Adhoc basis. Potential works are now being picked up on surveys estate walkabouts and £52k reprofiled to 24/25.
Replacement Footpaths	100	81	19	(0)	Reactive budget which is being spent on an adhoc basis. £19k reprofiled for 24.25
Driveways	50	35	15	0	Reactive Budget with £15k reprofile to 24/25
Fire Risk Prevention works voids	70	80	0	10	Reactive Budget with work being carried out by External Contractors.
Rewiring Unplanned Renewals	100	51	0	(49)	This is a reactive budget. All work that could be completed before year end have been accounted for.
Fire Risk Unplanned Renewals	90	0	0	(90)	Training still has yet to be started so this budget was not spent for 23.24. (External Contractors were used for Voids work as above.)
Roofing unplanned renewals	100	88	12	(0)	After consulting with the Finance Team, significant works have been identified that can now be capitalised, even though they previously did not meet the Capital criteria. As a result, £12,000 is reprofiled to the 2024/2025 budget.
Lesley Souter house new boiler and building managemement svstem	116	48	68	0	A budget of £116k was approved via urgent decision for 3 new commercial boilers to serve 30 domestic dwellings and the communal areas with heating & hot water due to the old system could fail at any time leaving vulnerable residents without heating & hot water. Design & planning has taken 4 weeks and delivery & installation will take 37 days starting 15/3/24 with to 6/5/24. £48k spend by year end with the balance to be reprofiled to 24/25
Disabled Adaptations	250	185	0	(65)	The budget is driven by recommendations from Occupational Therapists and these vary depending on their assessments of individuals. A saving of £50k was made earlier in the year when it was apparent that no major adaptations such as extensions were going to be recommended, unlike the previous two years.
Kitchen Modifications	1,171	967	204	(0)	Year end figure is lower due to lower tenant uptake than planned. Remaining budget is to be reprofiled to 24/25.
Kitchen Modifications Voids	200	95	0	(105)	Reactive budget spent on an adhoc basis.
Kitchens non voids	56	60	0	4	
Heating Upgrades	155	109	0	(46)	The average cost of a boiler replacement is £2800. This year's works involved finishing off any remaining boilers from 2022/2023 and any that were not due, but became uneconomical and beyond repair. This equated to around 45 replacements
Bathroom Modifications	358	360	0	2	
Bathroom Modifications - voids	100	95	0	(5)	
Bathrooms non voids	60	66	0	6	
Housing Window Replacement	10	0	0	(10)	
Carbon Management Plan (HRA)	2,180	865	1,315	(0)	RBC aims to install external wall insulation on 70 properties and loft insulation top ups to a further properties. 17 of the properties receiving loft insulation top ups will also receive solar PV panels. External wall insulation will complete in April'24 and then loft insulation top ups and solar PV panels work will be done. £1.315m of the budget is to be reprofiled to 24/25 for completion of the work. This is a 2 year scheme as per the grant conditions.
Purchase of Council Houses	8,093	7,785	308	0	Concentration on satisfying the LAHF funding - which has been achieved within the original deadlines. 40 property completions during 2023/24.
Rounds Gardens Capital	1,736	355	1,381	(0)	Spend was less than originally anticipated this year as detailed design has been delayed whilst options and their viability in the changing economic climate for the site are being considered.
Rounds Gardens demolition	3,314	3,053	261	0	The demolition work is now complete, however, final landscaping and site perimeter / security fencing is yet to be completed.
Property Repairs Team Vehicle	86	0	86	0	Vehicle on order awaiting PO approval but will not be delivered before year end so reprofile remaining balance
<b>Overall Total</b>	<b>30,230</b>	<b>17,818</b>	<b>11,821</b>	<b>(591)</b>	

4) Revenue variance narrative

Service	Q4 Variance £000	Subtotal (where applicable)	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Supervision & Management - Rent income from dwellings	160		Rental Income	1, There are more major repairs than expected resulting in longer void periods. 2, The current criteria to join the housing waiting list is narrow. 3, The are 40 major voids, 11 hard to let properties and 9 vacant properties at Tanser Court as at 31st March 2024	1, properties are taking longer to turnaround and re-let	1, Currently working with PRS to profile the current workload 2, Housing allocation policy and the letting of properties is currently under review 3, Recruitment to new posts to facilitate a more proactive approach to tenancy and property management (including annual tenancy audits, more regular estate inspections, pre termination visits and closer liaison with assets in respect of tenants wishing to decline property improvements) 4, HABT have piloted working with a local letting agent to let hard to let properties
Supervision & Management - Charges for services	76		Service charges, utilities etc			
Transfer to Housing Repairs Account	528	407	External contractors	The overspend on contractors can be attributed to the three categories listed below: •Working on voids due to volume of major receipts •Specialist contractors, e.g., roofing •Inflation and the cost of materials The PRS service does not have any roofers employed within the service, this is due in part to market conditions and the ability of the service to successfully recruit. As a result of this all roofing works is currently allocated to a contractor. It is worth noting that if there were a directly employed roofing team to undertake the work, the costs would still be high as scaffold costs are increased across the sector, plus the scope of work required would also remain consistent. The benefits of outsourcing the roofing works includes the reduced risk to the council given the high-risk nature of the work, the resilience an external provider can supply and the specialist skills that the local authority does not possess. A further high contractor spend was on fencing works, this can be attributed to the extreme weather events within the Borough over the last 12 months. Given the volume of work reported by tenants' contractors were required to support the direct labour force in the delivery of these services.	PRS are having to rely on external contractors to carry out all roofing work. Additional high spending contractors are for Fencing and Groundworks. PRS will now be using Fusion 21 framework to hire contractors in an attempt to bring down costs.	Measures taken to reduce contractor spend include: •Engaging with a framework to expand the list of contractors available to encourage further competition. •Reducing scope of works conducted on voids to minimise costs, while meeting lettable standard. •Review of tenant and landlord responsibilities for responsive repairs.
		(133)	Major repairs	Due to the volume of major voids that require external contractors to deliver the work a £485k supplementary budget was obtained at the December 23 cabinet meeting. The saving is due to some expected works not being completed before year end.	An excessive number of voids have entered the workstream this current year of which 50% are classed as major voids based upon the complexity of work required.	Measures that have been put in place to help reduce costs on voids include: •Stock condition surveys. •Issuing decorating vouchers for all general rented properties. •Reducing scope of garden works. •Estate walkabouts to highlight potential problem properties. Some of these cost savings will be seen in the form of quicker void turnaround times so that properties are available to let, and to reduce lost rental income. As the measures put in place to reduce the volume of major voids and associated budget pressures are expected to be medium to long term targets, the budget for 2024/25 has been increased to help cover some of the ongoing costs.
		341	Underachieved Income	A challenging budget was set with the expectation to be able to offer more external services. Pressure on the service to deliver in a timely manner for internal contracts, has not currently allowed for the expansion of the service.	Due to the volume of responsive repairs and the scope of works required on the Major voids, the service was unable to expand to offer additional external services. Priority was given to completing repairs within target and returning empty properties as quickly as possible to let.	The service will undertake a review in the next financial year, to understand where if possible, there may be potential capacity to offer additional external services.
		(42)	Staff Salaries	Staff vacancies within the service that is being offset by overtime and agency staff	Recruitment issues have led to increased spend on agency workers	The service has had additional resources approved by Council in November 2023 which has enabled recruitment to commence which is progressing well.

Supervision & Management - Other Costs	(101)	(99)	Gas	Gas price estimates for 2023/24 from our wholesaler ESPO projected that prices could rise by 285% for this financial year. This was in addition to the projected rise in 2022/23 of 33%. According to ESPO energy report the price of gas is now significantly lower due to higher volumes of storage and gas levels being maintained meaning that anticipated panic buying didn't happen as did in the second half of 2022. The average unit price of gas for the council has actually increased by 195% instead of the expected 285%.	Saving in this years accounts	Keep the price of utilities under review
Rent, rates, taxes and other charges	210		Council Tax	There has been a higher number of voids this year compared to the previous year due to major voids (see Rental Income and Service Charges above). Council Tax bills are not issued immediately to the HRA due to the volume of shorter void periods. (this would produce a bill from the tenants vacation date to year end having to be paid by the HRA, only to be refunded back to the HRA once a tenant has occupied a property)	1, properties are taking longer to turnaround and re-let	Work is already underway to reduce voids (see Rental Income and Service Charges above) with periodic monitoring undertaken to understand the cost implications of void properties.
Interest and Investment Income	(1,100)		Net Cost of Borrowing	Interest rates were budgeted at a prudent and responsible level. Due to inflation remaining high the Bank of England has continued to raise interest rates.	Due to the level of our cash reserves and delays in the capital programme the Council has benefited through increased interest income and reduced interest expense exposure related to potential borrowing that would have occurred if the capital programme was on schedule.	Review intended use of balances and monitor interest rate expectations
Revenue Contributions to Capital Expenditure	(27)		Contribution to Capital Scheme	A higher than budgeted contribution to capital expenditure is due to the overall saving achieved within the HRA.		



# Rugby Borough Council Corporate Strategy Performance Report

Rugby Borough Council's corporate strategy focuses on four key outcomes: making the borough **environmentally** sustainable by mitigating climate change; ensuring a resilient **economy** that benefits all residents; promoting **health and wellbeing** so residents live healthy, independent lives and the most vulnerable are protected; and maintaining the council as a responsible, effective, and efficient **organisation**. Through these four pillars, the council delivers comprehensive services that support the community's sustainability, prosperity, and health.

Climate Change  
and the  
Environment



Economy



Health and  
Communities



Organisation





## CLIMATE CHANGE AND THE ENVIRONMENT

The cross-party Climate Emergency Working Group focus on a number of key issues including achieving the objectives of the Climate Change Strategy and Action Plan. Through this strategy, the Council has set out a long-term approach to delivering our net zero vision, where "Rugby is an environmentally sustainable place where we work together to reduce and mitigate the effects of climate change, transitioning Rugby to a low carbon place."

Number of fly tipping incidents investigated.

**100%**

(2023/2024 figures)

**68%** of the Councils housing stock is covered by an Energy Performance Certificate (EPC) of **C** and **above**.



**30%**

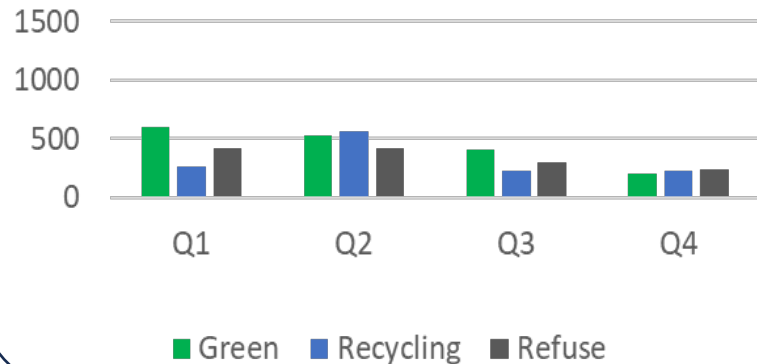
year on year reduction in the amount of waste sent to landfill.

127 trees planted on Rugby Borough Council green space in 2023/24.  
(2022/23 – 92)

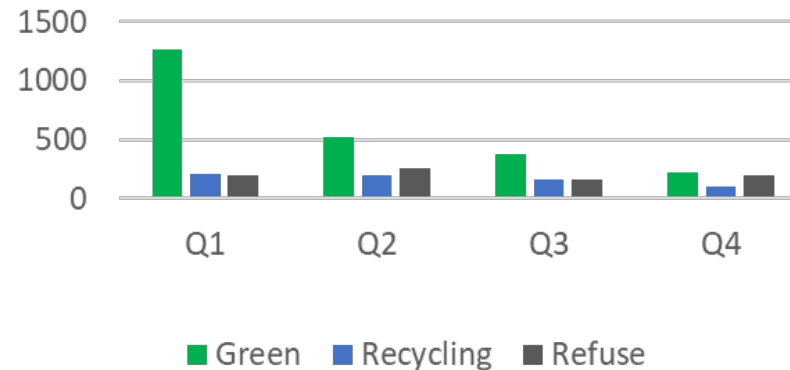


Number of missed Green, Recycling and Refuse bins per quarter.  
**2022/2023 to 2023/2024**

Missed Green, Recycling and Refuse bin  
collections **2022/2023**



Missed Green, Recycling and Refuse bin  
collections **2023/2024**



Rugby Borough Council  
has developed and  
adopted a Climate Change  
Strategy and Action Plan –  
setting out our goals to  
achieve this by 2030



## ECONOMY

We have continued our business support and evolved it this year, moving from supporting local businesses throughout the pandemic to helping them to flourish through recovery. Recognising the town centre's importance as a focal point for the Borough and recognising the need for change to enable it to thrive, we are giving particular attention to its regeneration.

**1349** new homes built



**£741,000**

The Council received year 2 UK Shared Prosperity Funding

ONS data shows decreasing trend of businesses ceasing trading, down from **810** to

**790**

(Data for 2022/23 published in Feb 24)



ONS data shows a positive trend of businesses trading in the borough

(Data for 2022/23 published in Feb 24)



Continued growth and expansion of Rugby Market via specialised market operator, CJ's Events. (planned new stalls and dates for 2024, see CJ's Events Warwickshire website)

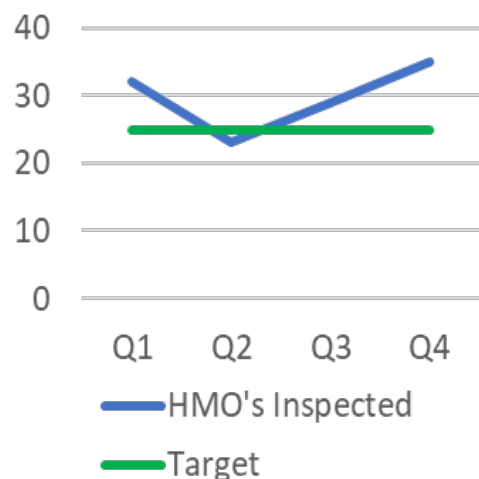




## HEALTH AND COMMUNITIES

The health and wellbeing of our communities has remained amongst our highest priorities throughout the year. We continue to use the data available to us to understand the needs of our communities and work with them and other partners to ensure that we allocate our limited resources to where they are most needed and in doing so prevent the most vulnerable from falling into crisis.

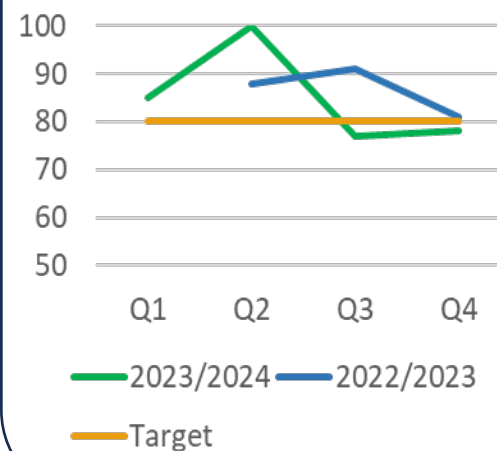
Number of HMO's inspected on a quarterly basis.



# 100%

of fly tipping incidents investigated over the last 2 reporting periods (2022/2023 – 2023/2024)

Family Weight Management programme in line with target (2022/2023-2023/2024)



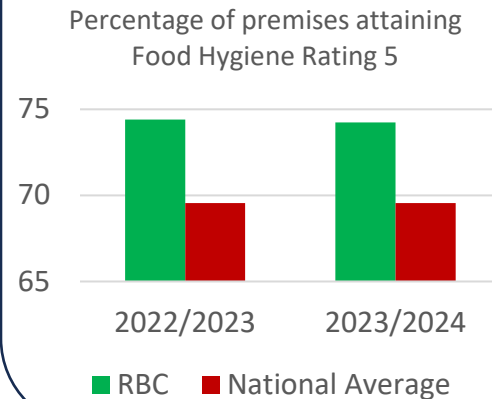
Year on year increase in the number of young people participating in the Swim School Programme.



# HEALTH AND COMMUNITIES

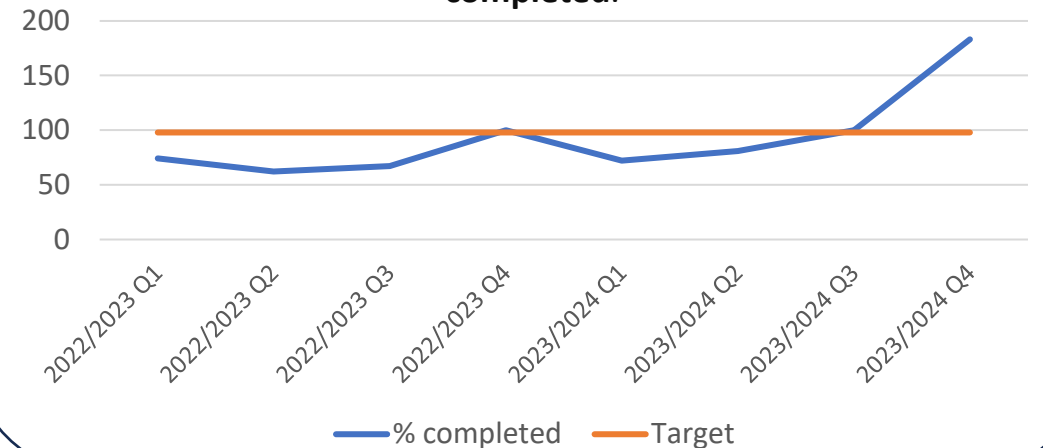
**40** homes purchased by the Housing Revenue Account during **2023/2024**

Premises within the Borough with a **Food Hygiene Rating 5**



Percent of planned food inspections completed over 2022/2023 – 2023/2024

45 New Food Business Registrations in March 2024. New business made up extra inspections. **All inspections were completed.**

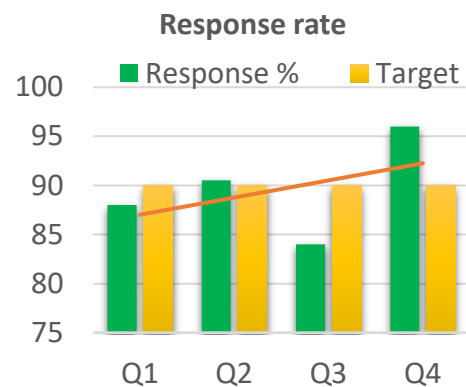




## ORGANISATION

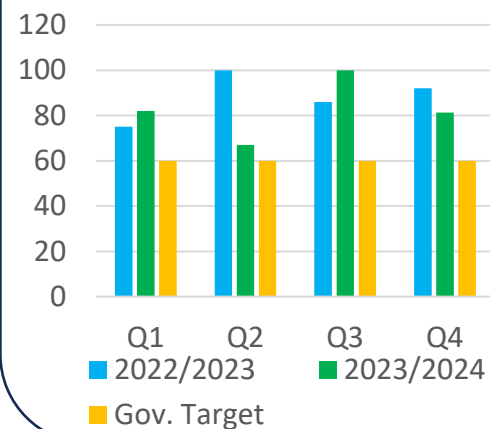
The Council has continued to be a responsible, effective, and efficient organisation - delivering high quality services and innovative solutions while managing public funds responsibly and ensuring good governance. We have revisited many of our ways of working, progressing a transformation programme which fundamentally changes many of the ways in which we do business. We continue to recognise that our staff are our greatest assets and that without them, none of the successes of the past 12 months would have been possible.

Percentage of complaints responded to within the prescribed timeframe

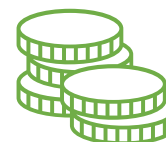


# 81%

of major planning applications were determined within 13 weeks



92% delivery of Medium-Term Financial Strategy savings targets

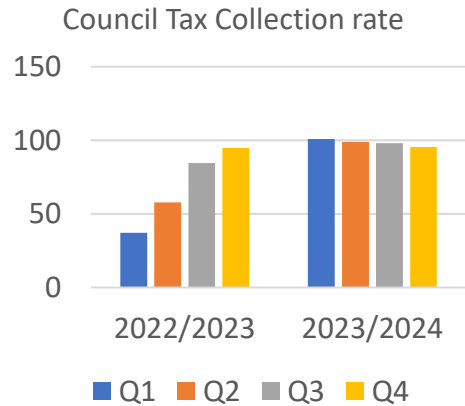


# 75%

of residents that responded to the annual survey reported "having Trust in the Council"

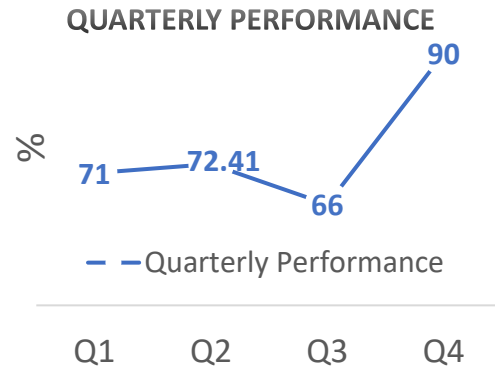
## Annual Council tax collection rate.

(From 2022/2023 to 2023/2024)

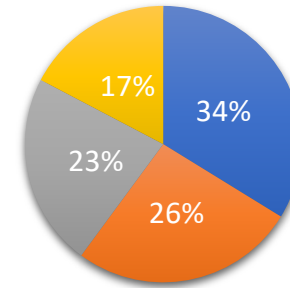


# 21%

improvement in Freedom of Information (FOI) requests completed within the statutory during 203/24



## Complaints



Number of complaints received per quarter. (2023/2024)

## Property repairs completed as a first-time fix.

