

CABINET – 6 JANUARY 2020

A meeting of Cabinet will be held at 6.00pm on Monday 6 January 2020 in the Council Chamber, Town Hall, Rugby.

Adam Norburn
Executive Director

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Minutes.

To confirm the minutes of the meeting held on 2 December 2019.

2. Apologies.

To receive apologies for absence from the meeting.

3. Declarations of Interest.

To receive declarations of –

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

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

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

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

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

4. Question Time.

Notice of questions from the public should be delivered in writing, by fax or e-mail to the Executive Director at least three clear working days prior to the meeting (no later than Tuesday 23 December 2019).

Growth and Investment Portfolio

Nothing to report to this meeting.

Corporate Resources Portfolio

5. Draft General Fund Revenue and Capital Budgets 2020/21 and Medium Term Financial Plan 2020-24.

6. Approval of Council Tax Reduction Scheme 2020/21.

Communities and Homes Portfolio

7. Community Grants 2020/21 and Proposed Allocation of Community Grants Underspend from 2019/20.

8. Rent Arrears Policy.

Environment and Public Realm Portfolio

9. Waste, Recycling and Street Cleansing Policies.

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

10. Council Tax Base 2020/21.

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

To consider the following resolution:

“under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of information defined in paragraphs 1 and 3 of Schedule 12A of the Act.”

PART 2 – EXEMPT INFORMATION

Growth and Investment Portfolio

Nothing to report to this meeting.

Corporate Resources Portfolio

1. Election of Mayor and Appointment of Deputy Mayor 2020/21.

Communities and Homes Portfolio

Nothing to report to this meeting.

Environment and Public Realm Portfolio

Nothing to report to this meeting.

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

2. Write Offs.

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

The Reports of Officers (Ref. CAB 2019/20 – 7) are attached.

Membership of Cabinet:

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

CALL- IN PROCEDURES

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

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

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

Agenda No 5

AGENDA MANAGEMENT SHEET

Report Title:	Draft General Fund Revenue & Capital Budgets 2020/21 and Medium-Term Financial Plan 2020-24
Name of Committee:	Cabinet
Date of Meeting:	6 January 2020
Report Director:	Head of Corporate Resources and CFO
Portfolio:	Corporate Resources
Ward Relevance:	All Wards
Prior Consultation:	Cabinet 2 December 2019
Contact Officer:	Jon Illingworth – Financial Services Manager and Deputy Chief Finance Officer
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	This report relates to the following priority(ies):
(CR) Corporate Resources	<input checked="" type="checkbox"/> To provide excellent, value for money services and sustainable growth
(CH) Communities and Homes	<input checked="" type="checkbox"/> Achieve financial self-sufficiency by 2020
(EPR) Environment and Public Realm	<input checked="" type="checkbox"/> Enable our residents to live healthy, independent lives
(GI) Growth and Investment	<input checked="" type="checkbox"/> Optimise income and identify new revenue opportunities (CR)
	<input checked="" type="checkbox"/> Prioritise use of resources to meet changing customer needs and demands (CR)
	<input checked="" type="checkbox"/> Ensure that the council works efficiently and effectively (CR)
	<input checked="" type="checkbox"/> Ensure residents have a home that works for them and is affordable (CH)
	<input checked="" type="checkbox"/> Deliver digitally-enabled services that residents can access (CH)
	<input checked="" type="checkbox"/> Understand our communities and enable people to take an active part in them (CH)
	<input checked="" type="checkbox"/> Enhance our local, open spaces to make them places where people want to be (EPR)

- Continue to improve the efficiency of our waste and recycling services (EPR)
- Protect the public (EPR)
- Promote sustainable growth and economic prosperity (GI)
- Promote and grow Rugby's visitor economy with our partners (GI)
- Encourage healthy and active lifestyles to improve wellbeing within the borough (GI)
- This report does not specifically relate to any Council priorities but

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

Summary: This is the third Draft Budget Report to include Capital and Treasury commitments for 2020/21 through to 2023/24.

Financial Implications: As detailed in the main report.

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

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

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

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

Recommendation: (1) The updated draft General Fund Revenue and Capital Budget position for 2020/21 be considered alongside the Council's 2020-24 Medium-Term Financial Plan; and

- (2) Cabinet considers the key decisions identified to date and identifies other policy or service changes required for consideration.
- (3) Cabinet considers using the town centre improvement fund contribution in order to continue the trial of the free evening and weekend town centre car parking for a further 12 months.

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

The report includes proposals for savings and income generation which require consideration for inclusion in the 2020/21 draft budgets and also the medium term.

Agenda No 5

Cabinet - 6 January 2020

Draft General Fund Revenue & Capital Budget 2020/21 and Medium-Term Financial Plan 2020-24

Public Report of the Head of Corporate Resources and CFO

Recommendation

- (1) The updated draft General Fund Revenue and Capital Budget position for 2020/21 be considered alongside the Council's 2020-24 Medium-Term Financial Plan; and
- (2) Cabinet considers the key decisions identified to date and identifies other policy or service changes required for consideration.
- (3) Cabinet considers using the town centre improvement fund contribution in order to continue the trial of the free evening and weekend town centre car parking for a further 12 months.

1. Introduction

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

The previous budget reports presented to Cabinet provided an initial overview of the Council's financial position for 2020/21, taking into consideration the latest intelligence on the reform of the local government funding system. The report also provided an update on the progress that had been made in closing the medium-term budget gaps, since the 2019/20 budget was set in February 2019.

The purpose of this report is to present a detailed updated draft General Fund revenue position (see section 6), a capital position (see section 7) for 2020/21 and onwards, plus an updated Medium-Term Financial Plan (MTFP) (see section 8), since the report to Cabinet in December.

Cabinet will further consider more detailed updates on the draft revenue and capital General Fund budgets right through to final budget setting and Council Tax determination at Full Council on 25 February 2020.

This report includes ten appendices;

- **Appendix 1** is a summary position for 2020/21 detailing the various changes made to the 2019/20 original budget.

- **Appendix 2** identifies by service the proposed growth items for 2020/21 detailing the various changes made to the 2019/20 original budget.
- **Appendix 3** identifies by service the proposed income increases (-) or shortfalls (+) for 2020/21.
- **Appendix 4** identifies by service proposed savings items for 2020/21.
- **Appendix 5** financial modelling assumptions
- **Appendix 6** identifies the draft capital programme for 2020/21 onwards based on scheme proposals from budget officers, along with proposed funding splits, revenue implications, and a projection for capital receipts usage.
- **Appendix 7** provides a more detailed appraisal of the draft capital programme for 2020/21 onwards.
- **Appendix 8** shows the initial Medium-Term Financial Plan 2020-24.
- **Appendix 9** a risk assessment of General Fund reserves and balances
- **Appendix 10** Fees and charges schedule

2. Budget Context and Development

2.1. Overview and Context

The initial budget report to Cabinet in October presented a draft 2020/21 budget showing a deficit of approximately £0.762m, which was followed by the third report in December reducing this to £0.344m and subject to the approval of key decisions offering savings.

Since the December report the services have been firming up new proposals and key decisions. This has resulted in a balanced budget for 2020/21. Table 1 provides the details of the main changes.

Main Changes - 2020/21	£000s
December 2019 deficit including Key Decisions	344
Council Tax Base	18
Recharge of Costs to HRA	(202)
Trade Waste Fee - Land Fill tax	154
Trade Waste - Increased Commercialisation	(154)
Financial Ledger additional maintenance	33
Other Changes	(21)
Changes to net cost of borrowing	(72)
Total deficit including changes since November	100
Less New Key Decisions	
Free evenings and weekend parking from Town Centre Improvement Fund Budget (releasing £0.1m from previous growth key decisions)	(100)
Gross Deficit Position January 2020	0
Technical adjustments (one off benefit for 2020/21)	
Council Tax Collection Fund	(83)
Council Tax Collection Fund - transfer to Reserves	83
Revised MRP costs due to capital programme slippage	(175)
Revised MRP costs transfer to Reserves	175
Net Deficit Position January 2020	0

Table 1 – Summary of budget changes December to January Budget Report

A number of these key decisions in table 1 above are based only on initial indicative estimates of the possible savings that could be realised and therefore at this stage are presented to Members primarily for their consideration for further development. (see section 5) Should Members wish not to continue to explore these options then other alternative savings will need to be identified in order to deliver a balanced budget.

The 2020-24 Medium-Term Financial Plan has also been revised to reflect the inclusion of the additional key decisions. This has been summarised in section 8 of this report and highlights a current savings target of a cumulative £2.402m over the final 3 years of the plan.

Appendices 2, 3 and 4 provides more detail around the proposals included in the table above. Below is a summary of the movements in excess of £0.100m

Recharge of costs to the HRA

Where services provided impact on both the general fund and HRA, to reflect the true cost of service provision an annual recharge takes place. The review of this apportionment was completed during November using time and motion information from budget managers in order to ensure appropriate charges are made. Updates to the charges will include annual pay increases for staff and also any reshaping of services that have taken place in year. The £0.202m reflected in table 1 above largely reflects the impact of the reshaping of the CAST team in 2018/19 and the increased cost of the IT service. There is no reduction in costs to the organisation as a result of this reprofiling, however it does accurately reflect the cost of the HRA and general fund.

Trade Waste

As a result of Warwickshire County Council updating the method of calculation of the land fill tax paid from the trade waste service, from 2019/20 (current year) onwards the cost of this is expected to increase by £0.154m and as part of the budget monitoring for the year will be funded from the waste service earmarked reserve. Given the commercial nature of this service a corresponding income target of (£0.154m) has been built into the budget for 2020/21. The expectation is that before the start of the 2020/21 financial year a delivery plan is identified which outlines how this target can be achieved. If the plan cannot be implemented to achieve the full target in 2020/21, on a one-off basis, Reserve balances will be used to cover the loss of income, with the expectation that the target is delivered permanently from 2021/22.

Continuation of free evening and weekend town centre car parking

As reported to Cabinet 4 November, the continuation of free town centre evening and weekend parking will reduce income raised by £0.100m and this was built in as a growth item. Members are asked to consider funding this through the key decision to contribute £0.150m to the town centre improvement fund, releasing £0.100m to

contribute towards the budget deficit.

Technical adjustments – One off benefits

In the MTFP which was approved by Council 26 February 2019, there was an expectation that the vehicle replacement programme would be completed in 2019/20 and associated Minimum Revenue Provision (MRP) was factored into the revenue budgets. This programme has been delayed and as a result there is a one-off cash saving which has been transferred to reserves in 2020/21 to help smooth the impact of the anticipated funding changes in future years.

2.2. The Local Government Finance Settlement 2020-21

The Director General of Local Government at MHCLG wrote to Chief Executives on 5 November 2019 about the provisional local government finance settlement.

The letter acknowledges that the General Election on 12 December 2019 makes it impossible to hold the provisional settlement in early December – but “the department anticipates that the provisional Settlement will be a priority for Ministers to consider after the General Election” and that “all possible steps will be taken to ensure that the final settlement aligns with local authority budget setting timetables”.

It is not possible for MHCLG to give firm advice about the settlement itself because the outcome will be subject to the decisions of an incoming government. For now, the letter encourages authorities to “take account of the proposals the Government has published in the technical consultation in drawing up draft budgets for next year”.

The latest version of our MTFP is based on the proposals in the Local Government Finance Settlement 2020-21 Technical Consultation, reported to November Cabinet. At the time of writing this report, the assumptions applied for income from Retained Business Rates, New Homes Bonus and other Government Grants are only a best estimate and may yet change.

A change in government might result in a different set of settlement principles.

3. Funding Update

3.1. Financial Modelling Assumptions

As reported previously, there are several risks that the Council faces due to the forthcoming funding reform, the most significant are:

- i. Loss of existing growth due to the Business Rates Reset
- ii. The outcome of the Fair Funding Review providing a reduction in our assessed funding need
- iii. Significant changes and possible end of the New Homes Bonus scheme.

This uncertainty makes financial planning for 2021/22 and beyond extremely challenging, as even the smallest of changes to one of the many variables can result in very different outcomes. If all three came in to affect, cumulatively the potential losses aggregate to a sizable financial loss, however this is not considered as a realistic scenario and it is expected that there will be transitional protection built into the system to prevent authorities from losing more than a set amount each financial year.

Appendix 5 provides a detailed analysis of our financial modelling assumptions

4. Revenue Budget Pressures and Savings

4.1. Growth Assumptions

As previously reported the budget for 2020/21 includes known service pressures for the next 12 months totalling £1.129m with full details given within Appendices 1 & 2. All key assumptions and considerations underpinning this projection are:

- Inflation of £0.081m is calculated based on individual proposal information and,
- In Service Pressures totalling £0.573m. (See appendix 2)
- Any growth items suggested by officers which is less than £0.02m in value have been included in appendix 2 which equated to £0.07m. However, the expectation that this will be funded through reducing costs or income generation in the portfolio. The risk of non-achievement of this will be managed through the budget monitoring process for 2020/21.
- Pay award assumption is 2.5%.
- Further salary adjustments of £0.474m for 2020/21 based on the latest establishment, salary information and any new appointments.

Estimated Increased payment required to meet pension charges as per the latest intelligence on the new 2020 Actuarial valuation, which has been included within the salary adjustments.

4.2. Income Assumptions

Appendix 3 provides the detailed proposals included within the budget for 2020/21 and totals (£0.531m).

4.3. Savings Assumptions

Appendix 4 provides the detailed proposals included within the budget for 2020/21 and totals (£0.425m) excluding key decisions.

The proposals identified in the appendix require a savings delivery plan in order to document how the full saving will be achieved. The risk of this not being in place is that with no approved plan there is no certainty around the delivery of this target.

Officers with the support of Financial Services will produce detailed action plans for achievement and the delivery of the savings will be reported as part of the financial and performance reporting for 2020/21. Failure to deliver the savings identified in this schedule will require the shortfall to be funded from the balance of general fund balances which currently has a forecast balance of £1.651m at 31 March 2020. The impact of this will be that the balance of reserves is reduced for future risks. In addition to this, the deficit for 2021/22 will be increased adding pressure to the achievement of the MTFP.

4.4. Net Cost of Borrowing

Budgets for Net Cost of Borrowing reflect the latest interest rate forecasts provided by our treasury advisors, Link Asset Services for the period 2020 to 2022. Bank Rate is anticipated to rise to 1.00% by December 2020, and to 1.25% by June 2021. No further rate rises are forecast prior to March 2022. Amounts available for investment reflect available cash-backed General Fund and HRA balances, reserves and receipts forecast elsewhere in this report and in separate HRA budget setting documents. Borrowing requirements reflect the forecast General Fund Capital Financing Requirement (CFR) which tracks capital expenditure not financed from other sources, net of MRP, each year.

4.5. Corporate Adjustments – Portfolio Budgets

The total Portfolio corporate adjustments reported within Appendix 1 of £0.214m which largely due to the initial estimated net £0.202m reimbursement to the General Fund resulting from changes in internal recharges applied to the Housing Revenue Account.

4.6. Fees and Charges

The Council approved Medium Term Financial Strategy assumes that fees and charges will be reviewed annually and as a default be increased by inflation. However, there are some exceptions which include;

- Fees set nationally by government – therefore not within the authority's control
- Fees which are set over a longer period and realigned to cover cost alongside reassessment through benchmarking and market prices.
- Where prices were increased in excess of inflation in previous years it has been proposed that they are held for 2020/21
- In some instances, officers have proposed to hold or reduce prices in order to remain competitive in the market

The fees and charges for the trade waste service have not been published in the schedule due to the commercially sensitive nature of the activity.

Appendix 10 the attached schedule provides details of the proposed new fees.

4.7. Procurement

As previously reported Procurement has put procedures in place to improve efficiency and ensure faster, smarter, and more productive working practices, ensuring that priorities are understood, risks are identified and monitored and cost savings opportunities are identified and pursued. In reviewing new contracts in previous years, the authority has seen up to 3.5% cash savings.

A review of potential areas for new contracts has begun and any budget savings relating to changes in these practices for future years will be included as part of the budget setting process moving forward.

4.8. Outturn 2019/20

The Quarter 2 Finance and Performance Report presented to Cabinet in November provides an in year adverse variance of £0.039m. This includes;

- reduced income from Car Parking of £0.085m
- waste pressure £0.029m
- consultancy costs within Corporate Resources of £0.050m.
- reduced costs for temporary accommodation projecting a saving of (£0.148m)
- other net variances £0.016m

In addition, the Corporate Savings target is also on track to deliver £0.343m of in year savings.

4.9. Other Significant Items

The section below sets out the other significant income and expenditure items included in the draft 2020/21 budget.

- A total of £0.102m proposals listed within the key decisions table
- A total of £0.440m set aside for Revenue Contributions for Capital Outlay (RCCO)
- A further £0.886m budgeted to be transferred into the business rates equalisation reserve to help mitigate the anticipated reduction in funding from business rates reset and fair funding in future years.
- A one-off transfer of £0.671m from the business rates equalisation reserve to offset the estimated collection fund deficit in 2020/21.

5. Key Decisions

As explained above, the 2020/21 draft budget is currently in a balanced position. However, this position includes estimated financial implications that relate to a number of key policy decisions that have been produced and presented by officers for Members' consideration in order to reduce the budget deficit.

These proposed policy changes, their possible financial implications and stage of development are set out in the table below.

Summary of key decisions considered for 2020/21	£000s
Growth Items	
Continuation of contribution to the Town Centre Improvement Budget into 2020/21 (Reported to Cabinet November)	150
Continuation of free town centre evening and weekend free parking (Reported to Cabinet December)	100
Free evenings and weekend parking Financed from Town Centre Improvement Budget (new key decision)	(100)
Savings	
Voluntary redundancy (Reported to Cabinet November)	(50)
Voluntary redundancy adjustment	10
Cease funding member broadband and landlines (Reported to Cabinet December)	(8)
Grand total	102

Table 2 – Key Decisions for consideration

The key decisions in the table above have all been factored into the budget for 2020-21 and are included within the balanced budget. Table 2 has been broken down into two sections

- **Growth items** –Are additional costs for the year. If the decision is made not to pursue either scheme the budget will be reduced accordingly.
- **Savings** – If the decision is made not to pursue these schemes the deficit will be increased accordingly, and further savings or income generation options will need to be pursued.

5.1. Voluntary Redundancies plus reduced hours

Senior Management Team have invited staff to express an interest in voluntary redundancy or reducing their hours. The exact timescales for the consideration of these requests has yet to be finalised, but it is expected that Cabinet will be presented with a proposal at a future meeting. As such savings above are only presented on an indicative basis, based upon an estimated four to five proposals being accepted. The estimated proposed saving has reduced from £0.050m to £0.040m.

5.2. Continuation of contribution to the Town Centre Improvement Budget

At budget setting in 2017/18 it was announced as part of the Conservative Resolution that £0.150m generated through additional Business Rates from the Elliott's Field would be used toward Town Centre Improvements. The continuation of the contribution has been an annual key decision and formed part of the 2019/20 Budget Resolution submitted for the Annual Council Tax meeting 26 February 2019. However, it is proposed that continued commitment to town centre free parking is financed from this budget for 2020/21.

5.3. Member Broadband & Landlines Allowance

Within the 2019/20 budget there is £8,000 set aside to contribute to the cost incurred by Members for Broadband & Landlines. The recent Members Allowance review considered the option to not continue this commitment.

5.4. Free Evening and Weekend Parking in the Town Centre Car Parks

The Budget Resolution in February 2019 included the commitment to provide free weekend car parking in the town centre for the financial year 2019/20. The impact of this reduced income was financed through the town centre improvement budget to support increased footfall in the town centre. It is proposed that for further 12 months, whilst the town centre masterplan and a car parking strategy is developed this offer is continued. As per 2019/20 it is proposed that this will be financed from the Town Centre Improvement Budget

5.5. Risk Assessment of General Fund Balances and Earmarked Reserves

As part of the annual budget setting process an assessment of required level of reserves needs to be undertaken, taking account of the potential future financial risks faced by the Council. It is considered prudent to hold sufficient reserves and balances to give the Council the ability to smooth out peaks in expenditure and troughs in income and funding over the medium term, by making short term contributions towards balancing the budget and give the Council time to plan service changes and further efficiencies.

During the closedown of 2018/19 a risk assessment of the reserve's levels in our corporate reserves which we use to respond to and manage financial risks was undertaken, this work has been updated and is shown in appendix 9. If all the risks present in the environment crystallised, particularly the funding risks, then the reserves would be depleted by 2022/23. This underlies the need to continue to focus on putting money into reserves but also creates the opportunity that if the risks identified are not as severe as currently forecast, the reserves could be used for other purposes.

6. Draft Portfolio Budgets

Appendix 1 provides an overview of the draft revenue budget for 2020/21 showing a balanced budget and is summarised as follows;

6.1. Growth and Investment

The portfolio budget for 2020/21 of £2.727m has remained at a similar level to the budget 2019/20. Whilst there has been increased growth due to staffing pay award and service redesign this has been offset by increased income expectations through varying funding streams to achieve the authority's key priority of self-sufficiency.

6.2. Corporate Resources

This portfolio consists of a number of back office functions and are recharged to services accordingly. The proposed budget for this portfolio is £1.081m which is an increase of £0.111m mainly due to salaries and inflation.

6.3. Environment and Public Realm

Many budgets within this portfolio have been reviewed and continue to be reviewed. Whilst there are significant growth items this has been largely offset by savings and income proposals. The proposed budget for 2020/21 is £7.093m which represents an increase of £0.172m and mainly reflects the increased cost in salaries pay award and inflation.

6.4. Communities and Homes

This portfolio leads on the savings delivered through the key decision – Housing Acquisition Fund approved in 2019/20 and this represents £0.140m of the total £0.175m. The remainder is largely due to increased benefit from the housing benefit reduced costs. Whilst the service has seen some increased cost within IT services as the impact of digitalisation continues this has been offset by increased income generation within other services. The proposed budget for this portfolio is £1.972m which is a reduction of £0.296m when compared with 2019/20.

6.5. Executive Directors

This portfolio includes Electoral, Democratic and Legal services. The budgets have been increased to cover salaries pay award. The reduction in income is due to grant that is no longer available for electoral registration service which is offset by a saving on reduced marketing costs. The proposed budget for this portfolio is £2.082m which is an increase of £0.119m when compared with 2019/20.

6.6. Other Corporate Items

These include the following;

- £0.060m represents the reprofiled saving of £0.160m set within the 2018/19 budget recognising that the impact of the digitalisation strategy would provide cashable benefits over the medium term as this solution helps to manage continued increase in demand for services.
- Centrally held element to mitigate the risk of a pay award which is approved at 2.5% - the service budgets are set assuming a 2% pay award until more information is known.

7. Draft Portfolio Capital Budgets

Appendix 6 shows the draft position for the 2020/21 capital programme and onwards. As can be seen, the total capital programme proposed for 2020/21 (excluding proposed carry-forward budgets from previous years) is £2.129m. Excluding grants and other contributions, this leaves a net £1.074m of expenditure to be financed in 2020/21.

Forecast General Fund capital receipts are £2.188m at the beginning of financial year 2020/21. As noted in previous years it is not considered prudent to allow overall General Fund capital receipts to be depleted, as this will subject the Council to interest rate risks in future years and in emergency situations. In other words, it maintains the stability currently provided by retaining a reasonable level of capital receipts as any future borrowing would have to be undertaken at the interest rates available in the market at the time.

A revised Asset Management Strategy 2018-23 was approved by Council in April 2018 and has informed the proposals included within the programme relating to the General Fund asset portfolio.

In addition, The Prudential Code for Capital Finance in Local Authorities has also been updated by the Chartered Institute of Public Finance and Accountancy (CIPFA). The code sets out that in order to demonstrate that an authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, authorities should have in place a capital strategy. The capital strategy should set out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes. The Capital Strategy, including the Treasury Management Strategy for 2020/21 will be presented to Audit and Ethics Committee for scrutiny in January 2020 with recommendations to Council in February 2020.

The additional revenue financing implications of this second draft programme for 2020/21 to 2023/24 upon future years are as follows:

	2020/21 £'000	2021/22 £'000	2023/24 £'000
Additional Minimum Revenue Provision (MRP)	84	134	133
Additional Interest Costs	27	34	34
Total	111	168	167
Cumulative Effect		279	446

Table 3 – MRP Forecast

As noted in section 3.3, additional allocations from New Homes Bonus as revenue contributions to capital outlay (RCCO) to reduce the reliance on borrowing to finance

the General Fund capital programme for 2020/21 and beyond have now been removed as a consequence of the likely phasing out of payments.

For the 2020/21 draft General Fund revenue budget MRP is estimated at £1.594m (2019/20 £1.552m) resulting from historical borrowing and the additional borrowing undertaken to finance the 2019/20 capital programme as approved by Council in February 2019.

8. Medium Term Financial Plan 2020-2024

Appendix 8 shows a forecast position for the next 4 financial years with a **balanced budget** for 2020/21.

	2020/21 £ 000's	Full Reset		
		2021/22 £ 000's	2022/23 £ 000's	2023/24 £ 000's
BASE BUDGET bf including Corporate Adj.	16,426	17,774	13,664	14,051
Growth Requirements	1,128	542	551	560
Other Corporate Adjustments	186	(170)	59	(176)
Savings and Income	(956)	(346)	23	0
Key Decisions	102	0	0	0
Savings to be Found	0	(1,029)	(744)	(629)
Movement in Reserves	888	(3,108)	498	75
Revised Budget Requirement	17,774	13,664	14,051	13,881
Financed by;				
Government Funding	(2,639)	(1,310)	(968)	(299)
Council Tax	(8,432)	(8,746)	(9,151)	(9,575)
Business Rates including Damping	(6,687)	(3,608)	(3,932)	(4,007)
Collection Fund Surplus/Deficit	654	0	0	0
Transfer from BRR reserve	(671)	0	0	0
Total Funding Requirement	(17,774)	(13,664)	(14,051)	(13,881)

Table 4 – Medium Term Financial Plan 2020/21 to 2023/24

Beyond 2020/21, the MTFP shows additional budget variances that need to be considered in future years, assuming that prior budget deficits have been addressed. This MTFP has been presented on the assumption that the Council will either see the impact of a full reset which reports a cumulative deficit of approximately £2.402m across the four years MTFP.

Table 4 shows the changes when compared with the previous year. The key movements presented in the MTFP can be explained as follows:

- Increased funding in Council Tax at a rate of £5 over the medium term.
- Increased contribution to the Business Rates Equalisation Reserve for the excess growth in Business Rates Funding, above sustainable funding levels in 2020/21.
- Additional funding anticipated, over and above the MTFP reported in February 2019 for New Homes Bonus is transferred to RCCO for 2020/21 only, with a

total budget of £0.440m. In addition to the impact of anticipated changes to NHB resulting in no further contributions post 2020/21.

- The estimated revenue savings generated from the introduction of the proposed Materials Recycling Facility in 2022/23
- The Corporate items include the necessary adjustments to the Minimum Revenue Provision and Net Cost of Borrowing

Other major assumptions within the MTFP:

- The adverse impact of potential changes to New homes bonus in 2021/22
- Release of the budgeted contribution from the Business Rates Reserve of £2.850m to part mitigate the impact of the business rates reset and fair funding review 2021/22.
- The adverse impact of changes in government funding resulting from the fair funding review and business rates baseline reset in 2020/21.
- Salary budgets amended to reflect 2.5% pay awards applied in each year of the MTFP.

9. Process review for MTFP and MTFS

The current MTFP provides information on the in-year deficits that will need to be addressed in each financial year in order to deliver a balanced budget. Due to the uncertainty around future funding arrangements developing a fully funded plan at this stage would be challenging as we are still awaiting confirmation of funding arrangements post March 2021. However, during 2020/21 a spending review will be published by the new Government.

It is proposed that in the lead up to the budget setting process for 2021/22 a review and redesign of the budget setting process will take place. This will include setting up a working group which will include the Financial Services Manager, Senior Management Team and also elected members.

The purpose of the group will be to establish any suggested improvements to the process which will aid strategic decision making in relation to the delivery of the medium-term financial plan and strategy. One of the main areas for review is the setting of a rolling balanced budget for all years of the plan. In the year of adoption this will mean that proposals for all four years of the plan will need to be approved. Although challenging, this will give Senior Management Team up to three years in order to refine delivery plans and make the relevant strategic decisions. After year one of adopting the revised method of working, the budget setting process will always be looking to deliver plans for the fourth year of the plan.

In adopting a rolling MTFP, there may a requirement to use the authority's reserves in order to adapt to challenges in the funding environment once the budget for the year is set. It is anticipated that this can be readdressed by adjusting future savings targets to replenish the reserves, if there is a strategic desire to deliver this.

The current medium-term financial strategy covers the period 2018-2023, due to the expected significant changes in local government funding, this will be updated following the announcement of the next Spending Round which is expected during 2020.

10. Conclusion

If all of the proposals included in this report are approved by Members, the budget for 2020/21 is now in balance compared to the funding available.

It needs to be noted that, further savings still need to be identified in order to deliver a balanced budget across the medium term. In particular, the high level of uncertainty around retained Business Rates and the potential for a reset of the system presents a considerable risk to the Councils finances from 2021/22 onwards.

Name of Meeting: Cabinet

Date of Meeting: 6 January 2020

Subject Matter: Draft General Fund Revenue and Capital Budget 2020/21

Originating Department: Corporate Resources

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
	Update on General Fund budget setting 2020/21 - Cabinet 5 December 2019
	Draft General Fund Revenue and Capital Budget 2020/21 – Cabinet 4 November 2019
	Update on the Draft Budget 2020/21 – Cabinet 7 October 2019

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Appendix 1

Draft General Fund Revenue Summary 2020/21	2019/20 Original Budget £000s	In Year Adjustments £000s	2019/20 Revised Budget £000s	Corporate Adjustments £000s	Total Inflation £000s	Salary Adjustments £000s	Proposed Growth Items (Appendix 2) £000s	Proposed Income Adjustments (Appendix 3) £000s	Savings (Appendix 4) and Key Decisions £000s	2020/21 Draft Budget £000s
EXPENDITURE:										
Growth & Investment	2,886	(154)	2,732	(11)	5	113	52	(164)	0	2,727
Corporate Resources	970	0	970	17	26	98	15	(12)	(34)	1,081
Environment & Public Realm	6,921	(0)	6,921	(18)	50	135	431	(289)	(137)	7,093
Communities & Homes	2,269	0	2,269	(151)	0	44	73	(89)	(175)	1,972
Executive Director's Office	1,964	0	1,964	103	0	11	2	23	(20)	2,082
Key Decisions	0	0	0	0	0	0	0	0	102	102
Corporate Items	(21)	0	(21)	0	0	73	0	0	(60)	(8)
PORTFOLIO EXPENDITURE	14,989	(154)	14,835	(60)	81	474	573	(531)	(323)	15,049
Less Capital Charge Adjustment	(2,693)	0	(2,693)	(75)	0	0	0	0	0	(2,767)
Less Corporate Savings Target (including salary voids)	(300)	0	(300)	0	0	0	0	0	0	(300)
Less Pension Adjustment	(328)	0	(328)	(26)	0	0	0	0	0	(354)
NET PORTFOLIO EXPENDITURE	11,668	(154)	11,514	(161)	81	474	573	(531)	(323)	11,628
Net Cost of Borrowing	297	0	297	(67)	0	0	0	0	0	230
Minimum Revenue Provision (MRP)	1,552	0	1,552	42	0	0	0	0	0	1,594
Investment Income	0	0	0	(50)	0	0	0	0	0	(50)
Revenue Contribution to Capital Outlay	199	0	199	241	0	0	0	0	0	440
Negative Revenue Support Grant / BR Tariff Adjustment	0	0	0	0	0	0	0	0	0	0
Contribution to Business Rate Equalisation Reserve	1,964	0	1,964	887	0	0	0	0	0	2,850
Contribution to Reserves & Balances	256	0	256	2	0	0	0	0	0	259
TOTAL EXPENDITURE (before Parish Precepts)	15,936	(154)	15,782	894	81	474	573	(531)	(323)	16,951
Parish Council Precepts and Council Tax Support	803	0	803	20	0	0	0	0	0	823
TOTAL EXPENDITURE	16,740	(154)	16,586	914	81	474	573	(531)	(323)	17,774
INCOME:										
Retained Business Rates	(6,269)	0	(6,269)	(418)	0	0	0	0	0	(6,687)
Retained Business Rates - Collection Fund (Surplus)/Deficit	126	0	126	545	0	0	0	0	0	671
New Homes Bonus Funding	(2,141)	0	(2,141)	(241)	0	0	0	0	0	(2,382)
Government Grants	(321)	0	(321)	64	0	0	0	0	0	(256)
Council Tax	(7,914)	0	(7,914)	(451)	0	0	0	0	0	(8,366)
Council Tax - Empty Property	(66)	0	(66)	66	0	0	0	0	0	0
Council Tax - Collection Fund (Surplus)/Deficit	(29)	0	(29)	(54)	0	0	0	0	0	(83)
Contribution from Reserves & Balances	(126)	0	(126)	(545)	0	0	0	0	0	(671)
TOTAL INCOME	(16,740)	0	(16,740)	(1,034)	0	0	0	0	0	(17,774)
VARIANCE ON BUDGET	(0)	(154)	(154)	(121)	81	474	573	(531)	(323)	0

2020/21 Growth Adjustments

Portfolio Description	Service Line	Service Line Description	Cost Centre	Cost Centre Description	Account	Account Description	Growth £000	Proposal Detail	Corresponding savings/income proposal Y / N	Reference
Communities & Homes	COMMGRNTS	Community Grants	CGS00	CL Grants	0720	Grants To Voluntary Organisations	7	To allocate grants funded through income generated through the RBC Lotto	Y - C&H1	C&HG1
		Total Community Grants					7			
Communities & Homes	CUSTINFO	Customer & Information Services	CIS10	ITC & Support Services	0374	Software Maintenance	10	For software maintenance cost associated with the Disaster Recovery System	N	C&HG2
Communities & Homes	CUSTINFO	Customer & Information Services	CIS21	Maintenance of Customer Services Systems	0374	Software Maintenance	33	For software maintenance cost associated with the Financial Management System	N	C&HG3
		Total Customer & Information Services					43			
Communities & Homes	WRWKS	Warwickshire Direct Partnership	JCC10	Warwickshire On Line Partnership	0710	Payments to Other Local Authorities	20	Required following a move to a single instance database following the reduction in technical support	N	C&HG4
		Total Warwickshire Direct Partnership					20			
Communities & Homes	WELFARE	Minor Growth Proposals within Communities & Homes	HWS00	Welfare Services	0785	Various Accounts	3	Increased budget requested for various services across the Environment & Public Realm portfolio including items such as utilities, agency and vehicle running costs	N	C&HG5
		Total Communities & Homes					73			
Corporate Resources	HANDY	Handyperson Service	HDY00	The Handyperson Service	0100	R&M External Contractors	10	This reflects the net cost of providing the Handyperson Service	Y	CRG1
		Total Handyperson Service					10			
		Minor Growth with Corporate Resources				Various Accounts	5	Small increases across a number of services for items such as professional subscriptions and service subscriptions	N	CRG2
		Total Corporate Resources					15			
Environment & Public Realm	CREM	Crematorium	CRM00	Crematorium	0131	Gas	5	To match the historic costs of Gas usage	N	E&PRG1
Environment & Public Realm	CREM	Crematorium	CRM00	Crematorium	4000	Contribution to Reserves	5	To allow the service to build reserve to fund future service requirements	N	E&PRG2
		Total Crematorium					10			
Environment & Public Realm	HIGHWAY	Miscellaneous Highways Services	HIG01	Street Furniture	0103	Car Park Maintenance	10	On going maintenance budget required for Car Park surface works	N	E&PRG3
		Total Miscellaneous Highways Services					10			
Environment & Public Realm	PARKS	Parks, Recreation Grounds & Open Spaces	PKS00	Parks, Recreation Grounds & Open Spaces	0101	R&M Internal Contractors	20	Increase in contractor budget following review of service requirements	N	E&PRG4
Environment & Public Realm	PARKS	Parks, Recreation Grounds & Open Spaces	PKS00	Parks, Recreation Grounds & Open Spaces	0742	External Contractor & Operator	10	Increase in contractor budget following review of service requirements	N	E&PRG5
		Total Parks, Recreation Grounds & Open Spaces					30			
Environment & Public Realm	SAFETY	Safety & Resilience	EPL00	Safety and Resilience	0000	Salaries & Wages	9	In relation to salaries following service review	N	E&PRG6
		Total Safety & Resilience					9			
Environment & Public Realm	TRADEWASTE	Trade Waste/Recycling	WWC01	Trade Waste Collection	0000	Salaries & Wages	41	New Trade Waste Officer post as approved by Cabinet September 2019	Y	E&PRG7
Environment & Public Realm	TRADEWASTE	Trade Waste/Recycling	WWC01	Trade Waste Collection	0711	Removal of Waste - WCC	143	Increased Landfill tax to be paid to WCC based on an updated calculation method for Commercial Waste service	Y - E&PRI12	E&PRG8
		Total Trade Waste/Recycling					184			
Environment & Public Realm	VHCLWRK	WSU Vehicle Workshop	WVR00	Garage	0444	Other Miscellaneous Expenses	25	Removal of vehicle savings budget following service review	N	E&PRG9
		Total WSU Vehicle Workshop					25			
Environment & Public Realm	WASTE	Waste Collection & Recycling	REF00	Domestic Waste Collection/Recycling	0000	Salaries & Wages	79	Additional refuse posts following non delivery of 2019/20 kerbside collection key decision	N	E&PRG10
Environment & Public Realm	WASTE	Waste Collection & Recycling	REF00	Domestic Waste Collection/Recycling	0003	Agency Staff	22	Increase in agency budget to meet service requirements to cover sickness and holidays	N	E&PRG11
Environment & Public Realm	WASTE	Waste Collection & Recycling	REF00	Domestic Waste Collection/Recycling	0204	Vehicle Fuel	19	Increase in fuel budget following non delivery of 2019/20 of kerbside collection key decision	N	E&PRG12
Environment & Public Realm	WASTE	Waste Collection & Recycling	REF00	Domestic Waste Collection/Recycling	0742	External Contractor & Operator	25	Increased budget for the Recycling Gate Fee following an adjustment for the current contract	N	E&PRG13
		Total Waste Collection & Recycling					145			
		Minor Growth Proposals within Environment & Public Realm				Various Accounts	19	Increased budget requested for various services across the Environment & Public Realm portfolio including items such as utilities, agency and vehicle running costs	N	E&PRG14
		Total Environment & Public Realm					432			
Executive Director's Office	CIVRESP	Civic Responsibilities	CIV00	Civic Responsibilities	0447	Special Events/Activities	2	Budget required to cover the increased costs associated with Remembrance Sunday	N	EDG1
		Total Civic Responsibilities					2			
		Total Executive Director's Office					2			
Growth & Investment	ECONDEV	Economic Development	ECD00	Development Strategy	0452	Borough Local Plan	36	In relation to finance sub regional plan evidence	Y - G&I2	G&IG1
		Total Economic Development					36			
Growth & Investment	PLNNG	Planning Services	PLN00	Planning General/Income	0741	External Legal Costs	16	To cover additional Legal costs for Planning Appeals	Y - G&I2	G&IG2
		Total Planning Services					16			
		Total Growth & Investment					52			
		Overall Total Growth Proposals					573			

2020/21 Income Adjustments

Portfolio Description	Service Line Description	Income £	Proposal Detail
Communities & Homes	Community Grants	(8)	Increased income funded through the Rugby Lotto will be distributed and given as grants
	Total Community Grants	(8)	
Communities & Homes	Customer & Information Services	(39)	Increased income budget following review of charges for Street Naming and Numbering
	Total Customer & Information Services	(39)	
Communities & Homes	Welfare Services (Private Lifelines)	(40)	Estimated growth in Lifeline provision already included in the Medium Term Financial Plan
	Total Welfare Services (Private Lifelines)	(40)	
	Minor Income Adjustments within Communities & Homes	(2)	
	Total Communities & Homes	(89)	
Corporate Resources	Handyperson Service	(10)	Income generated from commercialisation of service
	Total Resources	(10)	
Corporate Resources	Corporate Property Management	(2)	Increase reflects the expected level of income for this year
	Total Corporate Property Management	(2)	
	Total Corporate Resources	(12)	
Environment & Public Realm	Car Parks & Parking	41	Realignment of income following review of income trends over previous years
	Total Car Parks & Parking	41	
Environment & Public Realm	Crematorium	(8)	Increased income due to the % change in no service cremations. Based on 950 cremations with 7% no service.
	Total Crematorium	(8)	
Environment & Public Realm	Crime & Disorder	(33)	Efficiencies created through collaborative working, equating to 50% of the current direct cost of the service
	Total Crime & Disorder	(33)	
Environment & Public Realm	WSU Depot	(8)	Realignment of income following review of income trends
	Total WSU Depot	(8)	
Environment & Public Realm	Parks, Recreation Grounds & Open Spaces	(5)	Previously unbudgeted income expectation for the Caldecott Park Café
Environment & Public Realm	Parks, Recreation Grounds & Open Spaces	6	Reduction in income budget following cessation of an external contract for Ground Maintenance works
	Total Parks, Recreation Grounds & Open Spaces	1	
Environment & Public Realm	Regulatory Services	37	Cessation of the investigative flytipping contracts with other Local Authorities
	Total Regulatory Services	37	
Environment & Public Realm	Trade Waste/Recycling	(76)	Anticipated increase in Trade Waste income
Environment & Public Realm	Trade Waste/Recycling	(31)	Fees and Charges review 2020/21
Environment & Public Realm	Trade Waste/Recycling	(154)	Increased commercialisation of Trade waste
	Total Trade Waste/Recycling	(261)	
Environment & Public Realm	Waste Collection & Recycling	(26)	Recycling Credits assumed CPI and adjust for current tonnage
Environment & Public Realm	Waste Collection & Recycling	(23)	Anticipated increase in garden waste subscription income due to growth in the borough
	Total Waste Collection & Recycling	(48)	
	Minor Income Adjustments within Environment & Public Realm	(9)	Minor increases to income across the portfolio mainly due to fees and charges increases
	Total Environment & Public Realm	(289)	
Executive Director's Office	Electoral Registration	23	Reduction of income following cessation of the grant issued by the Cabinet Office
	Total Electoral Registration	23	
	Total Executive Director's Office	23	
Growth & Investment	The Benn Hall	(12)	Increased income on sales throughout the Benn Hall
	Total The Benn Hall	(12)	
Growth & Investment	Planning Services	(52)	Increased Planning income based on expected demand through adoption on the local plan
	Total Planning Services	(52)	
Growth & Investment	Sports & Recreation	(33)	50% reduction the direct costs funded by the authority through grant funding and commercialisation
Growth & Investment	Sports & Recreation	(27)	50% reduction the direct costs funded by the authority through grant funding and commercialisation
Growth & Investment	Sports & Recreation	(20)	50% reduction the direct costs funded by the authority through grant funding and commercialisation
Growth & Investment	Sports & Recreation	(20)	50% reduction the direct costs funded by the authority through grant funding and commercialisation
	Total Sports & Recreation	(100)	
	Total Growth & Investment	(164)	
	Overall Total Income Proposals	(531)	

Corresponding Growth? Y / N (Y = Total growth offset)	RAG rating	Financial Risk Assessment	Reference
Y - C&HG1		Low risk as if not delivered there will be no redistribution as grants within the Borough	C&H11
N		Low risk as forecast based on modelling included in the Cabinet report (date)	C&H12
N		Medium risk as based on demand growth in the service	C&H13
N		low risk as multiple minor targets	C&H14
Y - CRG1		low risk linked to increased cost	CRG1
		Low risk as minor increase	CR11
N		High risk as the income target is reducing as a result of this proposal. This includes the continuation of free weekend and evening town centre car parking	E&PR11
N		Medium risk as based on expected service growth	E&PR12
N		High risk as no action plan currently in place to deliver this saving, could be lead in time issues for 2020/21	E&PR13
N		Medium risk associated with growth forecasts being achieved	E&PR14
N		Low risk as based on current tender process	E&PR15
N		High risk as the income target is reducing as a result of this proposal	E&PR16
N		High risk as the income target is reducing as a result of this proposal	E&PR17
N		Medium risk based on price changes and maintaining market share	E&PR18
N		Medium risk based on price changes and maintaining market share	E&PR19
Y - E&PRG8		High risk - assumed commercialisation will offset the additional cost of the service as per the changes in the landfill tax. Action plan for delivery is still to be established	E&PR110
N		Medium risk based on growth forecast	E&PR111
N		Medium risk based on growth forecast	E&PR112
N		Low risk as multiple minor targets	E&PR113
N		Low risk as corresponding spend relating to the funding has also reduced	EO11
N		Medium risk as dependent on customer activity	G&I11
Y - G&IG1/2		Medium risk as dependent on customer activity	G&I12
N		High risk as action plan for delivery is still to be established, could be lead in time issues for 2020/21	G&I13
N		High risk as action plan for delivery is still to be established, could be lead in time issues for 2020/21	G&I14
N		High risk as action plan for delivery is still to be established, could be lead in time issues for 2020/21	G&I15
N		High risk as action plan for delivery is still to be established, could be lead in time issues for 2020/21	G&I16

Key for risk	
High risk	Difficult to implement, high risk for delivery in year, delivery plans still to be established
Medium risk -	Some challenges to implement in the timeframe
Low risk	Low risk in terms of implementation and delivery

2020/21 Saving Adjustments

PortfolioDescription	Service Line Description	Savings Adjustment £	Proposal Detail	Corresponding savings/income proposal Y / N	RAG rating	Financial Risk Assessmet	Reference
Communities & Homes	Cast Team	(140)	Stretched saving linked to Housing Acquisition Fund Proposal approved in 2019/20 for the medium term	N	Medium risk	Medium risk due to potential accelerate of Rounds Gardens	C&HS1
	Total Cast Team	(140)					
Communities & Homes	Central Telephone Service	(15)	Savings found through procurement of a new supplier	N	Low risk	Low risk as saving has already been confirmed through the procurement process	C&HS2
	Total Central Telephone Service	(15)					
Communities & Homes	To be apportioned	(20)	Growth Proposals less than £25,000 will be met from efficiencies or increased commercialisation within services - to be realigned to services within future budget papers	Y -See growth proposals	Medium risk	Medium risk as proposals still being developed, but minor value	C&HS3
	Total Communities & Homes	(175)					
Corporate Resources	Resources	(20)	Agency staff budget no longer required	N	Medium risk	Medium risk as use of agency will need to be managed	CRS1
	Total Resources	(20)					
Corporate Resources	Retired Employees/Unapportionable	(5)	Reduces over time as people fall out of the pension scheme	N	Medium risk	Medium risk as based on employee turnover	CRS2
	Total Retired Employees/Unapportionable	(5)					
Corporate Resources	Other Minor Savings	(5)	Small savings across the portfolio for items such as Subscriptions, Agency costs and Window Cleaning	N	Low risk	Low risk as multiple minor savings	CRS3
Corporate Resources	To be apportioned	(3)	Growth Proposals less than £25,000 will be met from efficiencies or increased commercialisation within services - to be realigned to services within future budget papers	Y -See growth proposals	Medium risk	Medium risk as proposals still being developed, but minor value	CRS4
	Total Corporate Resources	(33)					
Environment & Public Realm	Car Parks & Parking	(5)	Budget no longer required for consultancy following service review	N	Low risk	Low risk due to ending of requirement for consultancy support	E&PRS1
	Total Car Parks & Parking	(5)					
Environment & Public Realm	Miscellaneous Highways Services	(6)	Budget reduced based on historical spend and on going requirements.	N	Low risk	Low risk due to nature of savings identified	E&PRS2
	Total Miscellaneous Highways Services	(6)					
Environment & Public Realm	Land Drainage	(5)	Budget reduced based on historical spend.	N	Low risk	Low risk due to nature of savings identified	E&PRS3
	Total Land Drainage	(5)					
Environment & Public Realm	Licensing	(33)	Restructure of Licensing team, including introduction of trainee post	N	Low risk	Low risk as based on staffing forecast for 2020/21	E&PRS4
	Total Licensing	(33)					
Environment & Public Realm	Regulatory Services	(5)	Airways Radio software no longer needed	N	Low risk	Low risk due to nature of savings identified	E&PRS5
Environment & Public Realm	Regulatory Services	(8)	Reduction due to review of historic spend and on-going requirements	N	Low risk	Low risk due to nature of savings identified	E&PRS6
	Total Regulatory Services	(13)					
Environment & Public Realm	WSU Vehicle Workshop	(24)	Qualified post replaced with Trainee post	N	Low risk	Low risk due to nature of savings identified	E&PRS7
	Total WSU Vehicle Workshop	(24)					
Environment & Public Realm	Other Minor Savings	(15)	Minor savings across the portfolio for items such as Vehicle Running Costs and Personal Protective Clothing	N	Low risk	Low risk due to nature of savings identified	E&PRS8
Environment & Public Realm	To be apportioned	(36)	Growth Proposals less than £25,000 will be met from efficiencies or increased commercialisation within services - to be realigned to services within future budget papers	Y -See growth proposals	Medium risk	Medium risk as proposals still being developed, but minor value	E&PRS9
	Total Environment & Public Realm	(137)					
Executive Director's Office	Communication	(16)	Following historic spend the budget to be reduced on Publicity & Marketing	N	Low risk	Low risk due to nature of savings identified	G&IS1
	Total Communication	(16)					
Executive Director's Office	Electoral Registration	(4)	Savings found through new ways of working through service redesign	N	Low risk	Low risk due to nature of savings identified	G&IS2
	Total Electoral Registration	(4)					
	Total Executive Director's Office	(20)					
Corporate Item	To be apportioned	(60)	Efficiencies generated through the implementation of digitalisation solutions - Reprofiled from previous years	N	Medium risk	Medium risk which could result from non cashable savings	CIS1
	Total Corporate Items	(60)					
	Total Savings	(425)					

Key for risk	
High risk	Difficult to implement, high risk for delivery in year, delivery plans still to be established
Medium risk -	Some challenges to implement in the timeframe
Low risk	Low risk in terms of implementation and delivery

Financial Modelling Assumptions

As reported previously, there are several risks that the Council faces due to the forthcoming funding reform, the most significant are:

- i. Loss of existing growth due to the Business Rates Reset
- ii. The outcome of the Fair Funding Review providing a reduction in our assessed funding need
- iii. Significant changes and possible end of the New Homes Bonus scheme.

This uncertainty makes financial planning for 2021/22 and beyond extremely challenging, as even the smallest of changes to one of the many variables can result in very different outcomes. If all three came in to affect, cumulatively the potential losses aggregate to a sizable financial loss, however this is not considered as a realistic scenario and it is expected that there will be transitional protection built into the system to prevent authorities from losing more than a set amount each financial year.

Chart 1 shows a range of different financial outcomes that might arise for Rugby Borough Council across the medium term.

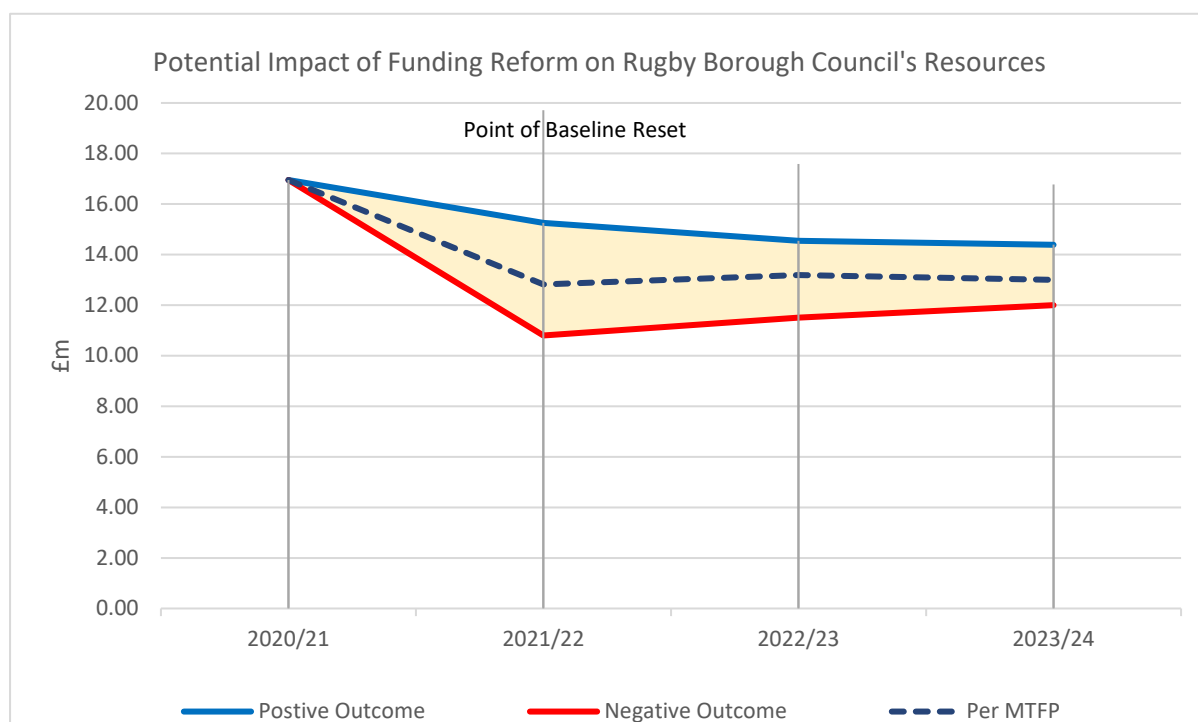


Chart 1 – Estimated Impact of Funding Reform

The dotted blue line represents the funding position, as per the Council's MTFP assumptions within this report. It shows that during the early stages of the MTFP, the Council's funding does drop from £17m (excluding Parish precepts) to £12.8m between 2020/21 and 2021/22. However, later into MTFP the Council again begins to benefit from growth in the business rates funding increases to the £13m position by 2023/24.

The red line presents a scenario where a negative or unfavourable outcome from the funding reform is delivered, but where there is no transitional protection in place. Under such a scenario, the Council would see its deeper reductions in its resources reduce from approximately £17m to £12m between 2020/21 and 2023/24. This would represent a £4.6m or 27% reduction in total resources.

The solid blue line presents a scenario where a positive or favourable outcome from the funding reform is delivered for Rugby Borough Council. In such a scenario the Council's funding reduction is smoothed over the medium term through transitional funding and assumes that there will be some continuation of funding to replace the changes expected in the NHB grant. from £17m to £14m in the longer-term.

The following key variables have been adjusted to produce this model. RBC current assumptions are based on the latest intelligence from our external funding advisors.

Variable	RBC Assumptions as at Feb 2019	Positive Outcome	Negative Outcome	RBC Current Assumptions
Existing Growth Retained at initial reset	0%	0%	0%	0%
S31 Grants – Multiplier Cap	Removed	Removed	Removed	Removed
Business Rates Levy applied	20% threshold	20% threshold	20% threshold	20% threshold
Impact of Fair Funding Review	No change	No change	Loss of £1m from our assessment	No change
Future of New Homes Bonus	No change	No change in 2020/21. One-year payments only from 2021/22.	Ends in 2020/21	No change in 2020/21. Legacy Payments phasing out from 2021/22.
Transitional 'damping' protection	10% limit on reduction in resources	10% limit on reduction in resources	No damping	No damping

Table 1 – Financial Modelling Assumptions

1. Future Funding Levels

The austere times for the sector has created many challenges and required us to plan carefully to manage any potential risk of a cliff edge reduction in funding. We have achieved this through budget planning and adapting our uncertain funding streams to create more certainty within this unstable financial environment.

As part of the 2018-2023 Medium Term Financial Strategy, any additional business rates growth above the sustainable baseline level have been transferred to the Business Rates Equalisation Reserve to help mitigate the anticipated cliff edge from the business rates reset and the fair funding review, which is now scheduled for 2021/22.

The chart below illustrates how the Council has continued to set a budget which is closer to the anticipated future funding levels.

In 2019/20 it has been assumed that the business rates income of £6.3m will be generated of which £1.9m was budgeted to be transferred to the Business Rates Equalisation Reserve. This policy to smooth the impact of funding reductions continues into 2020/21 resulting in a potential reserve contribution of a further £2.9m. Following the reset in 2021/22 it is forecast that the balance will be released to manage the funding gap.

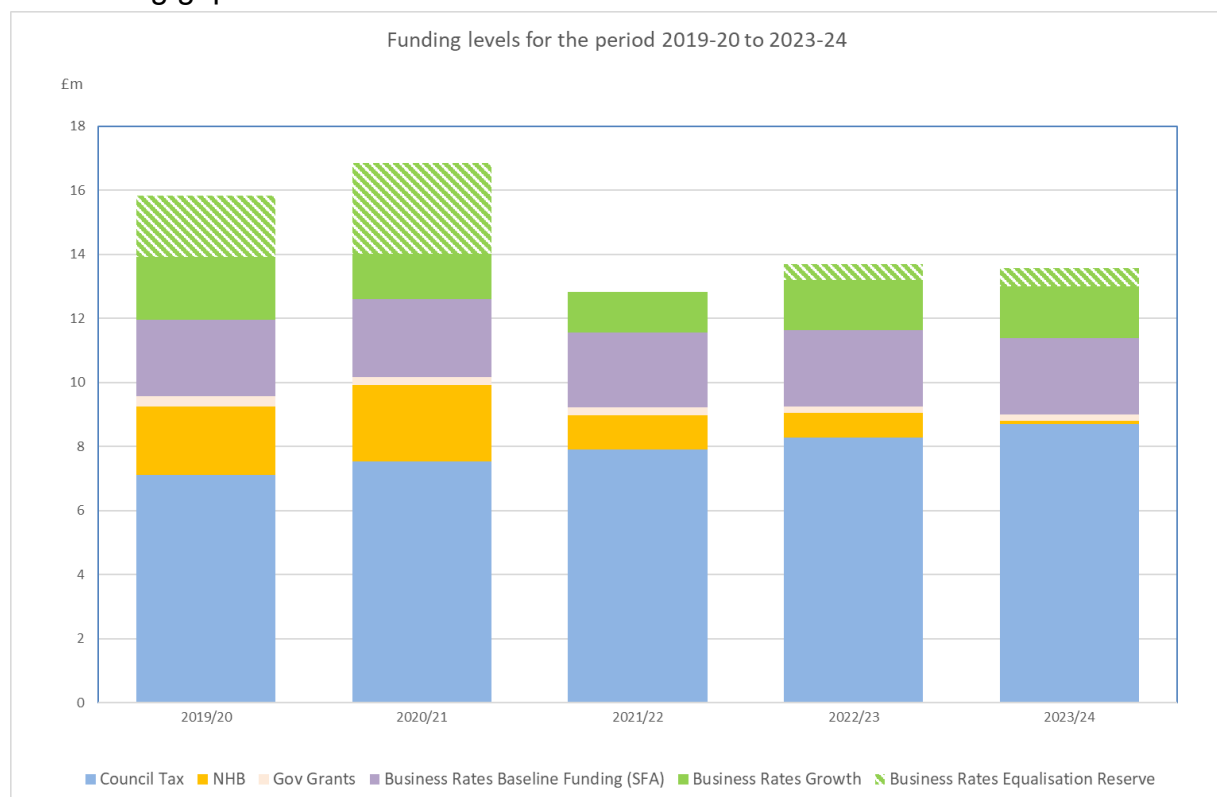


Chart 2 – Funding Levels for the period 2019/20 to 2023/24

The estimated fall in business rates income in 2021/22 is reduced by this amount of £2.9m to the budgeted value in the MTFP. See Appendix 8.

2. Business Rates

The main financial risk the Council faces remains to be the reset of the current Business Rates Retention System (BRRS). Resetting the system will redistribute the business rates growth generated since 2013/14, the point at which the retained rates system was introduced.

It was confirmed in the 2020/21 spending round published in September 2019 that there will be no baseline reset in 2020/21. This means the BRRS effectively rolls forward unchanged for another year. The baseline reset will now take place in 2021/22.

On this basis, the following table provides our most up to date Business Rates estimates. The assumptions applied in these estimates are based on the Local Government Financial Settlement (LGFS) technical consultation but could be subject to change depending on a change of government.

January Forecast – Full Reset	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
A full reset in 2021/22 based on 2020/21 data	(6.687)	(3.608)	(3.932)	(4.007)
Reported in February 2019 MTFP	(3.987)	(3.347)	(3.420)	(3.492)
Movement	(2.700)	(0.261)	(0.512)	(0.515)

Table 2 – Comparison of Business Rates February 2019 Vs January 2020 Reports – full reset

The movement from the February MTFP can be explained by the following:

- The baseline reset has been postponed until 2021/22 which means we continue to retain any growth generated in 2020/21.
- The latest business rates modelling has removed the levy in 2021/22 in its current form.

The following table shows how the funding for Business Rates would be allocated over the medium term, with a proportion of business rates included in the base budget and remaining growth contributed to reserves. This is based on the proposed Full Reset.

Detailed Business Rates funding - Full Reset	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m
Settlement Funding Assessment (SFA)	(2.418)	(2.349)	(2.372)	(2.396)
Sustainable baseline Business rates growth above the SFA funding level	(0.500)	(0.569)	(0.546)	(0.522)
Business rates growth above the sustainable baseline	(3.569)	(0.690)	(1.014)	(1.089)
Business rates pooling dividend	(0.200)	0	0	0
Total Retained Income	(6.687)	(3.608)	(3.932)	(4.007)

Table 3 – Detailed Business Rates Funding - Full Reset

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

As reported previously, the full impact and outcome of the Fair Funding Review may not be known until Autumn 2020. Consequently, there are significant risks on future baseline funding levels and any retention of growth. However, this will continue to be reviewed and updated as further information is made available.

Table 4 shows that;

- SFA income across the MTFP is assumed to remain relatively flat, at an average £2.384m. As previously reported, the Fair Funding Review will be focussing on this area of funding for all authorities which presents a risk to the Council if the assessment of needs is reduced.
- Following the reset it is assumed that there will be a significant reduction in the proportion of growth that the authority retains. With total growth dropping from £4.069m in 2019/20 (£0.500m in the base and £3.569m to reserves) to £1.259m in 2020/21 and an overall business rates funding level to include baseline growth at £2.9m for future years.
- Additional growth above the sustainable baseline level is transferred to the Business rates equalisation reserve to assist in managing future baseline resets and support the authority's strategy for financial self-sufficiency.

In addition, the Draft Budget proposed for 2020/21 includes a collection fund deficit of £0.671m which will be offset against a transfer from the Business Rates Equalisation Reserve.

3. New Homes Bonus

Currently the authority receives an allocation of the NHB based on £1,785 (the average national Band D council tax) for each new property built in the Borough for a four-year period. It is suggested from the LGFS technical consultation that authorities will receive a one-off benefit from housing growth earned for 2020/21 and it is anticipated that there will be a more rapid phasing-out of the

grant than previously budgeted with early indications of the government’s intention to phase-out (and potentially replace) NHB with an alternative scheme.

The following table provides the most up to date NHB forecasts. The assumptions applied are based on the scenario where we receive a one-year payment for housing growth in 2020/21 and beyond that we only get “old” legacy payments until 2022/23. This proposal may change depending on the incoming government.

The NHB calculation for 2020/21, has been updated using the annual Council Tax Base (CTB1) Return data. There is a decrease in 2020/21 NHB income compared to the forecast reported to Cabinet in February 2019,

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
NHB Forecasts per February 2019	(2.425)	(3.264)	(4.286)	(4.954)
Revised NHB Per CTB1 Return	(2.382)	(1.079)	(0.760)	(0.112)
Decrease in NHB Income	0.043	2.185	3.526	4.842

Table 4 – New Homes Bonus Forecast

The Council agreed in the 2018-23 Medium Term Financial Strategy to taper its reliance on NHB grant income within the core income budget, in order to achieve financial self-sufficiency. Any additional allocations over and above the reported figures have been transferred and ringfenced for Revenue Contributions to Capital Outlay (RCCO) to reduce the reliance on borrowing to finance the General Fund capital programme. In the current MTFP contributions were projected to rise from £0.285m in 2020/21 to £1.022m in 2022/23. However, with the significant risk to the future of this grant this will not only mean that contributions will not be made but will also adversely impact the ability to deliver the Council's desire to achieve financial self-sufficiency by 2020.

The adverse financial impact on MRP and Net Cost of Borrowing (NCoB) is as follows:

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2023/24 £'000
Removal of NHB funding Impact on MRP & NCoB	0	0	98	173

Table 5 – Financial impact of changes to NHB on MRP and NCOB arising from reduced RCCO compared with MTFP Feb. 2019

Beyond 2023/24, NHB contributions would effectively have been able to finance the entire annual capital programme and make Voluntary Revenue Payments (VRP), that is additional payments over and above its scheduled debt repayment. Allowing for this the Council would have eliminated its underlying debt for the General Fund by 2032.

Without these contributions the debt financing schedule falls back to its original timeframe of 2052.

4. Council Tax

Following the outcome of the Spending Round, the Government proposed a 2% increase for 2020/21. It is assumed the government will continue to grant shire districts the flexibility of (2% in 2020/21) or £5, whichever is greater. As per the policy adopted in the Medium-Term Financial Strategy, for financial planning purposes a maximum increase in Council Tax has been assumed at £5 for all years.

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

For the December report, the Tax Base for 2020/21 and future years was informed by the Housing Trajectory, produced by the Economic Development Service for the Local Plan. For 2020/21, it was estimated there will be a 3% increase in the Tax base compared with 2019/20.

We can now report the 2020/21 Tax Base, expressed as a Band D equivalent, has been calculated as 38,735.24. This compares to 37,479.74 in 2019/20 and is an actual increase of 3.3% compared to the estimate of 3%. The 2020/21 Tax Base is subject to a separate report on this Agenda.

The table below provides the Tax Base for 2019/20 and the forecast for future years over the Medium Term.

	2020/21	2021/22	2022/23	2023/24
Tax Base Band D Equivalent	38,735.24	39,568.24	40,483.24	41,443.24
% Increase	3.3%	2.2%	2.3%	2.4%

Table 6 – Summary of Council Tax Base across the MTFP

General Fund Capital Programme 2020/21 and Onwards

Head of Service	Score	Portfolio / Scheme Name	Capital						Revenue Implications					
			Gross Expenditure			External Contributions / Earmarked Reserves / Revenue Contributions		Internal Resources		Running Costs		Estimated Interest costs		Minimum Revenue Provision
			2020/21	2021/22	2022/23	2020/21	Future Years	2020/21	Future Years	2020/21*	Full Year	2020/21*	Full Year	2021/22
			1	2	3	4	5	6	7	8	9	10	11	12
			£	£	£	£	£	£	£	£	£	£		
		Growth & Investment	0	0	0	0	0	0	0	0	0	0		
		Communities & Homes												
RC		ICT Refresh Programme - Desktop	111,000	100,500	85,000	111,000	0	0	185,500	0	0	0	0	
RC		ICT Refresh Programme - Infrastructure	130,000	95,000	102,000	130,000	0	0	197,000	0	0	0	0	
RC		ICT Refresh Programme - AV Equipment	7,500	7,500	7,500	7,500	0	0	15,000	0	0	0	0	
RC		ICT - Automated Chatbot & AI	20,000	20,000	20,000	20,000	0	0	40,000	3,750	7,500	0	0	
AN		Legal Case Management System	17,020	0	0	17,020	0	0	0	2,810	0	0	0	
RC		Disabled Facilities Grants	662,120	662,120	662,120	632,120	1,264,240	30,000	60,000	0	0	380	750	1,200
			947,640	885,120	876,620	917,640	1,264,240	30,000	497,500	3,750	10,310	380	750	1,200
		Environment & Public Realm												
DG		Vehicle Replacement ¹	400,000	400,000	400,000	0	0	400,000	800,000	0	0	5,000	10,000	53,500
DG		Open Spaces Refurbishments - Glaramara Close Play Area	150,000	150,000	150,000	50,000	100,000	100,000	200,000	0	0	1,250	2,500	6,360
DG		Open Spaces Refurbishments - Safety Improvements	50,000	50,000	50,000	0	0	50,000	100,000	0	0	630	1,250	2,850
DG		Open Spaces Refurbishments - Street Furniture	40,000	40,000	40,000	0	0	40,000	80,000	0	0	500	1,000	2,280
DG		Memorial Safety	30,000	30,000	30,000	0	0	30,000	60,000	0	0	380	750	1,210
DG		Great Central Way Bridge Repairs	0	165,000	165,000	0	0	0	330,000	8,000	16,000	0	0	0
DG		Purchase of Waste Bins ²	87,500	87,500	87,500	87,500	175,000	0	0	0	0	0	0	0
			757,500	922,500	922,500	137,500	275,000	620,000	1,570,000	8,000	16,000	7,760	15,500	66,200
		Corporate Resources												
MK		Corporate Property Enhancement	424,030	340,000	340,000	0	0	424,030	680,000	0	0	5,300	10,600	17,570
			424,030	340,000	340,000	0	0	424,030	680,000	0	0	5,300	10,600	17,570
		Total Draft GF Capital Programme	2,129,170	2,147,620	2,139,120	1,055,140	1,539,240	1,074,030	2,747,500	11,750	26,310	13,440	26,850	84,970

¹ Vehicle replacement programme under review² To be financed via S106 developer contributions / direct revenue contributions.

* Half year is included

General Fund Draft Capital Programme 2020/21 & Onwards

Capital Appraisal Information

Portfolio	Communities & Homes	Communities & Homes	Communities & Homes	Communities & Homes
Capital Scheme	ICT Refresh Programme - Desktop	ICT Refresh Programme - Infrastructure	ICT Refresh Programme - AV Equipment	Disabled Facilities Grants
Gross Budget Requirement 2020/21 - 2022/23	£296,500	£327,000	£22,500	£1,986,360
External Funding	£0	£0	£0	£1,896,360
RBC Funding 2020/21 - 2022/23	£296,500	£327,000	£22,500	£90,000
Budget Officer	Raj Chand	Raj Chand	Raj Chand	Raj Chand
Strategic Case: Outline relevant national and local policies and strategies	<p>The Desktop provision is made up of: * Client devices, such as Laptops, PCs and Terminals; * Server services that directly relate to desktop provisioning.</p> <p>The Council has adopted a rolling refresh programme that spreads the cost and effort of updating the desktop across all financial years.</p> <p>Drivers for updating the desktop provision are: * To ensure that the authority is running on fit for purpose equipment; * to replace aging equipment before it fails and impacts service delivery; * and, in line with PSN requirements and security best-practice, devices must be under manufacturer support and they must be patched and/or upgraded to the latest software version.</p> <p>If the authority is to retain PSN Code of Connection IT equipment must be fully supported and updated. Failing to comply would leave us open to security breaches and the associated fines that they would incur.</p>	<p>The IT infrastructure provision is made up of: * Physical and Virtual Servers; * Storage Area Networks; * Network Switches, Routers & WIFI; * Firewalls and Backup and Business Continuity solutions.</p> <p>The Council has adopted a rolling refresh programme that spreads the cost and effort of updating the infrastructure across all financial years.</p> <p>Drivers for updating the infrastructure are: * To ensure that the authority is running on fit for purpose equipment; * To replace aging equipment before it fails and impacts service delivery; * and in line with PSN Requirements and security best-practice, devices must be under manufacturer support and they must be patched and/or upgraded to the latest software version.</p> <p>If the authority is to retain PSN Code of Connection compliance there are no direct alternatives that are financially viable.</p>	<p>Much of the audio/visual equipment will become redundant in the next 2 years due to its age plus additional equipment will be required to support digitalisation.</p> <p>The programme will consist of: replacement of the ctouch devices in CR1, CR2 and the Benn hall; and introduction of display equipment into CR3 and room 104 and the Board room.</p> <p>The life expectancy of IT equipment is 5 years, which is based on both physical component life expectancy and the equipment's ability to be upgraded for security purposes and to support appropriate operating systems & software. The combined desktop & infrastructure refresh programmes have been re-designed to accommodate changes to working practices brought about by digitalisation, but without any particular increase to previous year's total budgets, however it has never incorporated audio/visual equipment as these used to sit in Business Support.</p>	<p>The provision of grants to provide adaptations to the homes of disabled people in the borough. This is a mandatory requirement made by the Amendment by the Regulatory Reform Orders 2002 and 2008 and the Housing Grants and Construction and Regeneration Act 1996. Recommendations for adaptations are made following a home visit by the Occupational Health Therapists with the scheme administered in the borough by HEART service from October 2016</p>
Commercial Case: Outline the procurement arrangements that ensures the deal is achievable and attractive to the market place	Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable. Suppliers are sourced using Crown Commercial Services Digital Marketplace and associated framework RM3733.	Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable. Suppliers are sourced using Crown Commercial Services Digital Marketplace and associated framework RM3733.	Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable. Suppliers are sourced using Crown Commercial Services Digital Marketplace and associated framework RM3733.	
Financial Case: Outline the capital and revenue costs / savings over the life span of the project	ICT desktop has an estimated asset life of five years. The 2020/21 scheme is funded via revenue contribution. Subsequent years have minium revenue provision (MRP) implications of £20,100 pa (2021/22) and £17,000 pa (2022/23)	With each successive generation of hardware they become more energy efficient with reduced heat output. Such reductions will directly reduce running costs and support a future refresh of the Town Hall cooling systems to smaller more efficient units. The 2020/21 scheme is funded via revenue contribution. Subsequent years have minium revenue provision (MRP) implications of £19,000 pa (2021/22) and £20,200 pa (2022/23)	The 2020/21 scheme is funded via revenue contribution. Subsequent years have minium revenue provision (MRP) implications of £1,500 pa (2021/22) and £1,500 pa (2022/23)	
Management Case: Outline the governance, plans, and resources that are in place for successful implementation.	The IT service employ an industry standard programme management technique for desktop replacement.	The IT service employ an industry standard programme management technique for the infrastructure replacement.	The IT service employ an industry standard programme management technique for the infrastructure replacement.	

General Fund Draft Capital Programme 2020/21 & Onwards

Capital Appraisal Information

Portfolio	Environment & Public Realm	Environment & Public Realm	Environment & Public Realm	Environment & Public Realm
Capital Scheme	Vehicle Replacements	Open Spaces Refurbishment - Glamara Close Play Area (2020/21)	Open Spaces Refurbishment - Safety Improvements	Open Spaces Refurbishment - Street Furniture
Gross Budget Requirement 2020/21 - 2022/23	£1,200,000	£450,000	£150,000	£120,000
External Funding	£0	£150,000	£0	£0
RBC Funding 2020/21 - 2022/23	£1,200,000	£300,000	£150,000	£120,000
Budget Officer	Dan Green	Dan Green	Dan Green	Dan Green
Strategic Case: Outline relevant national and local policies and strategies	The Vehicle Replacement scheme covers the provision of front line delivery services in procuring new vehicles for the Council's Works Service Unit (WSU) as existing fleet reaches the end of useful economic life. The programme is currently under review and budgets have been estimated based on prior year expenditure. A revised value reflecting actual vehicle requirements will be included in future iterations of the programme.	Every site refurbishment is undertaken in partnership with the local community. This includes community associations, external funding partners, voluntary agencies and other statutory bodies. The sites have been identified within the Play Strategy and Open Space Strategy which the Council has adopted, along with information on the general condition survey of play equipment. The next play area highlighted by recent health & safety inspection is Glamara Close play area and Frobisher Road play area. The Council has a duty to provide facilities which are safe to use and which comply with the laws governing access to disabled people. Failure to discharge this responsibility will leave the Council liable. There is significant evidence to suggest that investment in parks brings about wider social benefits. Research from the Edinburgh Council in Scotland found that for every £1 invested in parks, £12 was given back in social, economic & environmental benefits. Whilst Exeter University suggests people will exercise more if they have quality parks to do this in. The Local Government Association has also recently published the report "the role of the local government in mental health and wellbeing" which also highlights the significant role that parks and green spaces play in helping to reduce the nation's healthcare costs.	The Council is responsible for 41 play areas and 17 youth facilities along with nearly 350 hectares of green spaces. The most serious health and safety issues have been dealt with through a programme of capital refurbishments in the last few years, but in the current financial climate the council needs to focus on the essential health and safety works. This capital scheme will address sites with the most pressing health and safety issues, and where minimal investment will not extend the life of the capital asset, fully refurbish the play area. The Council has a duty to provide facilities which are safe to use and which comply with the laws governing access to disabled people. Failure to discharge this responsibility will leave the Council liable. The sites have been identified within the Play Strategy and Open Space Strategy which the Council has adopted, along with information on the general condition survey of play equipment. There is significant evidence to suggest that investment in parks brings about wider social benefits. Research from the Edinburgh Council in Scotland found that for every £1 invested in parks, £12 was given back in social, economic & environmental benefits. Whilst Exeter University suggests people will exercise more if they have quality parks to do this in. The Local Government Association has also recently published the report "the role of the local government in mental health and wellbeing" which also highlights the significant role that parks and green spaces play in helping to reduce the nation's healthcare costs.	This scheme provides for the long term permanent street furniture installations throughout Rugby and the surrounding areas. New benches are compliant with Disability Discrimination guidelines (seating height, arm rests etc.). New litter bins have a colour contrast to aid the visually impaired. Replacement street furniture, litter bins, and bus shelters are only considered where refurbishment will not prove economically viable.
Commercial Case: Outline the procurement arrangements that ensures the deal is achievable and attractive to the market place	Procurement is undertaken in compliance with contract standing orders, utilising established framework agreements where applicable.	All procurement is undertaken in line with our own procurement rules and processes to ensure value for money.	All procurement is undertaken in line with our own procurement rules and processes to ensure value for money.	Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable.
Financial Case: Outline the capital and revenue costs / savings over the life span of the project	A funding appraisal is undertaken in conjunction with the Council's treasury and leasing advisors to ascertain the optimal source of financing in advance of vehicle acquisition. The appraisal measures the benefits of outright purchase cost, anticipated maintenance costs, residual value, and leasing contracts. Vehicles have an estimated asset life of seven years and therefore minimum revenue provision (annuity method) for the 2020/21 scheme will be £53,500.	The refurbishment offers good value for money and the Council will be seeking some external funding from the landfill tax. The alternative is to close and remove the play area, restoring the land back to grass, which would cost about £50k with no community gain. The scheme has an anticipated asset life of fifteen years and therefore minimum revenue provision (annuity method) will be £6,400.	The investment of £50k to address essential health & safety issues offers good value for money as this could be the cost of just one successful insurance claim against the Council. Schemes have an anticipated asset life of fifteen years and therefore minimum revenue provision for the 2020/21 programme will be £2,800.	Street Furniture works have an anticipated asset life of ten years and therefore the minimum revenue provision for these works will be £2,000.
Management Case: Outline the governance, plans, and resources that are in place for successful implementation.	The existing fleet is monitored to gauge useful economic lives, potential increased maintenance costs and market indications of pricing for replacement vehicles over a medium term horizon.	Each open space that is highlighted for improvement undergoes a phased approach which includes consultation in partnership with the local community, design and implementation. Glamara Close play area has not been refurbished for nearly 20 years and is now at the end of its useful life and without investment would need to be closed and removed. Whilst Frobisher Road play area now offers little in play value.	Each open space that is highlighted for improvement undergoes a phased approach which includes consultation in partnership with the local community, design and implementation. Failure to deal with urgent health & safety issues could lead to insurance claims and prosecutions against the Council.	Each item of street furniture that is highlighted for refurbishment/replacement undergoes a phased approach which includes consultation in partnership with the local community, design and implementation. Failure to deal with urgent health & safety issues could lead to insurance claims and prosecutions against the Council.

General Fund Draft Capital Programme 2020/21 & Onwards

Capital Appraisal Information

Portfolio	Environment & Public Realm	Environment & Public Realm	Environment & Public Realm	Corporate Resources
Capital Scheme	Cemetery Infrastructure Work	Purchase of Waste Bins	Great Central Walk Bridges	Corporate Property Enhancements
Gross Budget Requirement 2020/21 - 2022/23	£34,260	£262,500	£330,000	£1,104,030
External Funding	£0	£262,500	£0	£0
RBC Funding 2020/21 - 2022/23	£34,260	£0	£330,000	£1,104,030
Budget Officer	Dan Green	Dan Green	Dan Green	Mannie Ketley
Strategic Case: Outline relevant national and local policies and strategies	To undertake essential infrastructure replacement including memorial safety in the Borough Council's cemeteries. The Council has a duty of care to all cemetery users in relation to the general condition of footpaths and other infrastructure. The Ministry of Justice has also issued guidance to Local Authorities on how to deal with the issue of memorial safety and the Council is currently producing its own policy statement.	The Council has a statutory responsibility for the provision of domestic waste collection within the Borough. The scheme provides for the acquisition of bins for new housing developments funded via S106 agreements or developer contributions.	The Council has a statutory requirement to undertake structural inspections every six years and general inspections every two years of its Great Central Way Bridge assets. Work has been ongoing since 2008, and prior detailed inspections are showing major structural problems with several bridges on the route that need immediate / mid-term / long term repairs. The Council has a long term commitment for the upkeep of these bridges. As some of these bridges carry main highways into Rugby, the Council cannot risk the possibility of closing bridges due to poor maintenance. The Great Central Way Bridges were re-valued as at 31st March 2016 at £15.9m on the basis of re-instatement costs for insurance purposes.	Corporate Property Enhancements include works undertaken on the Council's non-housing assets consequent to legislative requirements (Fire Safety, Disability Discrimination Act, etc.) and to mitigate current and/or future maintenance requirements and asset devaluation. A refresh of the Council's Asset Management Strategy 2018-23 was approved in April 2018 and informs the options concerning non-housing asset future maintenance beyond 2018/19. Programmed works for the period include: • Fire Doors - Town Hall (2019/20) • Lawn/Retreat - External Works (2019/20)
Commercial Case: Outline the procurement arrangements that ensures the deal is achievable and attractive to the market place	Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable.	Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable.	The Council will tender for structural works based on the independent reports prepared by invasive engineering surveys carried out in May 2018. Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable. We are also looking to work collaboratively with WCC and their framework of bridge contractors.	Procurement for works will follow the Council's established procedures within contract standing orders to include OJEU compliance where applicable.
Financial Case: Outline the capital and revenue costs / savings over the life span of the project	Cemetery infrastructure works have an anticipated asset life of twenty years and therefore the minimum revenue provision (annuity method) for these works will be £650.	Purchase of waste bins for new housing developments will be funded via S106 agreements / developer contributions.	In advance of the 2018 survey results being evaluated an estimated construction budget of £165,000 per annum has been requested for works based on historic data for 2021/22 and 2022/23. The unspent existing budget for 2019/20 is to be carried forward for initial refurbishment works in 2020/21. Budget requirements will be revised in light of survey results and programme scheduling. Once structural works have been undertaken bridge lifespans are estimated at fifty years and therefore minimum revenue provision (annuity method) of £1,860 per annum.	Corporate Property Enhancement works have an anticipated asset life of twenty years and therefore the minimum revenue provision (annuity method) for the 2019/20 works will be £17,600.
Management Case: Outline the governance, plans, and resources that are in place for successful implementation.			The Council works in partnership with Warwickshire County Council as the highways authority to provide and maintain some of the bridges and will seek to work collaboratively to minimise public inconvenience and optimise value for money.	

General Fund Draft Capital Programme 2020/21 & Onwards

Capital Appraisal Information

Portfolio	Communities & Homes	Communities & Homes
Capital Scheme	Legal Case Management System	Automated Chatbot and AI
Gross Budget Requirement 2020/21 - 2022/23	£17,020	£60,000
External Funding	£0	£0
RBC Funding 2020/21 - 2022/23	£17,020	£60,000
Budget Officer	Adam Norburn	Raj Chand
Strategic Case: Outline relevant national and local policies and strategies	<p>The system would address the significant risks highlighted on the legal teams' risk register around:</p> <ul style="list-style-type: none"> -inability to locate documents -inability to access files/emails -inconsistent approach -incomplete files -time wasting -non-compliance with document retention regulations -service disruption -lack of storage due to volume of files <p>The system will also introduce efficiencies into the way they work through the use of template documents and precedent documents, allow team members to more accurately understand their workflows and capacity and allow managers to monitor the legal team's performance. The system would digitalise the legal team and provide accurate reporting and record keeping which would assist in identifying areas for both improvement, opportunities for generating income and areas in which cost savings may be made.</p>	<p>To provide an intelligent Chatbot facility that can provide answers to key static information for all areas of the council as if the customer were talking to an agent via a chat session. This will reduce the number of contact centre & departmental calls/emails for repeatable and static information. The initial pilot program started in 18/19 and will likely require a further 4 years of investment and building to be fully intelligent for all service areas that require it. Chatbot technology and artificial intelligence plays a central role in all good modern businesses. It is a customer expectation that these services are available and are of good quality. The 4 year program will focus on 2 service areas per year, this will allow for the development and building of the chatbot intelligence and the ability to develop forms within the chatbot so that the customer only has to have one interactive session even when needing to complete/report information to the council. The cost of telephone and face to face contact is expensive to the council and so this system will free time to allow officers to deal with more complex cases and individuals and spend quality of time which benefits the officers and the customers. The pilot chatbot is focused waste & recycling services.</p>
Commercial Case: Outline the procurement arrangements that ensure supply side can deliver requirements on an efficient market basis	<p>Research of 15 to 20 systems on the market and demo-ed or spoken to providers of around 10 of these systems. The system most suitable & cost effective for our needs is Iken (widely used by other local authorities). Procurement of the system will be through the appropriate procurement process.</p>	<p>Suppliers are sourced using appropriate frameworks and procurement standards depending upon the value of purchase. Value for money alongside fit for purpose equipment will always be maintained.</p>
Financial Case: Outline the capital and revenue costs / savings over the life span of the project	<p>Capital cost for 8 users and training is £17,020. The recurrent annual fees for licenses are £2,810.</p>	
Management Case: Outline the governance, plans, and resources that are in place for successful implementation.	<p>Liaison with IT and internal audit to identify whether to use a server system or cloud system and implement any bespoke requirements.</p>	<p>Clear work packages will be presented for each service area with agreed outcomes/principles/exclusions. Measures will be reviewing call statistics for a service area once the chatbot is implemented following that work package. The inbuilt chatbot reporting elements will inform the council on how customers rated the service.</p>

MTFP 2020/21 - 20223/24	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s
BASE EXPENDITURE BUDGET bf	16,741	17,774	13,664	14,051
Corporate Adjustments	(315)	0	0	0
BASE BUDGET	16,426	17,774	13,664	14,051
Growth Items				
Salary Adjustments	474	472	481	490
Inflation	81	70	70	70
Other Service Pressures	573	0	0	0
Total Growth	1,128	542	551	560
Savings				
Efficiency, Transformation & Service Redesign	(425)	(265)	23	0
Key Decision	102	0	0	0
Income Generation	(531)	(80)	0	0
Budget Variance (-) Deficit	0	(1,029)	(744)	(629)
Total Savings	(854)	(1,374)	(721)	(629)
Corporate Items				
Changes to Net Cost of Borrowing	(67)	(77)	(81)	(164)
Changes to MRP	42	(113)	120	(32)
Contribution to/from Reserves BRR	886	(2,850)	498	75
Contribution to/from Reserves	2	(258)	0	0
Investment Income	(50)	0	0	0
RCCO	241	0	0	0
Change in Parish Precept	20	20	20	20
Total Changes in Corporate items	1,074	(3,278)	557	(101)
Total Net Expenditure	17,774	13,664	14,051	13,881
Financed By				
BASE INCOME BUDGET				
Grants				
Other Government Grants	(256)	(231)	(208)	(187)
New Homes Bonus	(2,382)	(1,079)	(760)	(112)
Business Rates				
Settlement Funding Assessment (SFA)	(2,418)	(2,349)	(2,372)	(2,396)
Growth included in Base Budget	(500)	(569)	(546)	(522)
Pooling Dividend	(200)	0	0	0
Retained Growth to BRR Equalisation Reserve	(3,569)	(690)	(1,014)	(1,089)
Collection Fund Surplus(-)/Deficit	671	0	0	0
Contribution from BRR Equalisation Reserve	(671)	0	0	0
Council Tax				
Tax Base & 2% price increase	(8,319)	(8,652)	(9,012)	(9,391)
£5 increase in the Band D each year	(47)	(94)	(140)	(184)
Collection Fund Surplus (-)/Deficit	(83)	0	0	0
TOTAL	(17,774)	(13,664)	(14,051)	(13,881)

Risk Assessment review of Corporate Reserves

Appendix 9

Risks	General Fund £000	Business Rates Equalisation Reserve £000	Budget Stability Reserve £000	Welfare Support £000	TOTAL £000
Opening Balance 1 April 2019	(2,253)	(1,716)	(2,145)	(500)	(6,614)
forecast contribution (to) / from reserve	602	(2,364)	0	0	(1,762)
Closing Balance 31 March 2020	(1,651)	(4,080)	(2,145)	(500)	(8,376)
forecast contribution to / from 2020/21	0	(4,015)	(175)	0	(4,190)
forecast contribution (to)/ from 2021/22	0	0	0	0	0
forecast contribution (to)/ from 2022/23	0	(323)	0	0	(323)
forecast contribution (to)/ from 2023/24	0	(75)	0	0	(75)
Proposed transfer between funds	(605)	1,386	(781)	0	0
Closing Balance 31 March 2024	(2,256)	(7,107)	(3,101)	(500)	(12,964)
Potential Future Risks:					
Emergency - up to 1% of gross budget requirement and/or one month of salary	1,506	0	0	0	1,506
Borrowing and interest rate exposure	50	0	0	0	50
Unexpected in year service demand: demographic growth, economic factors creating need	250	0	0	0	250
Unfunded new burdens e.g. separate food waste collection	200	0	0	0	200
Pay structure and Employment Market	100	0	0	0	100
Legal challenge	150	0	0	0	150
Loss of Business Rates growth included in Base Budget: timing risk of baseline reset	0	1,637	0	0	1,637
Total loss of income based on negative outcome option	0	4,700	0	0	4,700
Growth delay or slippage in business rates income over medium term	0	620	0	0	620
Risk of a significant employer or business leaving the borough	0	150	0	0	150
Transformation or service improvement initiatives	0	0	600	0	600
New Homes Bonus - no legacy payments	0	0	1,700	0	1,700
Non achievement of savings plans from digitalisation or commercialisation	0	0	450	0	450
Income not achieved for traded and commercial services including parking and green waste	0	0	250	0	250
Planning fees income reduction	0	0	500	0	500
Potential loss of contract income from services at risk or being retendered	0	0	75	0	75
Unexpected in year service demand: economic factors creating need in housing, homelessness	0	0	0	500	500
SUBTOTAL	2,256	7,107	3,575	500	13,438
Shortfall/(surplus)	(0)	0	474	0	474

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2020

	Current Fees			Proposed Fees			% change
	2019/20 Fees A	2019/20 Fees B	2019/20 Fees C	2020/21 Fees A	2020/21 Fees B	2020/21 Fees C	
	£	£	£	£	£	£	
GROWTH & INVESTMENT							
Rugby Art Gallery and Museum (RAGM)							
Floor One Gallery artist exhibition hire 2 weeks			122.40			122.40	0.00%
Public Liability Insurance administration fee (Floor One Gallery)			25.50			26.00	1.96%
Children's workshops - 2 hours			8.20			10.00	21.95%
Children's workshops - 10 - 4			20.40			25.00	22.55%
Baby Splats			5.00			5.50	10.00%
Tripontium - Roman Britain school workshop			95.00			100.00	5.26%
Roman Craft school workshop			205.00			215.00	4.88%
Arts Award 'Discover in a Day' school session per child			7.00			7.00	0.00%
Sketch book journey school workshop			95.00			100.00	5.26%
Historic loans box hire			5.10			7.00	37.25%
Magic Carpet			n/a			115.00	
Draw, Draw, Draw			n/a			100.00	
Rugby Collection			n/a			95.00	
Archaeological archive deposits, per box			306.00			300.00	-1.96%
Centre supervisor to stay after hours (hourly rate)			40.80			41.60	1.96%
Gallery Assistant (per hour)			30.60			31.20	1.96%
Education Room 1 - hire charges							
Per hour			23.00			23.50	2.17%
National Charities/Education			18.40			18.80	2.17%
Local Groups/Charities/Education			16.10			16.40	1.86%
Education Room 2 - hire charges							
Per hour			16.30			16.60	1.84%
National Charities/Education			13.10			13.40	2.29%
Local Groups/Charities/Education			11.40			11.60	1.75%
Note: Room Hire							
FULL day room hire offers a 5% discount							
Refreshments can be provided at an additional cost please contact service directly for details							
Rugby Open fee - single artwork			7.10			7.00	-1.41%
Rugby Open fee - three artworks			18.40			18.00	-2.17%
Rugby Open late collection of artwork fee			£1 per day up to a maximum of £10.00 per work 25% commission			£5 per artwork per day 25% commission	
Rugby Open commission on artwork sales							
The Benn Hall							
Monday - Thursday per hour							
Main Hall			30.00			30.00	0.00%
Rokeby Room			20.00			20.00	0.00%
Bar			15.00			15.00	0.00%
Whole Building			50.00			50.00	0.00%
Friday - Sunday & Bank Holidays per hour							
Main Hall			60.00			60.00	0.00%
Rokeby Room			35.00			35.00	0.00%
Bar			20.00			20.00	0.00%
Whole Building			100.00			100.00	0.00%
Wedding hire							
With exclusive use of whole building including kitchen from 10am - 1am			695.00			695.00	0.00%
Use of Kitchen Facilities for the provision of:-							
Tea/Coffee/Squash/Biscuits			35.00			35.00	0.00%
Snacks and light catering per hour			15.00			15.00	0.00%
All other catering per hour			20.00			20.00	0.00%
NOTE:							
(a) Preparation time, if required, must be arranged at time of booking. Please note this cannot always be guaranteed.							
(b) Christmas Eve, New Year's Eve and New Year's Day will be charged at weekend rate.							
Sports and Recreation							
Use of Community Sports Coach			16.50			16.80	1.82%
Use of a Play Ranger			16.50			16.80	1.82%
Use of On Track Sports Leaders							
Schools (PPA/Lunch)			16.50			16.80	1.82%
Sport Specific			20.00			20.40	2.00%
Mentoring			20.00			20.40	2.00%
Small Group Work			30.00			30.60	2.00%
Youth Club			17.00			17.30	1.76%
Sport Leader Courses			30.00			30.60	2.00%
Boxing Leader Courses			30.00			30.60	2.00%

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2020

	Current Fees			Proposed Fees			% change
	2019/20 Fees A	2019/20 Fees B	2019/20 Fees C	2020/21 Fees A	2020/21 Fees B	2020/21 Fees C	
	£	£	£	£	£	£	
Planning Services							
Major Planning Application Pre-Application Charging			N/A		price on application		
Planning Application Fees - set nationally A Guide to the Fees for Planning Applications in England			price on application		price on application		0.00%
Plan Printing – Size A0 + (per copy)			8.20		8.40		2.44%
Size A0			6.10		6.20		1.64%
Size A1			4.10		4.20		2.44%
Size A2			2.00		2.00		0.00%
Size A3			1.00		1.00		0.00%
Size A4			1.00		1.00		0.00%
Planning Decision Notices (including appeal decisions) Per copy			15.30		15.60		1.96%
Miscellaneous Documentation							
First copy from each file			1.00		1.00		0.00%
Subsequent copies (black and white) per side			0.10		0.10		0.00%
Subsequent copies (colour) per side			0.20		0.20		0.00%
Local Development Scheme			no charge		no charge		0.00%
Supplementary Planning Documents							
Housing Needs SPD March 2012			no charge		no charge		0.00%
Planning Obligations March 2012			no charge		no charge		0.00%
Sustainable Design and Construction March 2012			no charge		no charge		0.00%
Building Control							
From 1st April 2015 regulatory activities will be undertaken by Warwick District Council as a shared partnership. Please visit www.warwickdc.gov.uk for further information.							
Land Charges							
Full Local Search LLC1 (no VAT) & Con29 (+VAT)			109.00		109.00		0.00%
Additional Questions each			36.00		36.00		0.00%
Additional Parcels each			23.00		23.00		0.00%
LLC1 (search only)			25.00		25.00		0.00%
Con29			84.00		84.00		0.00%
Con29 O - Optional Enquiries, except ones listed below			12.00		12.00		0.00%
Con29 O - Optional Enquiry 22			14.40		14.40		0.00%
Personal Search - free to view in reception							
Other CON29 questions							
Question 1.1 j, k, l			16.50		16.50		0.00%
Question 2			32.40		32.40		0.00%
Question 3.7			14.40		14.40		0.00%
Question 3.8			4.80		4.80		0.00%
Question 3.9			5.10		5.10		0.00%
Question 3.11			15.60		15.60		0.00%
Question 3.13			1.44		1.44		0.00%
We DO NOT answer Questions 4 & 16							

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2020

	Current Fees			Proposed Fees			% change
	2019/20 Fees	2019/20 Fees	2019/20 Fees	2020/21 Fees	2020/21 Fees	2020/21 Fees	
	A	B	C	A	B	C	
	£	£	£	£	£	£	%
Bereavement Services							
Adult rates apply to persons aged 18 or over							
Rainsbrook Crematorium							
Cremation Fees inclusive of Organist fee, scattering fee & Environmental Levy							
Child - up to and including 17 years of age			no charge			no charge	0.00%
Adult - service 9.00am - 4.45pm			820.00			835.00	1.83%
Adult - no service 8.15am - 8.45am, 5.00pm - 5.30pm			550.00			550.00	0.00%
Cremation of body parts (<i>Free of charge if we cremated deceased</i>)			200.00			200.00	0.00%
Weekend Surcharge							
Saturday cremation 10.00am - 12 noon - strict rotation			575.00			600.00	4.35%
Saturday interment of cremated remains (am only)			150.00			150.00	0.00%
Saturday scattering of cremated remains (am only)			75.00			75.00	0.00%
Scattering of ashes when cremation has taken place elsewhere			50.00			50.00	0.00%
Supply of casket (with name plate)			60.00			60.00	0.00%
Forwarding cremated remains by post (inland)			price on application			price on application	0.00%
Audio recording of services			50.00			50.00	0.00%
DVD recording of service			65.00			65.00	0.00%
Subsequent copies			40.00			40.00	0.00%
Slideshow / Visual Tribute			25.00			25.00	0.00%
Webcast			75.00			75.00	0.00%
Use of Rainsbrook Ceremony Room (for a memorial service- no cremation)			250.00			250.00	0.00%
Bearer's fee (advance booking only)			35.00			40.00	14.29%
Memorial flowers medium			40.00			40.00	0.00%
Memorial flowers large			60.00			60.00	0.00%
Late arrival / overrun per 15 minutes			250.00			275.00	10.00%
Book of Remembrance							
Two line entry			75.00			75.00	0.00%
Five line entry			125.00			125.00	0.00%
Five line entry with emblem			175.00			175.00	0.00%
Eight line entry			195.00			195.00	0.00%
Eight line entry with emblem			225.00			225.00	0.00%
Memorial Tree (Bronze Plaque only, 10 year lease)			395.00			395.00	0.00%
Memorial Barbican Plaque (5 year lease)			375.00			375.00	0.00%
Memorial Bench (Bronze Plaque only, 10 year lease)			250.00			250.00	0.00%
Desk Vase Tablet Package (50 year lease, inclusive price)			2250.00			2250.00	0.00%
Memorial Kerb (5 year lease)			250.00			250.00	0.00%
Tree of Life (10 year lease)			450.00			450.00	0.00%
Memorial Boulder (10 year lease)			575.00			575.00	0.00%
Armed Forces Wall (Inclusive of Regimental Badge, perpetuity)			250.00			250.00	0.00%
Reservation fee: Granite Memorial Annual Charge for Space only			100.00			100.00	0.00%
Rugby Borough Council Cemeteries							
Croop Hill Cemetery, Whinfield Cemetery, Watts Lane Cemetery, Clifton Road Cemetery							
Burial Charges							
Non-residents of Rugby are subject to triple fees in respect of Exclusive Right of Burial and Interment fees							
Purchase of Exclusive Right of Burial for 50 years							
Adult's Plot			1,200.00			1,200.00	0.00%
Reservation Fee			500.00			500.00	0.00%
Adult's Plot - Watts Lane Green Burial area (single depth only)			1,200.00			1,200.00	0.00%
Reservation Fee			500.00			500.00	0.00%
Interment fees - preparation and backfilling of grave							
Babies & children up to 17yrs – all areas including Cloverleaf Memorial Garden			no charge			no charge	0.00%
Adult grave			800.00			800.00	0.00%
Stepped single grave - for burial without coffin			900.00			900.00	0.00%
Weekend surcharge - Saturday 9.30am to 12.00 noon (when agreed)			650.00			650.00	0.00%
Construction of vault			price on application			price on application	0.00%
Interment of Cremated Remains in a Cemetery							
Purchase of Exclusive Right of Burial for 50 yrs							
Cremation plot for 2 caskets (most plots are this size)			500.00			500.00	0.00%
Cremation plot for 4 caskets (Croop Hill Cemetery)			700.00			700.00	0.00%
Reservation Fee			350.00			350.00	0.00%

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2020

	Current Fees			Proposed Fees			% change	
	2019/20 Fees A	2019/20 Fees B	2019/20 Fees C	2020/21 Fees A	2020/21 Fees B	2020/21 Fees C		
	£	£	£	£	£	£		
Rugby Borough Council Cemeteries								
Interment fees - preparation and backfilling of grave								
Babies and children up to 17 yrs – all areas including Cloverleaf Memorial Garden			no charge			no charge	0.00%	
Adult - interment of cremated remains			350.00			350.00	0.00%	
Adult - strewing of cremated remains under turf			200.00			200.00	0.00%	
Scattering of ashes on the surface is not permitted								
Use of Cemetery Chapel at Watts Lane or Croop Hill Cemeteries			100.00			100.00	0.00%	
Use of Rainsbrook Ceremony Room (no cremation)			250.00			250.00	0.00%	
Cemetery Memorial Tree with bronze plaque			275.00			275.00	0.00%	
Cemetery Memorial Bench			price on application			price on application	0.00%	
Family History Search - Detailed genealogy research			25.00			25.00	0.00%	
Exhumation			price on application			price on application	0.00%	
Plaque on Whinfield Memorial Scrolls			150.00			150.00	0.00%	
Plaque on Watts Lane Memorial Book			150.00			150.00	0.00%	
Plaque on Child in Hand Memorial at Clifton Road			150.00			150.00	0.00%	
Memorial Permit Fees								
Main Cemetery Areas (purchased graves only)								
Headstone (including any base slab)								
Up to 5'6" high x 3'0" wide x 1'6" deep			250.00			250.00	0.00%	
Vase								
Up to 1'3" high and 1'0" diameter			150.00			150.00	0.00%	
Plaque/tablet - Main Cemetery Section								
Up to 2'0" (h) x 2'6" (w) x 1'6" (d)								
Plaque/tablet - Whinfield Cremation Section			150.00			150.00	0.00%	
Up to 2'0" (h) x 2'0" (w) x 2'0" (d)			150.00			150.00	0.00%	
Plaque/tablet - Watts Lane Cremation Section								
Up to 2'0" (h) x 2'3" (w) x 2'0" (d)			150.00			150.00	0.00%	
Plaque/tablet - Croop Hill Cremation Section								
Up to 1'6" (h) x 1'6" (w) x 3'0" (d)			150.00			150.00	0.00%	
Added inscription to any memorial			150.00			150.00	0.00%	
Replacement of existing memorial where no amendment to previous approval			Nil			Nil	0.00%	
Kerbstones including headstone (where permitted)			450.00			450.00	0.00%	
Kerbstones only (where permitted)			300.00			300.00	0.00%	
Oversized headstone			500.00			500.00	0.00%	
Cloverleaf Memorial Garden								
Contact Bereavement Services 01788 533715								
Pest Control								
			Advance payment			Advance payment		
			Pay by Invoice			Pay by Invoice		
Domestic Pest Control								
Rats - up to 3 visits			31.00			33.00	52.00	1.96%
Mice - up to 4 visits			66.00			67.00	89.00	2.30%
Bedbugs - up to 2 visits			97.00			100.00	120.00	2.56%
Fleas - up to 2 visits			77.00			78.00	99.00	2.06%
Cockroaches - up to 3 visits			97.00			100.00	120.00	2.56%
Wasps and Hornets - up to 2 visits								
General charge			56.00			78.00	99.00	28.57%
Additional wasp nest (no concessions)			10.00			10.00	10.00	0.00%
Squirrels - up to 3 visits			65.00			66.00	87.00	2.35%
Commercial Pest Control								
Wasps (non contract)			82.00			83.00	104.00	1.96%
Wasps (contract)			61.00			62.00	83.00	1.22%
Additional wasp nests - £10.00								
			Advance payment			Advance payment		
			Pay per hour			Pay per hour		
Minimum charge 1 hour, charged per 30 minutes thereafter.								
Bedbugs, fleas and cockroaches			41.00			42.00	104.00	1.96%
Rats and Mice			41.00			42.00	99.00	2.06%
Contracts (additional treatment over and above agreed contracts terms and conditions)								
Bedbugs, fleas and cockroaches			39.00			40.00	83.00	1.22%
Rats and Mice			39.00			40.00	78.00	1.30%

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2020

	Current Fees			Proposed Fees			% change
	2019/20 Fees	2019/20 Fees	2019/20 Fees	2020/21 Fees	2020/21 Fees	2020/21 Fees	
	A	B	C	A	B	C	
	£	£	£	£	£	£	%
Miscellaneous							
		Advance payment	Pay per hour		Advance payment	Pay per hour	
Fumigation void premises		41.00	82.00		42.00	83.00	1.22%
House clearance		41.00	51.00		42.00	52.00	1.96%
Key collections (Rugby area only)		n/a	51.00		n/a	52.00	1.96%
Reclamation of Stray Dogs							
Untagged							
First Offence			95.00			95.00	0.00%
Subsequent Offence			110.00			105.00	-4.55%
Tagged							
First Offence			70.00			70.00	0.00%
Subsequent Offence			90.00			90.00	0.00%
Kennel costs (per day)			13.20			13.20	0.00%
Note: A day includes part days and is applied from the day of acceptance into the kennel. Micro-chipping is a service provided by the Councils Stray Dog Kennels Provider at £15 per dog (inclusive of VAT)							
Handy Person Service							
Handy Person Service			Price on Application			Price on Application	
Waste Collection							
Bulky Waste Collection - up to 3 items			26.00			26.00	0.00%
Each Additional Item:							
Up to a maximum of 6			6.00			6.00	0.00%
Over 6 household items or any number of garden items (sheds, play equipment)			Price On Application			Price On Application	
Cancellation Fee			3.50			3.50	0.00%
Domestic Garden Waste Collection (annual subscription)- charge per bin			40.00			40.00	0.00%
Abandoned Vehicles - removal			105.00			105.00	0.00%
Abandoned Vehicles - disposal			50.00			50.00	0.00%
Trade Waste			Price On Application			Price On Application	3.00%
Licences and Permits							
Animal Licences							
House to House Licence			Nil			Nil	0.00%
Pet Shops/Selling of animals							
1 Year Licence			195.00			195.00	0.00%
2 Year Licence			320.00			320.00	0.00%
3 Year Licence			467.00			467.00	0.00%
Renewal			145.00			145.00	0.00%
Animal Boarding Establishments (large establishments- 7 and over)							
1 Year Licence			210.00			210.00	0.00%
2 Year Licence			367.00			367.00	0.00%
3 Year Licence			525.00			525.00	0.00%
Renewal			160.00			160.00	0.00%
Animal Boarding Establishments (small establishments- 6 and under)							
1 Year Licence			180.00			180.00	0.00%
2 Year Licence			315.00			315.00	0.00%
3 Year Licence			450.00			450.00	0.00%
Renewal			130.00			130.00	0.00%
Dog day care							
1 Year Licence			175.00			175.00	0.00%
2 Year Licence			300.00			300.00	0.00%
3 Year Licence			425.00			425.00	0.00%
Renewal			130.00			130.00	0.00%
Hiring of horses (plus annual vet's fee- payable separately)							
1 Year Licence			220.00			220.00	0.00%
2 Year Licence			385.00			385.00	0.00%
3 Year Licence			550.00			550.00	0.00%
Renewal			170.00			170.00	0.00%
Breeding of Dogs (plus vet's fee- payable separately)							
1 Year Licence			240.00			240.00	0.00%
2 Year Licence			420.00			420.00	0.00%
3 Year Licence			600.00			600.00	0.00%
Renewal			190.00			190.00	0.00%

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2020

	Current Fees			Proposed Fees			% change
	2019/20 Fees A	2019/20 Fees B	2019/20 Fees C	2020/21 Fees A	2020/21 Fees B	2020/21 Fees C	
	£	£	£	£	£	£	
Licences							
Keeping or training animals for exhibition (3 year licence)			180.00			180.00	0.00%
Keeping or training animals for exhibition (renewal)			130.00			130.00	0.00%
Re-rating visits			175.00			175.00	0.00%
Variation of a licence			130.00			130.00	0.00%
Dangerous Wild Animals Act (excluding vet fees)			315.00			315.00	0.00%
Zoo Licence (excluding vet fees)			625.00			625.00	0.00%
Skin Piercing etc., Acupuncture, tattooing, electrolysis and ear piercing (per practitioner)			165.00			165.00	0.00%
Skin Piercing etc., Acupuncture, tattooing, electrolysis and ear piercing (temporary events e.g. conventions and guest tattooists. Limited to 2 weeks and only if registered with another local authority - proof required.)			40.00			40.00	0.00%
Ear piercing only (per practitioner)			85.00			85.00	0.00%
Food Premises Registration			No charge			No charge	0.00%
Street Traders Licence (per pitch per day - issued by Rugby First)			32.00			32.00	0.00%
Sex Establishment Licence			4,700.00			4700.00	0.00%
Hypnotism			100.00			100.00	0.00%
Note: all animal licenses may be subject to further vet fees in accordance with the relevant legislation. All fees stated exclude vet fees.							
Pollution Prevention and Control							
The fee charging regime for these industries will change with effect from 1st April. The charging regime is set by Government annually. The new regime is risk based and full details are available on request or can be found at www.defra.gov.uk/environment/ppc/localauth/fees-risk/fees.htm							
Lotteries and Amusement							
Initial			40.00			40.00	0.00%
Renewal			20.00			20.00	0.00%
Licensing Act 2003							
Main Application Fee - per Rateable Band							
Band A			100.00			100.00	0.00%
Band B			190.00			190.00	0.00%
Band C			315.00			315.00	0.00%
Band D			450.00			450.00	0.00%
Band E			635.00			635.00	0.00%
Band D X (2)			900.00			900.00	0.00%
Band E X (3)			1,905.00			1,905.00	0.00%
Main Annual Charge							
Band A			70.00			70.00	0.00%
Band B			180.00			180.00	0.00%
Band C			295.00			295.00	0.00%
Band D			320.00			320.00	0.00%
Band E			350.00			350.00	0.00%
Band D X (2)			640.00			640.00	0.00%
Band E X (3)			1,050.00			1,050.00	0.00%
Variation							
Band A			100.00			100.00	0.00%
Band B			190.00			190.00	0.00%
Band C			315.00			315.00	0.00%
Band D			450.00			450.00	0.00%
Band E			635.00			635.00	0.00%
Personal Licences, Temporary Events and Other Fees							
Application for a grant or renewal of personal licence			37.00			37.00	0.00%
Temporary event notice			21.00			21.00	0.00%
Theft, loss etc. of premises licence or summary			10.50			10.50	0.00%
Application for a provisional statement where premises being built etc.			Varies			Varies	
Notification of change of name or address			10.50			10.50	0.00%
Application to vary licence to specify individual as premises supervisor			23.00			23.00	0.00%
Application for transfer of premises licence			23.00			23.00	0.00%
Theft, loss etc. of certificate or summary			10.50			10.50	0.00%
Notification of change of name alteration of rules of club			10.50			10.50	0.00%
Change of relevant registered address of club			10.50			10.50	0.00%
Theft, loss etc. of temporary event notice			10.50			10.50	0.00%
Theft, loss etc. of personal licence			10.50			10.50	0.00%
Duty to notify change of name or address			10.50			10.50	0.00%
Right of freeholder etc. to be notified of licensing matters			21.00			21.00	0.00%
Interim Authority notice following death etc. of licence holder			23.00			23.00	0.00%

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2020

	Current Fees			Proposed Fees			% change
	2019/20 Fees	2019/20 Fees	2019/20 Fees	2020/21 Fees	2020/21 Fees	2020/21 Fees	
	A	B	C	A	B	C	
	£	£	£	£	£	£	%
Licences							
Fees for Scrap Metal Dealers Act 2013 scrap metal licence applications and incidental costs							
Scrap metal dealer site licence application fee			350.00			350.00	0.00%
Scrap metal dealer site licence renewal fee			250.00			250.00	0.00%
Scrap metal dealer site licence variation fee			90.00			90.00	0.00%
Scrap metal dealer collector licence fee			250.00			250.00	0.00%
Scrap metal dealer collector renewal fee			230.00			230.00	0.00%
Scrap metal dealer collector variation fee			90.00			90.00	0.00%
Replacement licence			30.00			30.00	0.00%
Fees for Mobile Homes Act 2013 licence applications and incidental costs							
Application			250.00			250.00	0.00%
Annual fee 2 to 10 residential units			150.00			150.00	0.00%
Annual fee 11 to 30 residential units			220.00			220.00	0.00%
Annual fee 31+ residential units			300.00			300.00	0.00%
Compliance notice			335.00			335.00	0.00%
Transfer of licence			72.00			72.00	0.00%
Variation of licence			215.00			215.00	0.00%
Fees only apply to relevant mobile homes sites. If exempt, licence fee £nil, no annual fee, compliance notices do not apply and transfer or variation fees £nil.							
Gambling Act permit fees							
Licensed premises gaming machines permits:							
Grant			150.00			150.00	0.00%
Existing operator grant			100.00			100.00	0.00%
Variation			100.00			100.00	0.00%
Transfer			25.00			25.00	0.00%
Annual fee			50.00			50.00	0.00%
Change of name			25.00			25.00	0.00%
Copy of permit			15.00			15.00	0.00%
Licensed premises automatic notification process							
On Notification			50.00			50.00	0.00%
Club gaming permits							
Grant			200.00			200.00	0.00%
Grant (club premises certificate holder)			100.00			100.00	0.00%
Existing operator grant			100.00			100.00	0.00%
Variation			100.00			100.00	0.00%
Renewal			200.00			200.00	0.00%
Renewal (club premises certificate holder)			100.00			100.00	0.00%
Annual fee			50.00			50.00	0.00%
Copy of permit			15.00			15.00	0.00%
Club machine permits							
Grant			200.00			200.00	0.00%
Grant (club premises certificate holder)			100.00			100.00	0.00%
Existing operator grant			100.00			100.00	0.00%
Variation			100.00			100.00	0.00%
Renewal			200.00			200.00	0.00%
Renewal (club premises certificate holder)			100.00			100.00	0.00%
Annual fee			50.00			50.00	0.00%
Copy of permit			15.00			15.00	0.00%
Family entertainment centre gaming machine permits							
Grant			300.00			300.00	0.00%
Renewal			300.00			300.00	0.00%
Existing operator grant			100.00			100.00	0.00%
Change of name			25.00			25.00	0.00%
Copy of permit			15.00			15.00	0.00%
Prize gaming permits							
Grant			300.00			300.00	0.00%
Renewal			300.00			300.00	0.00%
Existing operator grant			100.00			100.00	0.00%
Change of name			25.00			25.00	0.00%
Copy of permit			15.00			15.00	0.00%

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2020

	Current Fees			Proposed Fees			% change
	2019/20 Fees	2019/20 Fees	2019/20 Fees	2020/21 Fees	2020/21 Fees	2020/21 Fees	
	A	B	C	A	B	C	
	£	£	£	£	£	£	%
Gambling Act Licences							
Converted Casino							
Non-conversion provisional statement			no charge			no charge	0.00%
Non-conversion application			no charge			no charge	0.00%
1st Annual fee			2,400.00			2,400.00	0.00%
Annual fee			2,400.00			2,400.00	0.00%
Vary licence			1,600.00			1,600.00	0.00%
Transfer licence			1,080.00			1,080.00	0.00%
Reinstatement of licence			1,080.00			1,080.00	0.00%
Provisional			no charge			no charge	0.00%
Bingo							
Non conversion provisional statement			960.00			960.00	0.00%
Non conversion application			2,800.00			2,800.00	0.00%
1st annual fee			800.00			800.00	0.00%
Annual fee			800.00			800.00	0.00%
Vary Licence			1,400.00			1,400.00	0.00%
Transfer Licence			960.00			960.00	0.00%
Reinstatement of licence			960.00			960.00	0.00%
Provisional			2,800.00			2,800.00	0.00%
Gambling Act Permit Fees							
Adult Gaming Centre							
Non conversion provisional statement			960.00			960.00	0.00%
Non conversion application			1,600.00			1,600.00	0.00%
1st annual fee			800.00			800.00	0.00%
Annual fee			800.00			800.00	0.00%
Vary licence			800.00			800.00	0.00%
Transfer licence			960.00			960.00	0.00%
Reinstatement of licence			960.00			960.00	0.00%
Provisional			1,600.00			1,600.00	0.00%
Track betting							
Non conversion provisional statement			790.00			790.00	0.00%
Non conversion application			2,050.00			2,050.00	0.00%
1st annual fee			830.00			830.00	0.00%
Annual fee			830.00			830.00	0.00%
Vary licence			1,050.00			1,050.00	0.00%
Transfer Licence			790.00			790.00	0.00%
Reinstatement of licence			790.00			790.00	0.00%
Provisional			2,100.00			2,100.00	0.00%
Betting (other)							
Non conversion provisional statement			1,000.00			1,000.00	0.00%
Non conversion application			2,500.00			2,500.00	0.00%
1st annual fee			500.00			500.00	0.00%
Annual fee			500.00			500.00	0.00%
Vary licence			1,250.00			1,250.00	0.00%
Transfer licence			1,000.00			1,000.00	0.00%
Re-instatement of licence			1,000.00			1,000.00	0.00%
Provisional			2,500.00			2,500.00	0.00%
Family Entertainment Centre							
Non conversion provisional statement			790.00			790.00	0.00%
Non conversion application			1,650.00			1,650.00	0.00%
1st annual fee			625.00			625.00	0.00%
Annual fee			625.00			625.00	0.00%
Vary licence			830.00			830.00	0.00%
Transfer licence			790.00			790.00	0.00%
Re-instatement of licence			790.00			790.00	0.00%
Provisional			1,650.00			1,650.00	0.00%
Temporary Use Notices			500.00			500.00	0.00%
Copy of Licences			25.00			25.00	0.00%
Notification of Change of Licence			50.00			50.00	0.00%

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2020

	Current Fees			Proposed Fees			% change
	2019/20 Fees	2019/20 Fees	2019/20 Fees	2020/21 Fees	2020/21 Fees	2020/21 Fees	
	A	B	C	A	B	C	
	£	£	£	£	£	£	%
Hackney Carriages							
Vehicle Licence			145.00			145.00	0.00%
Transfer of Vehicle Licence			12.50			12.50	0.00%
Replacement Plates			34.00			34.00	0.00%
DBS checks			44.00			44.00	0.00%
Knowledge Test			30.00			30.00	0.00%
Vehicle Safety Check (Carried out by Rugby Borough Council Work Services)			40.00			40.00	0.00%
Private Hire Vehicles							
Vehicle Licence			145.00			145.00	0.00%
Operator's Licence:							
New Applications (valid for 5 years):							
1-4 Vehicles			380.00			380.00	0.00%
5-10 Vehicles			680.00			680.00	0.00%
10 or more Vehicles			974.00			974.00	0.00%
Application Renewal (valid for 5 years)							
1-4 Vehicles			344.00			344.00	0.00%
5-10 Vehicles			642.00			642.00	0.00%
10 or more Vehicles			940.00			940.00	0.00%
Driver's Licence - Dual Hackney and PHV Licence:							
New Application (Valid for 3 years)			370.00			370.00	0.00%
Application Renewal (Valid for 3 years)			220.00			220.00	0.00%
Transfer of Vehicle Licence			12.50			12.50	0.00%
Replacement Plates			34.00			34.00	0.00%
Knowledge Test			30.00			30.00	0.00%
Vehicle Safety Check (Carried out by Rugby Borough Council Work Services)			40.00			40.00	0.00%
Car Parks and Parking							
Off Street Parking							
John Barford Car Park							
Up to 3 hours			1.00			1.00	0.00%
Up to 5 hours			2.50			2.50	0.00%
Up to 11 hours			5.00			5.00	0.00%
Sunday			1.00			1.00	0.00%
Railway Terrace/Gas Street/Old Market Place							
Up to 3 hours			1.00			1.00	0.00%
Up to 5 hours			4.00			4.00	0.00%
Up to 11 hours			10.00			10.00	0.00%
Sunday			no charge			no charge	0.00%
Chestnut Field/North Street/Little Church Street/Evreux Way							
Up to 2 hours			1.00			1.00	0.00%
Up to 3 hours			1.30			1.30	0.00%
Sunday			1.00			1.00	0.00%
Westway							
Up to 5 hours			2.50			2.50	0.00%
Up to 11 hours			5.00			5.00	0.00%
Sunday			no charge			no charge	0.00%
Newbold Road							
Up to 3 hours			1.00			1.00	0.00%
Up to 5 hours (weekdays only)			4.00			4.00	0.00%
Up to 11 hours			10.00			10.00	0.00%
Saturday up to 11 hours			3.00			3.00	0.00%
Sunday			no charge			no charge	0.00%
Penalty Charges							
Penalty charge			50.00 or 70.00			50.00 or 70.00	0.00%
Penalty charge if paid within 14 days			25.00 or 35.00			25.00 or 35.00	0.00%

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2020

	Current Fees			Proposed Fees			% change
	2019/20 Fees	2019/20 Fees	2019/20 Fees	2020/21 Fees	2020/21 Fees	2020/21 Fees	
	A	B	C	A	B	C	
	£	£	£	£	£	£	%
Car Parks and Parking							
Season Tickets - Day Passes							
John Barford/Westway							
3 months			120.00			120.00	0.00%
6 months			215.00			215.00	0.00%
Yearly			400.00			400.00	0.00%
Railway Terrace/Gas Street/Old Market Place							
3 months			180.00			180.00	0.00%
6 months			325.00			325.00	0.00%
Yearly			615.00			615.00	0.00%
Other Charges							
Vehicles over 3 tonnes/Coaches			Not Permitted			Not Permitted	
Caravan/trailers and towing vehicles used for exhibitions, trade etc. (per space)			10.00			10.00	0.00%
Note: Car Park fees are being reviewed for 2020/21 and may be subject to change							
Enforcement Charges							
Fixed Penalty Fines							
The Council has, where possible, determined to set its own level of fines within the standard range of penalties. The general formula is adopted to set the default penalty level to be the maximum possible within the range for that offence. However, this penalty is DISCOUNTED to the minimum penalty possible within the range, IF the penalty is paid within 10 days in the case of Public Space Protection Orders and Fly tipping, and 7 days for all other listed offences.							
	Fixed Penalty	Maximum	Discount	Fixed Penalty	Maximum	Discount	
Depositing Litter	80.00	2,500.00	50.00	80.00	2,500.00	50.00	0.00%
Graffiti and fly posting	80.00	2,500.00	50.00	80.00	2,500.00	50.00	0.00%
Nuisance parking	100.00	2,500.00	60.00	100.00	2,500.00	60.00	0.00%
Fly tipping	400.00	Unlimited	300.00	400.00	Unlimited	300.00	0.00%
Exposing vehicles for sale on a road	100.00	2,500.00	No discount	100.00	2,500.00	No discount	0.00%
Repairing vehicles on a road	100.00	2,500.00	No discount	100.00	2,500.00	No discount	0.00%
Abandoning a vehicle	200.00	2,500.00	120.00	200.00	2,500.00	120.00	0.00%
Unauthorised distribution of free printed matter	80.00	2,500.00	50.00	80.00	2,500.00	50.00	0.00%
Failure to furnish documentation (Waste Carriers Licence)	300.00	Unlimited	No discount	300.00	Unlimited	No discount	0.00%
Failure to produce authority (Waste Transfer Note)	300.00	Unlimited	No discount	300.00	Unlimited	No discount	0.00%
Failure to comply with a Public Space Protection Order	100.00	2,500.00	75.00	100.00	2,500.00	75.00	0.00%
Failure to comply with a Community Protection Notice (Individual)	100.00	2,500.00	No discount	100.00	2,500.00	No discount	0.00%
Failure to comply with a Community Protection Notice (Business)	100.00	Unlimited	No discount	100.00	Unlimited	No discount	0.00%
Failure to comply with noise warning notice (licenced)	500.00	Unlimited	No discount	500.00	Unlimited	No discount	0.00%
Failure to comply with a Public Space Protection Order (Dogs)	100.00	1,000.00	50.00	100.00	1,000.00	50.00	0.00%
Landlords							
Implementation of the Smoke and Carbon Monoxide Alarm (England) Regulations 2015 on 1st April 2015 will result in penalty charges being issued against landlords where they have breached their legal duties in relation to offences under the regulations which require landlords to provide smoke alarms and carbon monoxide alarms in rented properties:							
	Charges Imposed	If Paid Within 14 Days		Charges Imposed	If Paid Within 14 Days		
First Offence	1,000.00	750.00		1,000.00	750.00		0.00%
Second Offence	2,000.00	n/a		2,000.00	n/a		0.00%
Third Offence (and all Consequent Offences)	5,000.00	n/a		5,000.00	n/a		0.00%

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2020

	Current Fees			Proposed Fees			% change
	2019/20 Fees A	2019/20 Fees B	2019/20 Fees C	2020/21 Fees A	2020/21 Fees B	2020/21 Fees C	
	£	£	£	£	£	£	
Enforcement Charges							
Officer Rates							
For reclaiming officer costs when investigating matters that result in a legal proceeding being instituted etc.							
Category A - salary grade D and below			46.00			47.00	2.17%
Category B - salary grade E to F			61.00			62.00	1.64%
Category C - salary grade G			77.00			79.00	2.60%
Category D - Heads of Service or above			92.00			94.00	2.17%
Administration charges for works in default etc.:							
For each property or person responsible, minimum fee to apply until hourly rate and associated costs exceed this figure							
			56.00			57.00	1.79%
Any associated letters, reports etc.							
			12.00			12.00	0.00%
Officers statement for solicitors (minimum 1 hour)							
			Officer rates			Officer rates	
Mileage charged at current casual user rates							
Note: Fees and Charges marked with an asterisk "*" are set by national legislation and will be amended as and when specified charges are amended							
Complete copies of list of Registered Food Premises							
			320.00			320.00	0.00%
Partial copies of the list of Registered Food Premises							
			£30 + £3 per entry			£30 + £3 per entry	0.00%
Printed copies of Air Quality Assessment Reports etc							
			50.00			50.00	0.00%
Copies of or from other Public Registers:							
Complete premises files (printed, plus photocopying charge)							
			40.00			40.00	0.00%
Partial extracts form premises file (per request, plus copying)							
			20.00			20.00	0.00%
Information may be available in an electronic format. Prices available on request.							
Parks							
Caldecott Park - to be fixed with the café leaseholder							
Special Events on Parks and Open Spaces							
Sports Tournaments							
Charitable Events							
			Price on application			Price On Application	0.00%
Dog Shows - per opening day							
			No Charge			No Charge	
			295.00			305.00	3.39%
Fairs/Circuses - per operating day							
			395.00			405.00	2.53%
Fairs/Circuses - per setting up day							
			110.00			115.00	4.55%
Returnable deposit for new fair/circus operator							
			310.00			320.00	3.23%
Commercial Events							
			395.00			405.00	2.53%
Filming rights (per day)							
			210.00			215.00	2.38%
Ice Cream Licence							
			Price on application			Price on application	
Access to toilets for weekly events (per 12 months)							
Sports Pitches							
SPORTS PITCHES ARE HIRED PER SESSION (not including time spent changing)							
All hirers must provide evidence of Public Liability insurance of £5 million and sign the current Terms and Condition of Hire							
Matches must be completed by 9pm Monday to Saturday and by 6pm on Sunday							
Rugby Football: 1 session is deemed to last up to 100 minutes							
Football: 1 session is deemed to last up to 120 minutes							
Cricket: 1 session is deemed to last up to 4 hours							
Changing Facilities: where booked will be charged per pitch session as above							
This is an unattended service provided to specific clubs/teams by prior agreement.							
An attended service is available for a casual booking - additional charge payable							
Where an all day booking is made, morning is deemed to be one session, afternoon one session and evening one session. Each session will be charged as detailed.							

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2020

	Current Fees			Proposed Fees			% change
	2019/20 Fees A	2019/20 Fees B	2019/20 Fees C	2020/21 Fees A	2020/21 Fees B	2020/21 Fees C	
	£	£	£	£	£	£	
Sports Pitches							
		Normal	Exempt		Normal	Exempt	
Senior pitch hire Football, Rugby, Cricket, Gaelic Football		40.00	33.00		40.00	33.00	0.00%
Intermediate pitch hire Football		31.00	26.00		31.00	12.50	-51.92%
Junior pitch hire Football, Rugby		20.00	17.00		20.00	17.00	0.00%
Mini pitch hire Football		15.00	12.50		15.00	12.50	0.00%
UNAUTHORISED USE OF FACILITIES - DOUBLE FEE PAYABLE							
Training (per training session)		10.00	10.00		10.00	10.00	0.00%
Changing Rooms (subject to change as facilities are refurbished) Charged per session as above. Changing rooms are opened as for Football/Cricket, 30 minutes before kick-off, Rugby/Gaelic 60 minutes before kick-off and early opening - price on application.							
Unattended regular use through the season on specified number of occasions (minimum 10) Seniors £22 per room per occasion (no refunds unless cancelled by Council) Juniors £15 per room per occasion (no refunds unless cancelled by Council)							
			22.00			22.00	0.00%
			15.00			15.00	0.00%
Juniors Weekly access to toilets only (For season- dates as agreed)							
			250.00			250.00	0.00%
Unattended casual use (less than 10 occasions) Seniors £18.00 per room per occasion Juniors £12.50 per room per occasion							
			18.00			18.00	0.00%
			12.50			12.50	0.00%
Attended Service Additional £25 payable							
						Additional £25 payable	0.00%
Late Booking Charges Each Pitch (Including VAT) Changing room(s) (plus VAT as appropriate)							
			10.00			10.00	0.00%
			10.00			10.00	0.00%
Professional Trainers (per hour)							
			10.00			15.00	50.00%
Housing							
Private Housing Inspection and Assessment for Immigration and other purposes			120.00			120.00	0.00%
House in Multiple Occupation Licence fee:							
Where Landlord approaches Council			650.00			650.00	0.00%
Where Landlord is found to be running an unlicensed HMO			900.00			900.00	0.00%
Renewal of an HMO Licence			493.00			493.00	0.00%
Copy of Licence			15.00			15.00	0.00%
Variation of Licence			110.00			110.00	0.00%
Revoking licence			110.00			110.00	0.00%
Service of Hazard awareness notice			0.00			0.00	0.00%
Service of formal notice/order.			500.00			500.00	0.00%
Additional notices/orders for multiple hazards			25.00			25.00	0.00%
DBS check			44.00			44.00	0.00%
Public Registers and other information							
All public registers can be viewed in person free of charge and attempts are being made to make some or all of these available on the internet.							
Contaminated land and pollution searches: price on application price on application							
Complete copies of list of Registered Food Premises			320.00			320.00	0.00%
Partial copies of the list of Registered Food Premises			£30 + £3 per entry			£30 + £3 per entry	0.00%
Printed copies of Air Quality Assessment Reports etc.			50.00			50.00	0.00%
Copies of or from other Public Registers:							
Complete premises files (printed, plus photocopying charge)			40.00			40.00	0.00%
Partial extracts form premises file (per request, plus copying)			20.00			20.00	0.00%
Information may be available in an electronic format. Prices available on request.							

FEES AND CHARGES EFFECTIVE FROM 1ST APRIL 2020

	Current Fees			Proposed Fees			% change
	2019/20 Fees	2019/20 Fees	2019/20 Fees	2020/21 Fees	2020/21 Fees	2020/21 Fees	
	A	B	C	A	B	C	
	£	£	£	£	£	£	%
CORPORATE RESOURCES							
Legal Services							
S106/Unilateral Agreements*			61.20			62.40	1.96%
Supplemental/Deed of Variation/TPOs*			30.60			32.40	5.88%
Ex-Council House Consent			61.20			62.40	1.96%
Ex-Council House Consent. Retrospective			91.80			92.20	0.44%
Leases/Shared Ownership (per copy)			61.20			61.80	0.98%
Enforcement Notices			18.40			18.40	0.00%
Smoke Control Orders			30.60			30.60	0.00%
* Standard turnaround for copies is 1-3 working days. However, if any of the above documents require expediting straight away, an additional £30.00 is added to each.							
EXECUTIVE DIRECTOR							
Electoral Register							
The Open Electoral Register can be purchased in either data or paper form:-							
Fee for data copy £20.00 plus £1.50 for every 1,000 entries or part thereof purchased							0.00%
Fee for paper copy £10.00 plus £5.00 for every 1,000 entries or part thereof purchased							0.00%
Freedom of Information Request							
Freedom of Information and Environmental Information Regulation requests are charged for in just two cases:-							
<ul style="list-style-type: none"> - where the cost of answering the enquiry goes over £450; and - where there are costs for preparing the information e.g. printing, photocopying, postage, providing information in other formats (CD-Rom, audio cassette, translation) 							
The time spent dealing with the above is calculated at £25 per hour.			25.00			25.00	0.00%
With the majority of requests the costs will be less than £450 and we will make no charge for the work involved.							
If however, the cost of dealing with your request goes over £450 we will contact you to discuss the information you have requested and the cost of providing it. If you still want the information in a format that is going to take the cost over that limit, then we will charge you the full amount.							
<ul style="list-style-type: none"> - Photocopying or printing material; - Postage; - Producing material in a different format when requested e.g. CD Rom, audio cassette; - Providing extracts of databases; - Translating the material into a different language where requested; - Allowing you to reasonable time to inspect a record containing the information (FOI only); - 10p per A4 sheet for printing or photocopying, black and white; - 20p per A3 sheet for printing or photocopying, black and white; - 92p per A4 sheet for printing or photocopying, colour; - £1.24 per A3 sheet for printing or photocopying, colour; - Postage costs - documents will be sent by second class mail unless specified otherwise; - Any costs involving staff time will be charged at £25 per hour. 							
We can charge for these costs in all cases, whether or not we can also charge for the prescribed costs.							
If the total cost is less than £10, we won't charge you.							

AGENDA MANAGEMENT SHEET

Report Title: Council Tax Reduction Scheme 2020/2021

Name of Committee: Cabinet

Date of Meeting: 6 January 2020

Report Director: Head of Corporate Resources and CFO and
Head of Communities and Homes

Portfolio: Corporate Resources

Ward Relevance: All

Prior Consultation: Head of Communities and Homes
Head of Corporate Resources and CFO

Contact Officer: David Wortley, Community Advice and Support
Manager, 01788 533440

Public or Private: Public

Report Subject to Call-In: No

Report En-Bloc: No

Forward Plan: Yes

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

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

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

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

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

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

Ensure that the council works efficiently and
effectively (CR)

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

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

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

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

- Continue to improve the efficiency of our waste and recycling services (EPR)
- Protect the public (EPR)
- Promote sustainable growth and economic prosperity (GI)
- Promote and grow Rugby's visitor economy with our partners (GI)
- Encourage healthy and active lifestyles to improve wellbeing within the borough (GI)
- This report does not specifically relate to any Council priorities but

Statutory/Policy Background:	The Local Government Finance Bill 2012
Summary:	To recommend to Council the adoption of a Council Tax Reduction Scheme for 2020/2021
Financial Implications:	Funding for the provision of a Local Council Tax Reduction Scheme is no longer separately identified within the Revenue Support Grant. The cost of awards are met by the major preceptors, however the cost of administering a scheme is borne by Rugby Borough Council.
Risk Management Implications:	There is a statutory requirement to adopt a Local Council Tax Reduction Scheme
Environmental Implications:	There are no environmental implications for this report
Legal Implications:	The Council is required to adopt a Local Council Tax Reduction Scheme for the financial year 2020/2021 by 11 th March 2020
Equality and Diversity:	The current Equality Impact Assessment has been reviewed
Options:	<ol style="list-style-type: none"> 1. Recommend Full Council to approve the proposed scheme. 2. Reject the proposed scheme and subject any amendments to public consultation.
Recommendation:	IT BE RECOMMENDED TO COUNCIL THAT the Council Tax Reduction Scheme for 2019/2020 be adopted as the Council's Local Council Tax Reduction Scheme for 2020/2021.
Reasons for Recommendation:	To enable the Council to deliver a Council Tax Reduction Scheme for 2020/2021

Cabinet - 6 January 2020

Council Tax Reduction Scheme 2020/2021

**Public Report of the Head of Corporate Resources and CFO
and Head of Communities and Homes**

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT the Council Tax Reduction Scheme for 2019/2020 be adopted as the Council's Local Council Tax Reduction Scheme for 2020/2021.

1. Background

- 1.1 The Local Government Finance Bill 2012 requires Local authorities to design and implement a Local Council Tax Reduction scheme for 2020/2021 by 11th March 2020.
- 1.2 The scheme only impacts customers who are of working age. Council Tax Reduction for customers of pensionable age is calculated in accordance with a national scheme and therefore not affected by proposals contained in this report.
- 1.3 Rugby Borough Council, as the Billing Authority, takes the lead in designing and implementing the local scheme but is required to consult with major precepting authorities (i.e. Warwickshire County Council and Warwickshire Police and Crime Commission), if any changes are proposed to a scheme.

2. Review of the Scheme for 2019/2020

- 2.1 Details of the current scheme can be found at <https://www.rugby.gov.uk/ctrs>
- 2.2 In summary the scheme is designed to reflect the individual needs of the applicant's household, taking into account;
 - The size and makeup of the household.
 - If any members of the household have a disability.
 - If any grown up children or any other adults live with the applicant and could be expected to make a financial contribution towards the council tax bill.
 - Any savings or investments held by the applicant and / or partner.
 - The amount of income (wages, state benefits, etc.) received by the applicant and / or partner. Certain types of income are disregarded, in whole or in part, to provide additional support to those who have a disability or are in work.

- Council Tax Reduction is limited to 85% of the applicant's weekly council tax liability.
- Council Tax Reduction is not available to those who have savings or investments above £10,000.

2.3 A Discretionary Council Tax Reduction Scheme is also available to all residents who are liable to pay council tax. This is to provide additional financial support to those with exceptional circumstances, or those who require additional support for a short period of time.

2.4 The current scheme is flexible and takes into account the individual circumstances of households and any changes in the circumstances that may occur

3. Proposed Scheme for 2020/2021

3.1 It is proposed to carry forward the current scheme for 2019/2020 without amendment.

4. Equality Impact Assessment

4.1 The Equality Impact Assessment prepared in November 2017 has been reviewed but no changes are required.

Name of Meeting: Cabinet
Date of Meeting: 6 January 2020
Subject Matter: Council Tax Reduction Scheme 2020/2021
Originating Department: Communities and Homes

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

AGENDA MANAGEMENT SHEET

Report Title: Community Grants 2020/21 and Proposed Allocation of Community Grants Underspend from 2019/20

Name of Committee: Cabinet

Date of Meeting: 6 January 2020

Report Director: Head of Communities and Homes

Portfolio: Communities and Homes

Ward Relevance: All

Prior Consultation: Grants Working Party

Contact Officer: Michelle Dickson (Communities and Projects Manager) tel: (01788) 533843 email: michelle.dickson@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

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

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

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

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

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

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

Ensure that the council works efficiently and effectively (CR)

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

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

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

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

- Continue to improve the efficiency of our waste and recycling services (EPR)
- Protect the public (EPR)
- Promote sustainable growth and economic prosperity (GI)
- Promote and grow Rugby's visitor economy with our partners (GI)
- Encourage healthy and active lifestyles to improve wellbeing within the borough (GI)
- This report does not specifically relate to any Council priorities but

Statutory/Policy Background: These are discretionary payments to the voluntary and community sector

Summary: This report sets out proposals for:

- one-off community grant payments for 2020/21
- the allocation of the underspend for 2019/20

Financial Implications: This report sets out an indication of budget requirements to be considered as part of the wider corporate budget setting process for 2020/21.

It also sets out proposals for utilising the £17,581.70 underspend arising from the community grants allocation for 2019/20.

Risk Management Implications: Providing funding to third-party organisations poses a risk that council funds will not be spent appropriately. However, these risks are substantially reduced by established monitoring mechanisms.

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

Legal Implications: Applicants will be required to agree to adhering to conditions of payment of grant as part of the process for allocating funding.

The Council has a wide power within section 2 of the Local Government Act 2000. This is known as the 'well-being power' and seeks to promote or improve the economic, social, and environmental well-being of the Council's area.

The statutory power includes providing financial assistance to achieve this purpose.

In addition to the 'well-being power' the Council is also able to utilise the General Power of Competence under the Localism Act 2011. This represents a more recent statutory power and further strengthens the ability of the Council to provide financial assistance as set out within this report.

Equality and Diversity:

An equality impact assessment has been carried out and forms appendix 1 to this report

Options:

1. Approve recommendations

- clear budgetary requirements in preparation for budget setting
- the allocation of the underspend from 2019/20 will then be subject to the same rigorous consideration as new applications for the 2020/21 grants bidding round

2. Do not approve recommendations

- projects may not be deliverable in 2020/21 if there is a delay in the availability of funding
- the potential projects identified by officers (appendix 2) will not have gone through the same robust scrutiny and due diligence as applications submitted via the grant application process
- The sector will not have benefitted from the total support committed by the Council if the 2019/20 underspend is not added to the 2020/21 funding made available

Recommendation:

- 1) The proposals related to the Council's funding of one-off community grants, as identified in table 1, be endorsed for implementation in 2020/21, subject to budget setting; and

- 2) the £17,581.70 underspend for 2019/20, be brought forward for allocation in addition to the community grants funding made available in 2020/21 (subject to budget setting).

Reasons for Recommendation: To ensure the effective use of the Council's community grant funds for both 2019/20 and 2020/21.

Cabinet - 6 January 2020

Community Grants 2020/21 and Proposed Allocation of Community Grants Underspend from 2019/20

Public Report of the Head of Communities and Homes

Recommendation

1. The proposals related to the Council's funding of one-off community grants, as identified in table 1, be endorsed for implementation in 2020/21, subject to budget setting; and
2. the £17,581.70 underspend for 2019/20, be brought forward for allocation in addition to the community grants funding made available in 2020/21

1. BACKGROUND

The Council provides significant funding to the voluntary and community sector through its community grants programme. The availability of funding encourages organisations to bid for one-off funding to enable the delivery of projects of benefit to the local community.

This report outlines proposals for the Council's one-off grant funds for 2020/21, as well as for the allocation of the underspend of £17,581.70 that arose for 2019/20.

2. CURRENT AND PROPOSED LEVELS OF ONE-OFF GRANT FUNDING

The current funding for 2019/20, along with the proposed level of funding for 2020/21 is identified in table 1, below.

There are no proposals to vary the grants conditions and eligibility, which were substantially amended in preparation for the 2019/20 bidding round.

Grant Fund	Current 2019/20	Proposal 2020/21	Detail
Community Projects Grant	£38,410	£38,410	One-off revenue grants up to a maximum of £2,000. The £38,410 will be split along the lines of the 2019/20 allocation: £20,410 – Voluntary & Community Organisations

			£6,000 - Sports £6,000 – Youth and play £6,000 – Arts
Rural Development Fund	£25,000	£25,000	one-off revenue grants up to £10,000
Total	£63,410	£63,410	

3. PROPOSED ALLOCATION OF UNDERSPEND FOR 2019/20

In June 2019, Cabinet agreed that:

Officers develop a business case for the use of the underspend of £17,581.70, for initiatives to benefit the voluntary and community sector. However, within this, the £6,000 for youth and play should be ring-fenced to such projects. A report should be circulated to the Grants Working Party to take a view of the business case, ahead of it being submitted to Cabinet or further consideration.

Officers worked to develop potential initiatives for the underspend (see appendix 2), as instructed, and these were submitted to the Grants Working Party for consideration. There are 9 Members of the Grants Working Party and 5 of them responded to the consultation. All respondees were in favour of the proposed initiatives.

However, it should be noted that this approach meant that potential projects were not subject to the level of robust scrutiny and due diligence that applications submitted through the regular grant application process are. For this reason, it is recommended that the unspent allocation for 2019/20 be brought forward to 2020/21, to be administered alongside the grant funding made available for 2020/21, subject to budget setting.

4. CONCLUSION

The proposed funding for 2020/21, along with the allocation of the underspend arising for 2019/20, demonstrates the Council's continued commitment to supporting the work of the voluntary and community sector, to deliver outcomes to improve both the quality of life and well-being for the residents of Rugby.

Name of Meeting: Cabinet

Date of Meeting: 6 January 2020

Subject Matter: Community grants and Service Level Agreement Funding 2019/20

Originating Department: Communities and Homes

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

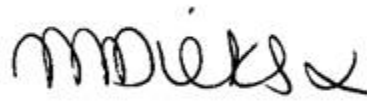
Doc No	Relevant Paragraph of Schedule 12A

EQUALITY IMPACT ASSESSMENT (Elias)

Context

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

Equality Impact Assessment

Service Area	Communities and Homes
Policy/Service being assessed	Community Grants funding for 2020/ 21 and underspend for 2019/20
Is this is a new or existing policy/service?	No
If existing policy/service please state date of last assessment	2018
EqlA Review team – List of members	Michelle Dickson and Minakshee Patel
Date of this assessment	December 2019
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

If you require help, advice and support to complete the forms, please contact Minakshee Patel, Corporate Equality & Diversity Advisor via email: minakshee.patel@rugby.gov.uk or 01788 533509

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	<p>This is an initial report to Cabinet to set out proposals for:</p> <ul style="list-style-type: none"> • one-off community grant payments for 2020/21 • the allocation of the underspend for 2019/20 <p>This will help to inform budget setting for 2020/21</p>
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<ul style="list-style-type: none"> • enable our residents to live healthy, independent lives • encourages active and active lifestyles to improve well-being within the borough • prioritise use of resources to meet changing customer needs and demands • improve how the council engages with communities, partners and customers
(3) What are the expected outcomes you are hoping to achieve?	Funding for project delivery by the community for the benefit of the community. The resulting projects that are funded will be scrutinised to ensure that they have met their objectives.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	wider community groups
<u>Stage 2 - Information Gathering</u>	
	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

(1) What does the information tell you about those groups identified?	There is a vibrant voluntary and community sector in the borough which delivers services to a variety of people within the community. The grant funding is not core funding to assist with the day to day running costs of organisations, it is aimed at helping them to deliver projects.		
(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?	Not for the grants financial proposals. Yes - for the proposed underspend for 20109/20 being used. The proposed projects were identified in partnership with officers and submitted to the Grants Working Party for consideration / approval. However, should grant funding be allocated on this basis then the resulting projects will not have been subject to the same scrutiny and due diligence as other projects submitted through the grants application process. This is why the recommendation is that these unspent allocations be brought forward to 2020/21 to ensure the same level of scrutiny.		
(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.	This is not necessary as it is a council financial decision as to what they would wish to commit to the delivery of VCS project delivery going forward		
<u>Stage 3 – Analysis of impact</u>			
(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?	RACE No	DISABILITY No	GENDER No
	MARRIAGE/CIVIL PARTNERSHIP No	AGE No	GENDER REASSIGNMENT No

If yes, identify the groups and how they are affected.	RELIGION/BELIEF No	PREGNANCY MATERNITY No	SEXUAL ORIENTATION No
<p><u>(2) Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how? (b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	<p>The grant funding for 2020-21 will help communities to deliver projects for the benefit of the people of Rugby. Which groups benefit cannot be predicted as it will be up to them to apply.</p> <p>The same will apply to the 2019/20 underspend if it is brought forward to add to the funding made available in 2020-21.</p>		
(3) If there is an adverse impact, can this be justified?	None predicted		
(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)	N/a		

(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?

To encourage take up, applications are encouraged from:

- Community/voluntary organisations
- Arts groups/individual artists* who engage communities in creative activities
- Sports organisations (officially recognised by Sport England or by a national disability sports organisation)
- Parish councils (within the borough of Rugby)
- Not for profit organisations
- Charitable organisations
- Faith organisations

(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?

Groups may wish to consider putting in a joint bid.

It is a requirement that any organisation applying for grant must have an Equalities policy (this is a pass / fail requirement – without it the digital application cannot progress).

(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?

The following are not eligible to be considered for grant funding:

- Artists & organisations who are outside Rugby Borough
- Schools and academies
- Statutory or profit-making organisations
- Political organisations
- Individuals (other than individual artists who engage communities in creative activities)

We will not consider applications for projects which:

- provide religious activities
 - promote religion/religious belief
 - are associated with political activities
 - promote political activities

The application process is an on-line / digital one. Support has been arranged for people without internet access / struggling to make their application via WCAVA. There is also a joint WCAVA and RBC training session for the community planned for January 2020.

Stage 4 – Action Planning, Review & Monitoring

<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqIA Action Plan</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">Action</th> <th style="width: 20%;">Lead Officer</th> <th style="width: 20%;">Date for completion</th> <th style="width: 20%;">Resource requirements</th> <th style="width: 20%;">Comments</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																										
<p>(2) Review and Monitoring State how and when you will monitor policy and Action Plan</p>																														

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on (date of assessment) and will be reviewed on (insert review date).’

Grant Underspend 2019/20
prepared by Michelle Dickson
Communities and Projects Manager

1.0 Introduction:

On 3 June 2019, Cabinet agreed that:

Officers develop a business case for the use of the underspend of £17,581.70, for initiatives to benefit the voluntary and community sector. However, within this, the £6,000 for youth and play should be ring-fenced to such projects. A report should be circulated to the Grants Working Party to take a view of the business case, ahead of it being submitted to Cabinet or further consideration.

2.0 Proposed projects

The following projects, totaling £17601.95 have been identified and submitted by Officers from RAGM; Sports and Recreation and Communities and Homes:

2.1. Rugby Ball Public Art

- Arts project requiring £4,000 funding for 2 balls at £2,000 each. The costs (utilising the costs for a similar project at the train station) are as follows, per ball
 - i. Artists fee – 5 x days work at £250 per day, totaling £1,250 (based on the National Arts Council daily rate for an artist). This will include design and varnish
 - ii. Materials £250
 - iii. Transport and installation £500
- The project is to commission two rugby ball public art sculptures and increase the trail around the town.
- The key objective is to continue to develop, promote and deliver high quality public art that is exciting, innovative and fun, and celebrates Rugby's unique 'Proud Home' status. Additionally, the project aims to provide an opportunity for local people and visitors to engage with art and culture and promote rugby as a great and rich cultural asset for all communities. Furthermore, the project would promote the town's heritage, sports and cultural assets and services.
- The project has a potential to generate interest from local, regional and national media and raise awareness of Rugby's 'Proud Home'
- The target audience for the balls would be local people as well as visitors to the town to promote the 'proud home' status and stimulate enjoyment of public art.
- The project would be delivered by RAGM with a call out for artist to apply.
- Similar project has been recently commissioned for the ball at the train station and this ball is currently being designed by an artist from 'Wild in Art'

2.2 Relaxed Hour

- Arts project requiring £2,000 funding
- Costs are:
- in-house training for organisations: £1300 (price includes all expenses and training materials for up to 25 delegates) this would be for staff and volunteers.
- Casual staff time would need to be paid for – 4 ed facilitators @ £12.35 per hour for 6 hours = £305
- Black sports self propel wheelchair £70
- £325 for activity sacks and resources (nb this is based on what other museums use but we would want to go on the training and be advised on this on the training)

Examples of the potential resources we may purchase are sensory liquid tiles which provide a visual and tactile experience, that encourages movement and exploring (£150). The sensory liquid floor tiles contain flowing colours that swirl around as people move about on them. Visual effects sensory bag to stimulate senses (£183)

- The project is to increase existing Relaxed Hour sessions and provide a more comprehensive service to RAGM visitors.
- The main project objective is to close off some sections of the building for families to explore whilst being quiet. It will require providing ear defenders for the spaces, producing a visual story for the website to allow families to familiarise themselves with the building before arrival, providing a selection of sensory resources, providing a breakout space and black out tent, reducing the sound and giving audio description tours with a dedicated time given once or twice per exhibition.
- The target community is families with children with additional needs. The project would target members of the Rugby Autism Network and invite them to come along to the dedicated timeslots. They would be able to explore in their own time without the usual day to day distractions and take part in facilitated workshop.
- The project is currently being funded through RAGM's education budget.

2.3 Getting Ready for 2020

- Arts project requiring £2,000 match funding.
- This is a modest match funding to support a bid to the Arts Council for over £50,000 for the project
- The RBC contribution will be used to help gather local stories through oral history recordings that will then become part of the museum social history collection.
- It is going to be the main work for RAGM's 20th anniversary next year

The project is to work with the Benn Partnership Centre and the local community to make RAGM's social history collection more relevant to people who now live in the town.

- The aims and objectives of the project are: expanding the scope of the social inclusion programme, expanding the outreach and variety of RAGM volunteers programme, drawing in more of local population to Benn Partnership Centre by providing diversity of activities, engaging local population, centre users and volunteers with the RAGM, providing opportunity for those who wish to engage with arts and social history.
- The target community is the local community, in particular the Benn Partnership Centre. The centre is situated in a priority neighborhood and is working with a high number of local residents where English is a second language. The intention is to work with local schools, artist in residence, visitors to RAGM, Express Group and ESOL students. The project aims to engage this community in RAGM and its collections.
- 2020 will be the 20th anniversary of RAGM. Since opening the service has grown collections, audiences and activities and last year over 118,000 engaged with RAGM through exhibitions, activities, partnerships and services. RAGM aspires to appeal and be relevant to all areas of the community of Rugby, reflecting communities through the collections, activities and as a result the audiences.
- The project would establish partnership between RAGM and the Benn Partnership to open up RAGM to new people and bring the museum to their door step.

Opportunities would include:

- Working with Benn Partnership users to diversify RAGM collections through discussion, gathering stories and possibly gathering objects and audience.
 - Creating a museum outpost at the Benn Partnership to take objects and stories out to the community setting and using them to generate discussion and interest.
 - Work in partnership to produce a temporary exhibition at RAGM featuring the Social History Collection
 - Conserve and digitise some of the Redding Collection (photographic slides) and use these opened up resources to extend the project.
 - Engage volunteers in the project to work with the Social History Collection, help RAGM to digitise, record and open up more of the collection to audiences. They will also be able to get involved in RAGM in other ways, to create longer term relationships and support individual development.
 - Commission an artist to respond to the project and/or collection/artist in residence
 - Evaluation and documentation
- The Benn Partnership Centre will support the project by:
 - Creating 2 volunteer roles specifically to oversee things from the centre. They have already identified 2 people who would like to do this.

- The usual RAGM art group that runs there will continue with the same discounted rate (-50%) if we wish to use it towards these projects.,
- Any administration and staff time towards the projects will be free of charge.
- RAGM is in the process of applying for Arts Council England 'Project Grant' and RBC grant would be used as match funding to help secure the grant with the Arts Council.
- The outcomes of the project would be:
 - Ongoing presence of RAGM at BPC with regards to social history and art
 - Co-produced exhibitions with RAGM stationed at Benn Partnership Centre
 - Expand the skills and employability of centre users and volunteers, particularly with regards to local services, social history and art

2.4 Play Rangers Youth Club at Overslade Community Centre

- Youth project requiring £5,408
- The project is to offer an activity club aimed at ages 3-13 in the Overslade area. The current funding is due to end in September 2019, and in order to continue the youth club sessions (all year round) they need to source alternative funding. Also, alongside the regular youth club sessions, they would be looking to deliver a trip in Easter and summer 2020 for the regular attendees.
- The main aim (and difference between traditional youth services aimed at 10-19 years) of the Play Ranger Youth Club sessions is to provide a framework and instil community principles into the children that do attend in order to help to be pro-active about potential ASB issue that may arise; in addition to providing them with a support network of youth coordinators, and a safety zone/outlet for them to come to in the week where they would not normally have.
- The club would be looking to provide play opportunities to those that are in an identified need of play deprivation. This would be by increasing supervised activities on a weekly basis – and through the use of the trips to try to take away additional barriers (like financial and travel) in order to take them to places that they would not normally have the opportunity to travel (water parks, inflatable zones, roller blading, zoos, etc.).
- The programme would be held alongside a youth club session (delivered on the same night, after the proposed activity club session times) aimed towards 10-19 year-olds. The association are working in partnership with RBC 'On Track' to deliver this service and have already sourced funding for this part of the project, through Orbit Housing Association to cover sessional workers. The association has offered the centre/venue and their support at no cost to service providers to offer as their in-kind support.
- The aim of the two groups working together is to offer all round support for children and young people in the Overslade area. There is also an intentional overlap between services of the 10-13 years age range, in which the Play Rangers, On Track and OCA will work together with the children to transition them from one club to the next. This is also appropriate for their everyday lifestyle

with the transition from primary to secondary school being an obvious transition that the services combined will be aiming to support young people with and helping them cope and adjust with the changes that this incurs.

- The community association is willing to provide the venue/centre at no cost to the service providers, as well as offering storage space and admin help throughout the year.
- The funding of £5,408 would cover 3x Sessional Workers (Play Rangers) x 48 weeks x 2hs p/w at £16p/h (£4,608) plus 2x Trips to local entertainment zones (destination TBC via consultation with participants) = approx. £400 per trip (max 20 kids @ £15 per child & to include travel using Minibus - £100 approx.) = £800 approx.

2.5 Wolston Junior Football Club Project – proposed by Sports and Rec

- Sports project requiring £864.95 funding
- The project is to support the launch of a junior football club in the village of Wolston.
- A group of parents of local young people have launched a new junior Football club to provide local children the opportunity to participate in competitive football within the village. The newly established club have been liaising with the local Parish Council and have come to an agreement that will see them using the local football pitches however they require funding to provide basic equipment. The new club will begin with an Under 7s team and then moving forward will look to launch new teams as the different age groups progress.
- Alongside the competitive under 7's team, the club will offer training sessions to local children aged under 6 with a view to them forming a team of under 7's next year. This will progress and the club will continue to grow as the age-groups progress. The club will promote these sessions by working with the local school and also using the Parish Council website and village noticeboards amongst other things.
- The project will initially directly benefit children aged under 7 in Wolston and outlying areas but the club are optimistic that once this year's team has started more local parents and children from different age ranges will want to take part. It is not just the children taking part that will benefit as local parents/residents will be recruited to fill required volunteering roles, with the capacity for them to gain qualifications to help them complete these roles. Local villagers, young or old, will also be welcome to come along to matches to support their village team. This will promote local intergenerational cohesion and will provide the whole community with a common link.
- The club have already secured sponsorship from a local company for Football shirts, and have already secured funding to affiliate the club with Birmingham Football Association and provide a coach with their level 1 Football coaching qualification. There will be ongoing costs as the teams develop but through sponsorship, regular fund raising events, donations and monthly players fees the club will sustain themselves.
- The funding of £864.95 would cover the following:

- FA Level 1 coaching course for second volunteer - £165
- Pack of 10 training bibs - £9.99
- 1x 60m respect barrier - £39.99
- 12x6 goal post - £69.99
- 2 x promotional feather flags - £150
- 2 x promotional banners - £55
- 10 x size 3 footballs - £50
- Pop up training goals - £29.95
- FA Level 2 coaching course - £295

2.6 Rugby & East Warwickshire Hockey Club Project:

The project is to support the development of young local hockey players. The club have found that due to the cost of safety equipment required to play the goalkeeping position, fewer young people are taking part, this has led to a shortage of young hockey goalkeepers. Without goalkeepers the club will have to field fewer junior teams, thus limiting local playing opportunities for young people. To remove this barrier to young people participating, the club would like to purchase the equipment so that young people can be introduced to playing without needing to purchase the equipment themselves. This equipment will be available to all junior players.

The same barrier (cost of safety equipment) has arisen around safety equipment for junior players. Junior players need to wear a face mask when they defend short corners (with 4 players in the goal + a GK defending short corners). The club have already purchased communal face masks to be shared amongst young people at the weekend, however increased numbers have meant that there aren't enough face masks to go around. This shortage again limits playing opportunities for local young people. The proposal is that the club purchase more communal face masks that can be provided to young people to allow them to participate.

Another problem the club is facing is the lack of young goalkeepers transitioning to adult hockey, they have found this is due to young players having to purchase new adult goalkeeping equipment. The club would like to purchase an adult goalkeeping set, so that young players can be supported in the transition to adult level sport, keeping them participating into further life and supporting the adult teams that need goalkeepers to keep their teams running.

In order to support the new participants that will be using the goalkeeping equipment, the club are looking to upskill 8 of their volunteer coaches with a qualification to support the young players to use the equipment, develop their skills and integrating them into teams.

Costs = £3329, made up as follows:

Junior Goalkeeping set (including throat guard, body armour, abdomen guard, leg guards, hand protectors) - £850

Junior Goalkeeping Helmet – £118

Senior Goalkeeping set (including throat guard, body armour, abdomen guard, leg guards, hand protectors) - £1265

Senior Goalkeeping Helmet - £157

16 Junior Facemasks - £555

'Integrating Goalkeepers' training for 8 coaches - £384

3.0 Summary

Officers have identified these as projects which are ready to be delivered.

AGENDA MANAGEMENT SHEET

Report Title: Rent Arrears Policy

Name of Committee: Cabinet

Date of Meeting: 6 January 2020

Report Director: Head of Communities and Homes

Portfolio: Communities and Homes

Ward Relevance: All

Prior Consultation: Tenant Panel

Contact Officer: Cindy Gleghorn, Housing Services Manager

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

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

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

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

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

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

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

Ensure that the council works efficiently and effectively (CR)

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

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

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

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

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

Protect the public (EPR)

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

Statutory/Policy Background:	Pre-court Protocols, Housing Law
Summary:	Our rent arrears policy has not been reviewed since 2010. There have been a number of changes since that time both in terms of Welfare Reform, staff structure and debt collection procedures which has resulted in the current policy no longer being fit for purpose
Financial Implications:	There are no financial implications.
Risk Management Implications:	Failure to have a robust Rent Arrears Policy which provides a consistent approach to how we manage our arrears leave us open to challenge.
Environmental Implications:	There are no Environmental implications arising from this report.
Legal Implications:	4.1 Pre-Action Protocol (part of the Civil Procedure Rules) applies to residential possession claims by social landlords. Part 2 relates to claims which are based solely on claims for rent arrears. The Council and through this policy has the power to exercise its statutory rights as set out within the Housing Act 1985.
Equality and Diversity:	Equality Impact Assessment has been completed. This assessment has concluded that there are no Equality and Diversity implications arising from this report. As part of this assessment due consideration has been given in accordance with the Council's statutory obligations set out within the Equality Act 2010.
Options:	Please see paragraph 5 of this Report
Recommendation:	The Rent Arrears Policy 2019 (as set out in Appendix B) be considered and adopted.

Reasons for Recommendation: The Council's current policy no longer reflects the best and most advisable approach to the collection of rent arrears.

Cabinet - 6 January 2020

Rent Arrears Policy

Public Report of the Head of Communities and Homes

Recommendation

The Rent Arrears Policy 2019 (as set out in Appendix B) be considered and adopted.

1. Introduction

1.1 The purpose of this report is to seek the consent of Cabinet to replace the Council's existing Rent Arrears Policy 2010 (Appendix A) with Rent Arrears Policy 2019 (Appendix B).

1.2 The Council is a Registered Provider and it is good practice for inhouse policies and procedures to be reviewed. This ensures policies are consistent and effective and compliant with any changes in legislation.

1.3 The Council's Rent Arrears Policy was last reviewed in 2010, since that time we have seen the introduction of the Welfare Reform Act 2012 and the subsequent roll-out of Universal Credit. A service review of the arrears process took place in 2015 with changes to working practices being introduced. A review of the policy is overdue, and a light touch review of the existing policy has been carried out by the Housing Services Manager.

2. Rent Arrears Policy

2.1 At a time when rent arrears are increasing and Universal Credit Claimants are six times more likely to fall behind on their rent than on any other benefit, it is important to have a robust policy in place to support the Council's rent arrears recovery process.

2.2 The objective of a Rent Arrears Policy is to prevent tenants falling into arrears by providing support and assistance at an early stage. Where this is not possible, the Council will seek to establish and maintain contact with tenants who fall into arrears with a view to maintaining regular and appropriate payment patterns.

In cases where, despite repeated attempts by the Council for tenants to make regular and appropriate payments, the Council will pursue the debt through the courts which may include eviction. Eviction will always be considered to be a last resort and for those tenants at risk of eviction, liaison will take place with other colleagues in the Council along with any other relevant agencies.

The fundamental changes between the policies are:

- Requesting rent payment in advance and at the start of a tenancy

- Doing what we say we will do rather than what we may do
- The removal of the procedural elements of the recovery process which have changed since the service review in 2015 and will continue to change in the coming 12 months with the implementation of a new Housing Management System in June 2020.

3. Future Improvement and Actions

3.1 The Council is seeking ongoing work to improve the service with particular emphasis on

- the implementation of Civica CX housing management system
- investigation of software that is designed to predict those tenants at the greatest risk of arrears, allowing us to focus our resources.
- tenant engagement and sustainment
- increased use of on-line services as part of the Council Digital Strategy
- a corporate debt policy to include rent arrears.

4. Consultation

4.1 The Rent Arrears Policy has been discussed with the Tenants Panel, consultation has also taken place with internal partners such as the Customer Advice and Support Team and Revenues.

5. Options

- Do not adopt** – out of date policies which leave the Council subject to challenge when seeking to take legal action. The existing policy provides no evidence of a consistent approach to the collection of unpaid rent leaving the Council potentially exposed to accusations of discrimination and harassment.
- Do adopt** – opportunity to demonstrate a consistent approach to rent collect and in compliance with the pre-court protocols and legislation, meaning we are more likely to obtain a judgement in our favour when seeking legal remedies on the grounds of unpaid rent.

Name of Meeting: Cabinet

Date of Meeting: 6 January 2020

Subject Matter:

Originating Department: Communities and Homes

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Rugby Borough Council, Housing Services

Current and Former Tenants Rent Arrears Policy

Policy Statement

The effective and efficient collection of rent from tenants is a key activity for Rugby Borough Council. The prevention and recovery of rent arrears is one of the priority areas of focus for both the estates management and sheltered housing teams.

Throughout this policy, the Council aims to:

- Give a clear and consistent message to tenants about their rental obligations and what help is available if difficulties arise;
- Concentrate on early and sustained preventative work and reduce barriers to access to support tenants in meeting those obligations;
- Engage promptly with tenants when arrears occur and take a staged approach of proportionate action;
- Consider legal action where management action has been unsuccessful;
- Work in a tenant-centred way with internal and external partners in order to maximise tenant incomes and address wider debt and social issues;
- Continue the development of staff and processes to provide high-quality value-for-money services.

The Council recognises the importance of maximising rental income to fund vital services to tenants but also to reduce debt and promote social and economic inclusion among its residents.

1. Scope and Purpose of the Policy

This policy describes the approach taken by the housing teams in the prevention and recovery of rent arrears of current and former tenancies. The term "rent arrears" applies to both net rent and service charges.

This policy applies to all tenancies of rented council housing within Rugby Borough Council.

2. Strategic and Policy Framework

This policy is consistent with corporate aims and priorities and will operate within the principles of the Council's five main strategic priorities, the corporate Financial Inclusion Strategy, corporate Value-for-Money Strategy and any other associated policy documents.

3. Legal Framework

The Council will ensure that this policy meets legislative and good-practice requirements in minimising and recovering rent arrears. This will include:

- Tenancy agreements (introductory and secure)
It is the Council's duty to enforce the terms of its tenancy agreements to protect the financial interests of the Council. Specifically, the clause:

"To pay the rent and other service charges as detailed on the tenancy agreement. The Council may vary the rent or other charges as necessary."
- Housing legislation and case law
The Council will comply with all relevant legislation, regulation, statutory guidance and case law.
- Audit Commission's Key Lines of Enquiry (KLOE) "Housing Income Management"
Housing teams will have knowledge and work towards the principle of the Income Management KLOE, and with reference to the Value-for-Money KLOE, Diversity KLOE, Access KLOE and associated good-practice documents.

4. Objectives and Principles of the Policy

The overall aim of the policy is to minimise the occurrence of rent arrears in a sensitive but effective manner.

The specific objectives of this Policy are:

- To offer early professional support and guidance to tenants to prevent rent arrears and to repay arrears when they occur.
- To monitor levels of rent arrears by individual account and by user profile and have early intervention mechanisms in place to identify and address rent arrears.
- To take recovery action proportionate with the level of rent arrears.
- To prevent homelessness arising as a result of housing debt and assist in the Council's wider strategic objectives.

The above objectives will be achieved by implementing the following principles:

- Maintaining personal contact with the tenant in order to understand their circumstances, offer advice and assistance to prevent arrears escalating and refer to external agencies where there are support needs.
- Regular monitoring of accounts, early identification of arrears and frequent

communication with tenants in plain language, in a variety of formats and through translation services if required.

- Emphasis on one-to-one personal contact, with early and sustainable repayment arrangements.
- Take a staged approach to arrears recovery where action is proportionate and targeted with comprehensive records kept of all action taken and contact with tenants.
- Have working protocols with Citizens Advice Bureau and refer tenants to debt- and welfare-advice agencies where tenants have multiple debts.
- Maintain client confidentiality except through established information sharing protocols with other publicly funded services.
- Enter into joint working arrangements with the Housing Benefit Unit to maximise benefit entitlement and debt advice.
- Maintain clear and accurate rent accounting information and update tenants regularly on the position of their individual account.
- Provide detailed procedures and practice guidelines for staff, which are applied uniformly across the service.
- Staff training is provided to ensure that staff are equipped to carry out the roles expected of them.
- Regularly review the rent collection options and arrears policy in consultation with tenants and stakeholder organisations and publicise information about the service.
- Monitor the performance of the service, benchmark with similar authorities and seek to regularly improve services and performance in line with best practice.
- Use tenant profiling to inform a targeted approach to recovery of arrears, identifying common issues or trends to direct resources where they will have most impact.

5. Arrears Management

Rent collection is the overall responsibility of the Head of Housing. However, on a daily basis, the Operational Housing Manager via the Estates Management Team Leader and the Sheltered Housing Team Leader is responsible for operating within the remit of this policy.

Rent accounts and recovery information will be maintained on the housing management system.

6. Communication with Tenants

Effective communication is essential in the prevention and recovery of rent arrears with emphasis being placed on direct personal contact. Officers will be courteous, non-judgmental and positive in their contact with tenants. Before

contact with a tenant, the officer should be fully aware of all relevant detail from the tenancy file and rent account. The officer should provide up-to-date information on the tenant's rent account, be flexible in making arrangements to repay arrears and record all contact with tenants or their representative on the tenants account records.

The Council will use a variety of communication methods including:

- Sending all tenants an easy-to-understand rent statement every 3 months and at any other time upon request.
- One-to-one interview at the Council's offices, the tenant's home or other suitably agreed place. A friend, relative or professional advocate may accompany or represent the tenant in any interview (with the tenant's verbal or written consent). An interview with an officer of the same sex can be arranged on request.
- By standard, system-generated letters and tailored letters.
- By telephone, including mobile phones.
- By email.
- By text.

7. Causes and Types of Rent Arrears

Rugby Borough Council recognises that non-payment of rent may be caused by a number of reasons and that appropriate action needs to be taken to address and reduce the incidence of rent arrears within the context of wider debt issues.

This policy differentiates between those tenants who "can't pay" as against those who "won't pay" and recognises the need for sensitivity in dealing with triggers for non-payment and the recovery of arrears that have arisen. These triggers are often highly personal and this policy recognises that financial illiteracy and ongoing financial hardship due to reliance on benefits or other low income also contribute to rent arrears.

8. Arrears Prevention

The Council places emphasis on the importance of preventing rent arrears through making payment options as accessible as possible both geographically and socially; providing general help and advice on money matters; and establishing and maintaining personal contact with each tenant whose account is in arrears.

Methods of payment

The Council aims to provide a variety of ways, which are convenient for tenants to make rent payments. These include cash, cheque, debit or credit card:

- At the Town Hall, using the Internet Self-Service for debit/credit card payments only. Cheque payments can be placed in the box provided.
- At the Post Office.

- At Payzone outlets.
- By telephone to the contact centre.
- By 24-hour telephone payment line.
- On line, via the Council's website.
- By Direct Debit.
- By Standing Order.

The Council will publicise these payment methods on the website, in information leaflets and in the quarterly Tenant Times newsletter.

New tenants

The Council recognises that moving home is a potential cause of financial difficulty. The Housing Teams aim to build a constructive relationship with all new tenants and provide advice and assistance.

Sign-up procedures - a detailed checklist is provided for officers to use at sign-up, which includes:

- Provision of a Housing and Council Tax Benefit claim form, advising on the claim process and assisting with completion of the form where appropriate.
- Advising tenants about rent payment options and action as necessary.
- Details in the Tenant's Handbook on payment of rent and the Council's recovery action for rent arrears.
- Information about organisations in the area such as the Citizens Advice Bureau who can provide help to tenants in financial difficulties.
- Emphasis on the recovery and possession process for introductory tenancies, the need to maintain rent payments and work with officers when financial difficulties occur.
- Referral to floating support services for tenancy-related support.

Follow-up visit: within 4 weeks of the tenancy start date, a Housing Officer will visit the new tenant to carry out a settling-in visit and:

- Provide and explain the rent account statement.
- Update the progress of any claim for Housing and Council Tax Benefit.
- Check information provided at sign-up and encourage tenants to keep their housing officer informed about any change in their circumstances that would affect their ability to pay.
- Make payment arrangements if payments have not already started or arrears have accrued following the assessment of Housing Benefit.

Existing tenants

The Housing Teams aim to prevent arrears by:

- Promoting the uptake of Housing and Council Tax Benefit and other welfare benefits.

- Encouraging and assisting the tenant to complete an application for Housing and Council Tax Benefit when indicated by a tenant's change in circumstances.
- Take action to contact tenants when notified that a Housing and Council Tax Benefit claim has been cancelled and full rent payments are not being made by the tenant.
- Attending regular liaison meetings with Housing Benefit to discuss complex cases and request urgent assessment of cases at court proceedings stage as they occur.
- Assist tenants in requesting that a Housing and Council Tax Benefit claim be backdated or extended.
- Advising and assisting tenants in negotiating the recovery of a Housing Benefit overpayment.
- Notifying tenants of changes to rent payable (e.g. annual increase).
- Providing quarterly rent statements.
- Providing information in the Tenant Times quarterly newsletter.

Referral to Advice and Support Agencies

Officers pro-actively encourage tenants with debt problems to seek help. Rugby Borough Council has an arrangement with Rugby Citizens Advice Bureau to refer tenants for money advice and debt counselling. Officers also liaise with any other advice or support agency, which is actively engaged with the tenant and pro-actively refer tenants to appropriate support agencies with the tenant's agreement.

9 Current Arrears Recovery

Current rent arrears recovery is based on a staged escalation process, up to and including repossession of the property.

Action will be proportionate, consistent and transparent, and will consider the social circumstances of the tenant, their payment history, current financial circumstances and their ability to pay.

At all contact with regard to rent arrears, the Council will provide information on the level of debt, the current weekly liability, any court order in force and the contact details of the officer dealing with the case.

Recovery actions in cases where the household is identified as vulnerable (see below) will focus on one-to-one contact and initially be by a visit to their home.

The process will be based on a preventative approach that seeks to maximise tenants' entitlement to benefits and secure regular payments. Emphasis will be placed on intensive management and personal contact by a Housing Officer whilst arrears are at a relatively low level, in order to prevent the escalation of arrears.

Action taken will be proportionate to the level of rent arrears and the Council will consider legal action to recover rent arrears where management actions prove ineffective.

Vulnerable tenants

The Council will ensure that tenants are identified as being vulnerable as soon as possible, even before a tenancy is offered. Once a case has been identified as potentially vulnerable, the details are recorded on the person's record on the housing management system. This will influence the recovery action proposed within the arrears escalation procedures.

Where a vulnerable tenant falls into arrears with their rent account, the actions of the Housing Teams will focus on one-to-one contact and, at the first stage of rent arrears, be visited at home.

Vulnerability is identified as per the Council's Vulnerability Policy and housing teams will work with any agencies or individuals supporting these households with consent from the tenant. Wherever support needs are identified, tenants will be referred to appropriate agencies with their agreement.

Repayment Arrangements

In cases where the tenant cannot clear the arrears in a single payment, the Council will agree an affordable payment in addition to the weekly rent due to reduce the arrears in realistic and sustained instalments over a period agreed with the tenant. Any repayment arrangement will be based upon an assessment of the tenant's ability to pay.

Arrangements can be made with the Council at any stage up to a Court Hearing for possession after which the terms of any order at court will take precedence.

Legal Action

Legal action to recover rent arrears will commence when arrears continue to rise despite all attempts by the housing teams to assist. This will involve raising legal proceedings against the tenancy.

Legal action is the last resort in the arrears recovery process. The decision to request legal action, to recover possession of the property and payment of rent arrears, will only be taken when all other appropriate means of recovery have been exhausted.

The tenant will be kept fully informed of the process involved at all stages of legal action. As appropriate, the Council will:

- Refer the tenant to suitable independent agencies to provide advice or assist in representation at introductory tenancy review and court hearings.

- Advise the tenant to apply to the court to vary the terms of a court order when necessary.
- Assist a vulnerable tenant to apply to the court for a variation to a suspended or postponed possession order if appropriate.

Evictions will only be considered as a last resort where all other alternatives have failed. Once a warrant for eviction has been applied for, it will be executed unless the tenant successfully applies for the possession order to be varied in court, the warrant of execution suspended or the account is cleared in full.

Non-Legal Action

Where appropriate, the Housing Team may apply for direct deductions from a tenant's income benefits to cover the current rent liability and an amount agreed with the Department for Works and Pensions for the repayment of rent arrears.

10 Former Arrears Recovery

Former tenants are tenants who have terminated a tenancy, or for whom the court has terminated the tenancy. Such tenancies can often have an outstanding debit or credit related to the property they have vacated.

Where there is a credit on the account the Council will ensure that there are no other debts corporately owed by the account holder before issuing a refund.

Former rent arrears recovery is based on a staged escalation process. When a tenant terminates their tenancy, they are encouraged to pay any outstanding arrears of rent and will be advised of the implications involved if rent arrears are not paid in full.

Further Intervention

Where attempts to recover former arrears by letter have failed, or the whereabouts of the former tenant is not known, officers will use all information and opportunities available to locate them, where it is cost effective to do so.

Legal action to recover the arrears will be taken in cases where an assessment of the former tenant's financial circumstances indicate that such action would be appropriate.

Referrals will be made to an external collection agency in cases where an assessment of the former tenant's financial circumstances indicate that such action would be appropriate.

Where the former arrears are in respect of a deceased tenant action will be limited to contacting the next of kin or executor to claim against the estate.

Where a debt is uneconomical to pursue or there is no prospect of recovery, consideration to it being written off is given.

General

Council tenancies will not normally be allocated to any person owing money to the Housing Revenue Account unless the debt has been significantly reduced and regular payments are being made to reduce the amount outstanding. This includes rent, service charges and any associated court costs. Any offers made in these circumstances will be at the discretion of the Strategic Housing Manager

Where a person who owes former tenant arrears is re-housed by the Council (under statutory duties), the former tenant arrears and other outstanding debt (including that written off), will still be repayable. Every effort will be made to work with the tenant to agree satisfactory arrangements to repay the debt. Failure to do so could result in legal action being taken to recover the debt.

11 Performance Monitoring

The Council will monitor performance on rent arrears using both statutory and local performance indicators.

Service Standards

□ Housing Services have a set of service standards that relate to rent and service charge, which state we will:

- Send tenants an easy-to-understand statement every three months and at any other time on request;
- Calculate rents according to government requirements and give tenants information annually on how their rents are set;
- Inform tenants and leaseholders annually how service charges and/or support charges are calculated and what is included in them;
- Give tenants and leaseholders 28-days notice if we need to increase rents and/or service charges;
- Contact tenants promptly if they fall into arrears, before debts become difficult to manage and keep them informed of action we are taking and what help is available;
- Work with local specialist agencies to provide advice on debt and money management;
- Provide a variety of ways to pay that are convenient to tenants;
- Review and update payment methods to meet tenants' needs and to take advantage of new technology.

12 Complaints and Review Process

If tenants are pleased or dissatisfied with a service, complaints and compliments can be made directly to the housing team concerned, or they can:

- Telephone our contact centre on 01788 533533;
- Write to us at: Rugby Borough Council, Town Hall, Rugby. CV21 2RR;
- Email us at: contactcentre@rugby.gov.uk
- Go online at: www.rugby.gov.uk

Separate review procedures apply to legal action taken against introductory tenancies. Where these apply, tenants will be informed about the steps they need to take, and the timescales and processes involved.

13 Monitoring and Policy Review

We will consult with service users, staff and internal/external agencies in the periodic review of this policy.

The estates management and sheltered housing teams will review this policy every year to ensure that any best practice, legislative or statutory changes are incorporated.

This policy has been equality-impact assessed to ensure that no individual or group is adversely affected. If this information is difficult to understand, we may be able to provide it in another format, for example in large print, audio, or in another language. Please contact the Communications Team on 01788 533864, or email: communications@rugby.gov.uk.

RENT ARREARS POLICY 2019

DRAFT

Rugby Borough Council Rent Arrears Policy 2019

1 Introduction

- 1.1 Rugby Borough Council (the Council) aims to maximise rental income including service charges from tenants. Effective arrears management is essential in achieving our aims of delivering an affordable, efficient and effective housing management, repairs and asset management service.
- 1.2 The aims of this policy apply to all tenanted properties regardless of tenure, owned or managed by Rugby Borough Council (RBC).
- 1.3 RBC recognises that some of its tenants are amongst some of the most vulnerable in society and will provide effective advice and support to its tenants to help them maximise their income, meet their tenancy obligations specifically the payment of rent and sustainment of their tenancies.

2 Aims

- 2.1 This policy combines the need to maximise rental income from tenants with the provision of offering early advice and support to applicants and tenants in advance of and throughout the life time of their tenancies.
- 2.2 Promote a rent payment culture where the payment of rent is top priority with all staff and tenants.
- 2.3 Have a performance culture where the prevention and pursuit of rent arrears is given a high priority.
- 2.4 Monitor the rent arrears management process analysing the data and results to inform future policies and strategies.
- 2.5 Enforce our commitment to homeless prevention by providing support, advice and guidance to tenants in arrears, so that they are able to pay their rent without the threat of losing their home.

3 Objectives

- 3.1 To maximise income, we will aim to collect all monies due, reduce rent arrears and debts to a minimum. We will reduce former tenant arrears and collect all rechargeable repairs and sundry debts owed to us.
- 3.2 We will recover rent arrears in a firm, fair and consistent manner, using methods which will be sensitive to a tenant's individual circumstances.
- 3.3 Eviction action will be taken as a last resort and only where there is clear evidence of noncompliance on the part of the tenant, either to engage with us, or to make any consistent effort to pay their rent and arrears.

4 Prevention

- 4.1 RBC is committed to developing a payment culture and taking prompt action to prevent arrears occurring and accumulating. We will provide tenants with

appropriate support, advice and guidance and offer a variety of payment options which will be well publicised, flexible, easily accessible and convenient.

- 4.2 We will ask all new tenants to pay one month rent in advance at the commencement of their tenancy.
- 4.3 We will advise tenants to build up a credit on their rent account to assist them in being able to pay their rent should their circumstances change.
- 4.4 We will continue to work closely with other departments in the Council to identify those tenants at risk of falling into arrears.
- 4.5 We will continue to build links with the Department for Work and Pensions (DWP) and effective liaison for Universal Credit.
- 4.6 We will aim to identify any support needs that prospective tenants may have particularly their ability to pay their rent and to sustain their tenancy before signing a tenancy.

5 **Money Management Advice**

- 5.1 We will ensure tenants with rent arrears are aware of the support and advice we can offer which includes:
 - Debt Advice
 - Welfare advice
 - Money Judgement Advice
 - Budgeting
- 5.2 We understand that tenants experiencing financial hardship, exclusion from mainstream financial products such as a bank account or who are vulnerable, and disadvantaged might need a greater degree of support than others. We will work with these tenants to:
 - Agree affordable repayment plans based on household income and expenditure.
 - Offer benefit advice to maximise income
 - Offer money/debt advice as required
 - Make referrals to tenancy support services as required
 - Liaise with social services as required

We will also sign post tenants to independent organisations who offer free and confidential debt, money and legal advice.

6 **Arrears Management**

- 6.1 We have set a purpose and principles of work based around the customer.

Our Purpose is:

“To enable our tenants to succeed”

Our principles are:

- Do what we say we are going to do
- Communicate effectively with our customers at the earliest opportunity
- Focus on prevention and early intervention
- Understand customers’ needs and tailor services appropriately
- Establish customers’ financial situation at the earliest opportunity and don’t be afraid to challenge it
- Work innovatively with internal and external partners
- Ensure our customers know that if they won’t pay, they can’t stay

6.2 Where there is evidence of support and advice being offered, but not accepted by the tenant, where repayment agreements are subsequently breached enforcement action will be taken.

6.3 Officers will apply a zero-tolerance approach to those tenants who have arrears on their rent accounts and who have made no consistent commitment to pay.

6.4 Making agreement based on the tenant’s financial circumstances where the arrears cannot be cleared in full and recording these in the housing management system.

6.5 When making payment agreement, consideration must be given to the length of time the repayments will take to clear the arrears and the tenant’s individual circumstances. Any agreement should be set out a timescale when the arrears should be repaid. Wherever possible the aim should be for the account to be clear at the end of that financial year.

7 Legal Framework

7.1 This Policy emphasises a proactive and preventative approach to rent recovery. However, legal action will be pursued in cases where the tenant has failed to:

- Make contact and meaningfully engage with RBC
- Co-operate in paying their full rent and reducing the debt
- Maintain a repayment agreement to clear the outstanding debt

7.2 RBC will comply fully with legislation and Court Pre-Action Protocols.

8 Former Tenancy Arrears

8.1 A former tenancy arrear is any debt left owing to RBC once a tenancy has been terminated.

8.2 A repayment agreement will only be agreed with a former tenant where it is not possible for the debt to be cleared in full.

8.3 All tenants when terminating their tenancy will be asked to pay any outstanding debts.

8.4 Legal action to recover former tenants' arrears will be taken in cases where an assessment of the former tenants' financial circumstances, indicate that such action would be appropriate. This could include: -

- If we already have a money judgement order:
 - An attachment of earnings – when we know where the former tenant is living and have employment details.
 - Charging Order – when we know where the former tenant lives and that we know they own their own property.
- If we don't have a money judgement order:
 - Small claims courts – when we know where the former tenant is living, where we have no other court order.

9 Performance Measures

- 9.1 RBC regularly monitors the performance of the rent collection service.
- 9.2 We will share information with staff that have responsibility for rent collection.
- 9.3 Information relating to rent, arrears and sundry debt collection will be included in the annual report to tenants.
- 9.4 RBC will regularly review this policy in consultation with key stakeholders, to include, tenants, local advice agencies and those who have arrears and have and have had possession action taken against them.
- 9.5 An analysis of reasons for non-payment of rent (to include arrears and sundry debts), payment methods, the viability of tenant incentive schemes, rent arrears and sundry debt management will be reviewed on a regular basis.

10 Related Policies and Procedures

This policy should be read in conjunction with the following policies and procedures:

- Rechargeable Repairs Policy
- Customer Care Policy and Standards
- Equal Opportunities and Diversity Policy
- Write off Policy

11 Complaints and Review Process

Complaints can be made directly to the Housing Services Manager by:

- By Telephone: 01788 533533
- In writing to:
Rugby Borough Council, Town Hall, Evreux Way, Rugby. CV21 266
- By email: contactcentre@rugby.gov.uk
- Online at: www.rugby.gov.uk

12 **Monitoring and Policy Review**

- 12.1 We will consult with service users, staff and internal and external agencies in the periodic review of this policy.
- 12.2 The Housing Management and Revenues teams will review this policy every year to ensure that any best practice, legislative or statutory changes are incorporated into the policy.
- 12.3 This policy has been equality impact assessed to ensure that no individual or group is adversely affected.

Anyone requiring this document in a different format should contact the Rugby Borough Council's, Communications Team:

- By telephone: 01788 533864
- By email: communications@rugby.gov.uk

AGENDA MANAGEMENT SHEET

Report Title: Waste, Recycling and Street Cleansing Policies Statements

Name of Committee: Cabinet

Date of Meeting: 6 January 2020

Report Director: Head of Environment and Public Realm

Portfolio: Environment and Public Realm

Ward Relevance: All

Prior Consultation: None

Contact Officer: Dan Green

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

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

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

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

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

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

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

Ensure that the council works efficiently and effectively (CR)

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

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

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

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

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

Protect the public (EPR)

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

Statutory/Policy Background: Waste, Recycling and Street Cleansing Policies statements have been prepared, to help to define the Council's approach to waste, recycling and street cleansing operations.

The statements support the Council in delivering its role as defined in national legislation and seek to clarify expectations which customers may have of the services detailed.

Summary: Waste, Recycling and Street Cleansing Policies Statements have been produced to specify how these services will be delivered and to provide additional clarity for residents, Councillors and Officers.

Financial Implications: None arising directly from this report.

Risk Management Implications: None arising directly from this report.

Environmental Implications: Environmental implications are detailed within the body of the report.

Legal Implications: None arising directly from this report

Equality and Diversity:

In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.

The Council has had due regard to this duty in accordance with the Equality Act 2010. An Equality Impact Assessment is attached at Appendix 2 to the report.

Options:

Option 1: Approve the recommendation
 Option 2: Approve the recommendation with ammendments
 Option 2: Do not approve the recommendation

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT the Refuse, Recycling and Street Cleansing Policies Statements (as set out in Appendix 1) be considered and adopted.

Reasons for Recommendation:

The adoption of the Waste, Recycling and Street Cleansing Policies Statements as set out in Appendix 1 will specify how these services are to be delivered and will provide additional clarity for residents, Councillors and Officers.

Cabinet - 6 January 2020

Waste, Recycling and Street Cleansing Policies Statements

Public Report of the Head of Environment and Public Realm

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT the Refuse, Recycling and Street Cleansing Policies Statements (as set out in Appendix 1) be considered and adopted.

1. INTRODUCTION

- 1.1 The Waste and Recycling Team deliver a suite of services which aim to support residents to manage their waste arisings and ensure a clean Borough. Services delivered include:
- Waste and recycling collections
 - Garden waste collections
 - Bulky waste collections
 - Commercial waste collections
 - Street cleansing
 - Fly tipping removal
 - Litter removal
 - Graffiti removal
- 1.2 The Waste, Recycling and Street Cleansing Policies Statements as set out in Appendix 1 have been produced to specify how these services will be delivered and to provide additional clarity for residents, Councillors and Officers.

2. BACKGROUND

Waste and Recycling Collections

- 2.1 The Council has a statutory duty to collect household waste from all domestic properties in the Borough. The Council discharges this duty through its Waste and Recycling Service and in doing so promotes the waste hierarchy of (in order of priority) prevention, re-use, recycling, recovery and disposal.
- 2.2 In delivering waste collection services, the Council has specific powers to stipulate various factors including:

- The size and type of the collection receptacle(s);
- Where the receptacle(s) must be placed for the purpose of collecting and emptying;
- The materials or items which may or may not be placed within the receptacle(s).

2.3 Such arrangements have recently been reviewed to ensure that they are up to date, reflect current legislation and support residents to minimise their waste.

Street Cleansing

2.4 The Council has a statutory duty to ensure that relevant land in its area is, so far as is practicable, kept clear of litter and refuse. 'Relevant land' broadly relates to open land to which the public are entitled or permitted to have access with or without payment.

2.5 The Council discharges this duty through its Street Cleansing Service and in doing so recognises that maintaining clean, high quality public spaces is an important issue and contributes towards numerous agendas including health and wellbeing, economic prosperity and anti-social behaviour.

2.6 Arrangements relating to these services have recently been reviewed to ensure that they are up to date, reflect current legislation and support residents to keep the Borough clean.

3. WASTE, RECYCLING AND STREET CLEANSING POLICIES STATEMENTS

3.1 The Refuse, Recycling and Street Cleansing Policies Statements seek to ensure that the identified services operate effectively and efficiently. They set out how the Council will deliver the services, as well as the actions required for householders to fully participate in, and comply with the requirements of, the services.

3.2 The policies statements included are as follows:

Section A: Waste and Recycling Policies Statements

1. Communication: Education and Raising Awareness.
2. Waste and Recycling Collection Services.
3. Garden Waste Collection Service.
4. Missed Collections.
5. Communication.
6. Resident Information and Instructions.
7. Households of Multiple Occupancy.
8. Household Clinical and Healthcare Wastes.
9. Bulky Waste Collection Service.
10. Household Waste Recycling Centre.
11. Industrial and Commercial Waste Collection Service.
12. Waste Enforcement.

Section B: Street Cleansing Policies Statements

- 1: Street Cleansing and Litter.
- 2: Dog fouling.
- 3: Graffiti.
- 4: Fly Posting.
- 5: Fly Tipping.
- 6: Abandoned Vehicles.
- 7: Winter Maintenance.

Name of Meeting: Cabinet
Date of Meeting: 6 January 2020
Subject Matter: Waste Recycling and Street Cleansing Policy
Originating Department: Environment and Public Realm

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A



Works Services Unit.

Waste, Recycling & Street Cleansing Policy Statements.

Contents

Section A: Waste and Recycling Policy Statements

1. Communication: Education and Raising Awareness.
2. Waste and Recycling Collection Services.
3. Garden Waste Collection Service.
4. Missed Collections.
5. Communication.
6. Resident Information and Instructions.
7. Households of Multiple Occupancy.
8. Household Clinical and Healthcare Wastes.
9. Bulky Waste Collection Service.
10. Household Waste Recycling Centre.
11. Industrial and Commercial Waste Collection Service.
12. Waste Enforcement.

Section B: Street Cleansing Policy Statements

- 1: Street Cleansing and Litter.
- 2: Dog fouling.
- 3: Graffiti.
- 4: Fly Posting.
- 5: Fly Tipping.
- 6: Winter Maintenance.

Waste Services Unit: Policy Statements.

Section A: Waste & Recycling Policy Statements.

1. Communication: Education and Public Engagement.

Good communications with the public, business and industry are essential if we are to achieve our over-arching objective to achieve sustainable waste management.

Through the council, our delivery partners and/or contractors:

- We will listen to communities and individuals in order to help improve and develop our services.
- We will, where necessary, tailor communication and education messages in order to address specific waste, recycling and street cleansing issues within communities.
- We will provide information to answer any waste related questions and offer advice on good waste management practice.
- We will provide information on our rate of recycling and composting via the council website.
- We will provide information about what happens to waste when it leaves households including where and how recyclables and residual waste are being processed or treated.
- Complaints and service requests regarding the services will only be accepted via the council's customer contact centre or via the council's complaints procedure <https://www.rugby.gov.uk/complaints>

2. Waste and Recycling Collection Services.

The council has strategies and policies which seek to ensure that waste is managed at all stages in a sustainable way – from the point of collection through to its final treatment and/or disposal.

All Local Waste Management Strategies include policies and targets which seek to maximise recycling, reuse and composting through kerbside segregation and minimise the quantity of household waste being produced.

Through the council, our delivery partners and/or contractors:

- We will provide a refuse and recycling service to all households in Rugby.
- We will provide an assisted 'wheel-out' collection if no one in any given household is able to move their waste or recycling bins to the kerbside.
- We will supply wheeled bins to all eligible and suitable kerbside households for the containment of their Waste (180 litre x1), Recycling (240 litre x1) and Garden wastes (240 litre x1).
- Additional and excess waste not contained within the bins provided will NOT be collected.
- We will collect recyclables, garden waste and refuse on specified days on a scheduled basis.
- We will return wheeled bins to their point of collection.
- Residual (non-recyclable) waste is currently collected once a fortnight from kerbside households and properties on a scheduled basis.
- Recyclable waste is currently collected once a fortnight from kerbside households and properties on a scheduled basis.
- Garden waste is currently collected once each fortnight from subscribing kerbside households and properties on a scheduled basis.
- We will provide extra recycling containers to those households that require them.

- We will arrange for damaged or stolen bins to be replaced. A charge may be made.
- When provided free of charge to the resident, all wheeled bins and waste containers remain the property of Rugby Borough Council.
- Additional or larger wheeled bins may be made available (after assessment) to households that have a higher than average number of occupants or for households that tend to produce more waste, for example people with certain medical conditions or families with young children. A charge may be made and we shall prioritise the provision of additional recycling bins before other waste containers.
- The frequency of collection and the methods used to collect waste are always under review to maximise recycling rates. We will evaluate and deliver alternative collection processes and schedules where appropriate.
- We will extend the range of recyclable materials collected where it is practicable to do so. Priority will be given to materials that are economically viable to collect and recycle that produce greater carbon savings or diversion from landfill.
- We will not impose a limit on the amount of recycling that will be collected as long as all wastes are compliantly contained.
- The current method of collecting recyclable materials at the kerbside will be kept under review to ensure it remains the most sustainable option and provides value for money, ease of use and maximises accessibility.
- The collection services detailed above may be suspended in part or in full due to inclement and extreme weather conditions. In such circumstances, residents will be kept informed of service changes via the Council's web site pages and the Council's App (available at the App Store and GooglePlay).

3. Green (Garden) Waste Collection Service.

- The council operates a subscription collection service to residents wishing to subscribe for compostable garden wastes. Full details of this service, how to subscribe and annual costs can be found at <https://www.rugby.gov.uk/gardenwaste>
- Garden waste is currently collected once each fortnight from subscribing kerbside households and properties on a scheduled basis.
- The collection service does not operate over the Christmas and New Year period in any year.
- Compostable garden wastes are to be contained and presented in line with the guidance provided within this document for other waste and recycling collections.
- Containers found to be contaminated with non-compostable, garden waste will not be collected, and refunds will not be given in such circumstances.
- The collection service detailed above may be suspended in part or in full due to inclement and extreme weather conditions. In such circumstances, residents will be kept informed of service changes via the Council's web site pages. Subscriptions will not be refunded in part or in full during any period of suspension due to extreme weather conditions.
- We will encourage householders to compost more of their organic wastes at home by offering a range of affordable home composting bins to complement our garden waste collection service. Further details can be found at https://www.rugby.gov.uk/info/20006/household_waste/33/composting/2
- The Household Waste Recycling Centre located at Hunters Lane, Rugby also accepts garden waste from residents not wishing to join the garden waste collection service.

4. Missed collections.

We will come back and empty waste or recycling wheeled bin within 48 hours of receiving notification to our customer contact centre if it is our fault that a collection has been missed. Households must ensure that bins remain accessible to our collection staff.

5. Communication.

Through online, local media, direct contact and via the Council's APP, the council will communicate collection dates for its household waste and recycling collection services and the arrangements put in place over Christmas, Easter and bank holiday and emergency periods.

6. Residents should ensure and be aware of:

How to present your waste.

- We encourage residents to number their bins.
- Irrespective of service, wheeled bins should be put out for collection no earlier than 7.00 pm the day before collection and by 7.00 am on the day of collection.
- Bins should be placed at the front boundary of the property, off the public highway (if possible) in a location that can be easily seen by waste and recycling collection crews.
- Wheeled bins should be placed with handles facing the road.
- The recyclable items that can be put into the supplied recycling wheeled bin are listed at: 'What goes in your bins' on the Council's website https://www.rugby.gov.uk/directory/15/what_goes_in_which_bin
- All wheeled waste containers remain the property of the council.
- Additional and excess waste not contained within the bins provided will NOT be collected.

What should happen after collection?

- In all cases, Rugby Borough Council collection staff will return the wheeled bin to the location from where it was collected.
- If residents leave a bin on the pavement outside stated times an officer may visit the resident to find out why the bin has not been removed.
- If a resident repeatedly leaves their bins on the pavement outside of stated times, the matter may be referred to the Council's Regulatory Services Team and enforcement powers may be applied.

What will not be collected?

- Unauthorised additional bins and wastes not contained within the bin will not be collected.
- The items that can (and cannot) be put into the supplied recycling containers are listed at: https://www.rugby.gov.uk/directory/15/what_goes_in_which_bin on the Council's website. Putting items which cannot be recycled or composted into recycling or garden waste bin is known as contamination. For example, black plastic cannot currently be recycled and must be put in the residual waste (black wheeled) bin. Items placed in recycling or composting containers which cannot be recycled or composted will not be collected.
- Contaminated recycling or garden waste will not be collected, residents will be notified of this by means of an information tag affixed to the bin. If found, residents should remove items of contamination and represent the bin at its next scheduled collection date.
- To avoid injury to staff and damage to vehicles, any wheeled bin too heavy to be wheeled to the back of the collection vehicle or safely lifted will not be emptied until such time that the resident has taken steps to reduce the weight of the bin.
- Bins stored in unsafe, inaccessible locations or for any reason where Health and Safety risks cannot be controlled; will not be collected.

- Rugby Borough Council employ a zero tolerance for instances of aggression, threat, menace, verbal abuse or violence against our staff. All such instances will be reported to internal departments and external agencies and will result in waste not being collected.

7. Houses of Multiple-Occupancy.

- Where properties are in multiple-occupation as defined under the Housing Act 2004 as a single property, then the provision of any additional collections or additional bins over and above those provided by the council will be the responsibility of the Landlord.
- Collections of waste and recycling will be carried out from supplied wheeled bins from agreed communal locations serving several households.
- Communal bin storage areas must always be accessible to collection vehicles and staff.
- If access to communal bin storage areas is blocked, the waste collections will not be carried out and residents should contact their landlord or managing agent.
- Any non-recyclable wastes found in the recycling containers will be classed as contamination and the bin will not be collected. If after public engagement with residents (and any management company), the recycling bins continue to be contaminated, the recycling bins may be removed from sites.
- Waste items not contained within the approved and supplied bins will not be collected.
- We will take appropriate steps (through information and guidance) to ensure that residents and landlords are made aware of their responsibility to keep communal bin and other common areas free of waste. Continued non-compliance will be referred to the Council's Regulatory Services Team and dealt with through the proportionate use of enforcement action.
- Household waste from certain premises (as defined by the Controlled Waste Regulations 2012) will be subject to a charge as set out in the legislation.
- Commercial and Industrial wastes may not be collected as part of the council's household waste and recycling collection service; any continuing inappropriate use of the domestic collection service by commercial undertakings will be dealt with by the proportionate use of enforcement.
- The current policy of collecting separate recyclable materials at the kerbside will be kept under review to ensure it remains the most sustainable option and provides value for money, ease of use and maximises accessibility.

8. Household Clinical and Healthcare Wastes.

Clinical and Healthcare Waste produced by individuals who treat themselves or relatives at home is classed as household waste.

Through the council, your GP, pharmacist or hospital:

- Suitable and sufficient 'sharps' boxes will be provided by the council to those residents who request the service.
- Full details regarding the management of clinical and healthcare wastes can be found at https://www.rugby.gov.uk/info/20006/household_waste/31/clinical_waste

Service User Information.

- Incontinence pads should be placed in general waste bins.
- Nappies and absorbent sanitary products should be placed in general waste bins.
- Out of date or unwanted medicines can be taken to local pharmacies (Chemists) for disposal.
- Nappies, absorbent sanitary products, incontinence pads or needles should never be placed in household recycling bins.

9. Bulky Waste Collection Service.

If residents wish to dispose of large or bulky waste items then they can contact the council who will arrange for a collection and the resident will be charged for this service.

Through the council, our delivery partners and/or contractors:

- The council operates a paid for collection service to residents wishing to have larger items of waste and furniture collected from their households. Full details of this service including terms and conditions, details of how to book a collection and costs can be found at:
https://www.rugby.gov.uk/info/20006/household_waste/18/bulky_waste_collection_service
- Bulky waste will be collected on request, and a charge will be made.
- We will ensure that bulky waste collections are dealt with promptly on the appointed day.
- We will work with contractors and local waste and resource management agencies to maximise the opportunities for reuse and recycling of bulky waste items.
- We will provide residents with information as to where and who may be able to take your unwanted furniture or appliance for reuse or refurbishment as an alternative to it being collected by the council.
- The Household Waste Recycling Centre located at Hunters Lane, Rugby also accepts household bulky waste and furniture items from residents.

10. Household Waste Recycling Centre.

There is one Household Waste Recycling Centre within the borough located at Hunters Lane, Rugby. Managed and operated by Warwickshire County Council, it is provided for use by residents of Rugby to recycle, re-use, compost and to dispose of household wastes.

Opening times and full details of all wastes accepted at this centre can be found at https://www.rugby.gov.uk/a_to_z/service/49/hunters_lane_waste_recycling_centre

11. Industrial and Commercial Waste Collection Service.

We recognise that irresponsible commercial waste disposal affects Rugby residents. We therefore work closely with partner organisations, such as the Police and Environment Agency (EA) to ensure appropriate controls are in place to make sure that industrial and commercial waste is disposed of responsibly.

Through the council, our delivery partners and/or contractors:

- The council currently offer commercial waste and recycling collection services to businesses and organisations within the borough.
- All services are designed and tailored to meet the needs of the business and the waste streams being produced and allows businesses and organisations to comply with their own waste management legal requirements and obligations.
- For more information on our Commercial Waste and Recycling Collection services including full terms and conditions, costs and a quotation, please contact https://www.rugby.gov.uk/info/20008/trade_waste/19/commercial_waste_collection
- We will work in partnership with other waste and resource management organisations in the borough and regionally to encourage local businesses to reduce waste and increase recycling and recovery.

- The Council may take enforcement action against business that stores its commercial waste bins on the streets or that operate illegally in terms of their legal responsibilities towards waste management and the wider environment.

Commercial Waste Enforcement

The council has a wide range of interventions at its disposal to secure compliance with the law and to ensure a proportionate response to offences. Officers may offer individuals information and advice, both face to face and in writing. This may include a warning that they are failing to comply with the law. Where appropriate officers may serve Fixed Penalty Notices, instigate a formal caution and they may prosecute.

As the council:

- In most cases, we will initially take an 'educate, engage and enforce' approach to tackling waste issues. We will make sure that reasonable steps have been made to inform residents and businesses of their waste management and environmental responsibilities and support them where appropriate.
- We will publicise our approach to enforcement so that businesses and residents are aware of the consequences of not complying.

Section B: Street Cleansing Policy Statements

1: Street Cleansing and Litter.

Rugby aims to be a borough of well-connected neighbourhoods with a strong sense of identity and belonging; a place where streets are alive with activity and every citizen takes part in borough life.

We recognise the negative impact that littering has on both the local environment and the wellbeing of Rugby residents.

Dropping litter is an offence under the Environmental Protection Act 1990, as amended by the Clean Neighbourhood and Environment Act 2005. ‘Litter’ includes materials associated with smoking and consuming food, confectionery or beverages that are improperly discarded and left by members of the public. The Clean Neighbourhoods and Environment Act 2005 specifically included cigarette ends and chewing gum and their wrappings in the definition of litter.

Through the council, our delivery partners and/or contractors:

- We will keep the public highway, relevant land and municipal areas of the borough free of litter, detritus and graffiti to an acceptable standard at all times.
- Areas of high usage and footfall may receive additional services and resources to maintain the required cleanliness standards.
- Specific areas of the borough may receive additional resources at certain times of the year to proactively manage seasonal variations, events and holiday periods.
- Litter bins will be emptied as needed and added to on a scheduled basis.
- We will remove any drug or sex litter found. This is treated as a priority.
- We will remove deposits of chewing gum from pavements in priority areas such as the Town Centre.
- We will remove dead animals from the highway within one working day of them being reported.
- Wherever possible we will take action against those who drop litter through appropriate legislative powers.
- We may require private land owners to keep the adjacent street clear of litter. Non-compliance will be dealt with through the proportionate use of enforcement action such as a Community Protection Notice.
- We require that occupiers and owners of land keep it clear of litter and waste, at all times.
- We will wherever practicable recycle street sweepings and litter.
- The cleansing service in part or full may be suspended due to inclement or extreme weather conditions or emergency incidents. In such circumstances, residents will be kept informed of service changes via the Council’s web site pages.
- In times of emergencies, street cleansing staff and resources may be diverted to other services to meet the needs of any instance.

Enforcement/Legal Information.

- The dropping of litter is an illegal act and may attract a Fixed Penalty Notice to a level defined by national law.

- All reasonable steps will be taken to ensure that landowners are made aware of their responsibilities to keep common areas free of waste and litter.
- Continued non-compliance will be dealt with through the proportionate use of enforcement action.
- Failure to comply with our requirements in regard to the unauthorised distribution of free printed matter will be enforced initially by using Fixed Penalty Notices.

2: Dog fouling.

Dog fouling is not only unpleasant, it can be a health hazard, has a negative impact on the wellbeing and quality of life of Rugby residents and is legally defined as Litter. It is against the law for a dog owner not to clear up after their dog has fouled in any open area.

Through the council, our delivery partners and/or contractors:

- We will take enforcement action against dog owners who allow their dogs to foul in an open area.
- Dog owners who let their dog foul and who do not clear it up may be issued with a fixed penalty notice. Those who do not pay will be taken to court and could face a fine of up to £1,000.

Resident Information

- If you are a dog owner, there is a requirement for you to have suitable equipment for picking up and safely disposing of faeces. This is defined in a Public Space Protection Order – details of which can be found at https://www.rugby.gov.uk/info/20019/dog_wardens_and_animal_welfare/275/public_space_s_protection_order_pspo_-_dog_control
- If you see a dog owner failing to clear up after their dog has fouled in an open area or public highway, the Council will be in a better position to take enforcement action if a diary of evidence about the incident is available. This evidence should include:
 - A full description of what happened, including date, time, location.
 - A description of the dog/owner.
 - Any information regarding the offender - which could include name/address (if known), vehicle registration number or any other identifying feature.

3: Graffiti

How Rugby looks plays an important role in how people feel about their neighbourhoods. The Council has a duty to set clear guidelines about graffiti and street art, which includes how the council continues to support artistic expression where permission for graffiti has been granted.

Definition - What is Graffiti?

Graffiti – means any painting, writing, soiling, marking or other defacing by whatever means placed on a property without the owner’s permission. This includes drawings, scribbles, messages or “tags” that are painted, written, sprayed, etched or carved on the surface of buildings, walls, the street and park furniture or other edifice or structure.

Graffiti can also take the form of sticker bombing, where designs are drawn or printed on stickers which are then stuck to all of the areas listed above.

The council recognises that graffiti in some forms is viewed as public art and that property owners will give or have given permission for artists to use designated spaces for art.

Offensive graffiti is illegal and unauthorised defacing of a building, wall or other edifice may contain some or all of the following elements:

- a) Obscene language.
 - b) Language including that of a politically, racially, religiously insulting or inciting nature:
 - Ageist.
 - Anti-faith.
 - Homophobic.
 - Personal.
 - Political.
 - Racist.
 - Sexist.
 - Disablist.
 - Swear words.
 - Gender
 - c) A statement denoting hatred, intolerance or violence.
 - d) An image which is graphically explicit and obscene or otherwise offensive.
 - e) An image which is visually offensive or textually offensive by reason of the message which it conveys.
- All graffiti is criminal damage unless the owner of the property has given express permission. If an artist is painting on a wall or other private property where permission by the owner of the property has not been given, then the artist may be committing criminal damage and risks being prosecuted.
 - If an artist is painting on a wall or other property that has 'Listed' status, they are committing a criminal offence under S59 Listed Buildings and Conservation Areas Act 1990.
 - Where a public mural/street art is planned and permission from the owner is granted, the council will encourage a local consultation to be held to minimise any issues or challenges that may arise.

Through the council, our delivery partners and/or contractors:

- We will remove abusive graffiti within agreed response times.
- We will encourage members of the public and property owners to report graffiti.
- We will work with the police to prosecute those causing graffiti without permission.
- We will encourage the use of community payback for those who have been convicted of causing graffiti related criminal damage as part of sentencing.
- Modern graffiti removal techniques are effective at removing graffiti tagging without damaging many surfaces. We will use a policy of discretion and use indemnity forms where a more invasive removal technique for graffiti removal may be required.
- We will also remove graffiti from properties where the owner has signed an indemnity form, granting the Council permission to remove the graffiti. We will make it easy for property owners to indemnify their property if necessary and hold a register of signed indemnity forms.
- We will provide a responsive graffiti removal service for property owners and guidance on the removal of graffiti from specialist surfaces. There may be a charge for this service or a need for the property owner to access specialist graffiti removal services.

- We will work with communities with significant graffiti problems to provide a proactive graffiti removal service.
- We will provide information and guidance to property owners on good graffiti prevention deterrents.
- We will support community groups to have the skills and resources to tackle graffiti locally.
- We will keep our own properties and assets free of graffiti unless permission is given otherwise.
- We will encourage all business, public and private property owners to keep their properties free of graffiti unless permission is given otherwise.
- We will use Community Protection Notices (CPNs) or Section 215 (of the Town and Country Planning Act 1990) enforcement on owners of buildings where graffiti is causing a detrimental effect on the neighbourhood.

4: Fly Posting

Fly-posting is defined as any printed material and associated remains informally or illegally affixed to any structure. It excludes any formally managed and approved advertising hoardings and valid legally placed signs and notices. It includes any size of material from small self-adhesive stickers up to large posters.

Through the council, our delivery partners and/or contractors:

- We will serve notice by letter on the owners of venues, music promoters and advertisers to remove fly-posting within 48 hours. Failure to do so may result in a formal notice being issued. The council has the power to undertake work to remove the flyposting and recover costs in default.
- We will undertake a range of measures across the borough for example; proactive surveillance and patrols in order to maintain the street-scene.
- We will serve injunctions on venue promoters and club owners where persistent offences occur.
- We will liaise with the council's Licensing Teams and will where appropriate seek to revise the licence of the business/venue responsible.
- We will review the benefits or otherwise of creating legal sites at which the authorised posting of notices could be granted.

5: Fly Tipping.

Fly-tipping is the unauthorised deposit of waste on land and a priority of the council to prevent, enforce and remove. Residents can report incidences of fly-tipping via the council's website.

Through the council, regulators, our delivery partners and/or contractors:

- The Council and the Environment Agency will investigate and prosecute offenders who can be fined an unlimited amount in court.
- We will be proactive in working to maintain the cleanliness of the borough, discourage fly-tipping and in gathering information from fly-tipped sites. This will include spot-checks of suspects and vehicles where incidents of fly-tipping are prevalent.
- We will take action against those who fly-tip waste and will 'name and shame' those prosecuted.
- We will remove fly-tipped waste from any council occupied land within working 5 days of it being reported to the Council.
- We will work in liaison with existing organisations/community groups tackling fly tipping and other street scene issues within individual neighbourhoods.

- We will carry out both covert and overt surveillance operations at fly-tipping 'hot-spots' where appropriate we will seek to introduce appropriate measures to control instances of fly-tipping.
- We will use the powers vested in us to take action requiring land to be cleaned up when its condition adversely affects the amenity of the area.
- We will initiate prosecution proceedings where considered appropriate in conformity with Crown Prosecution Guidance, the Government's Enforcement Concordat and the Regulator's Code.

6: Winter Maintenance.

Highway Gritting

Warwickshire County Council, as the Highway Authority is responsible for all public highways within the council boundary except for motorways and trunk roads which are the responsibility of the Highways Agency (Highways England).

Under legislation, a statutory duty is placed on a Highway Authority to maintain the adopted public highway in a safe condition including winter gritting for ice and the removal of snow as far as reasonably practicable.

Through the council, the county council, our delivery partners and/or contractors:

- Rugby Borough Council will assist all relevant parties to incorporate winter gritting within its street cleansing service as required and when requested.
- The County council will determine its priorities for winter gritting based on the need to keep priority routes free of ice and snow.
- Rugby Borough Council will apply sand or grit by hand to hills, council owned car parks, footways, older people's accommodation and council managed facilities as and when resources allow.
- For more information regarding highway gritting and winter maintenance programmes please see information at <https://www.warwickshire.gov.uk/gritting>

Resident Information.

- Grit bins will be strategically located around the Borough on minor routes and hills to allow local residents to undertake any gritting they feel is needed.
- The council will continue to support community and resident groups to remove snow and ice from their local areas.

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Equality Impact Assessment

Service Area	Waste and Recycling
Policy/Service being assessed	Waste, Recycling and Street Cleansing Policies
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	New Policy
EqlA Review team – List of members	Dan Green Minakshee Patel
Date of this assessment	16th December 2019
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

If you require help, advice and support to complete the forms, please contact Minakshee Patel, Corporate Equality & Diversity Advisor via email: minakshee.patel@rugby.gov.uk or 01788 533509

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	Waste, Recycling and Street Cleansing Policy statements have been prepared, to help to define the Council's approach to waste, recycling and street cleansing operations. The statements support the Council in delivering its role as defined in national legislation and seek to clarify expectations which customers may have of the services detailed.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<ul style="list-style-type: none"> • To provide excellent, value for money services and sustainable growth • Enhance our local, open spaces to make them places where people want to be (EPR) • Continue to improve the efficiency of our waste and recycling services (EPR) • Protect the public (EPR)
(3) What are the expected outcomes you are hoping to achieve?	Clearly defined processes and policies relating to Waste, Recycling and Street Cleansing. Greater awareness of service standards for customers, staff and Councillors
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	Customers
<u>Stage 2 - Information Gathering</u>	
(1) What does the information tell you about those groups identified?	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources). These policies effect every household in the Borough.

<p>(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?</p>	<p>No</p>		
<p>(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	<p>No consultation is planned in relation to these policies.</p>		
<p><u>Stage 3 – Analysis of impact</u></p>			
<p><u>(1)Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination? If yes, identify the groups and how they are affected.</p>	<p style="text-align: center;">RACE ✓</p> <p style="text-align: center;">The policies detail the Council’s role in relation to offensive graffiti, which could include graffiti relating to race</p>	<p style="text-align: center;">DISABILITY ✓</p> <p style="text-align: center;">The policies detail the Council’s role in relation to offensive graffiti, which could include graffiti relating to disability</p> <p style="text-align: center;">The policies set out how the Council will support those with disabilities, through assisted bin collections</p>	<p style="text-align: center;">GENDER ✓</p> <p style="text-align: center;">The policies detail the Council’s role in relation to offensive graffiti, which could include graffiti relating to gender</p>

Appendix 2

	<p>MARRIAGE/CIVIL PARTNERSHIP ✓</p> <p>The policies detail the Council's role in relation to offensive graffiti, which could include graffiti relating to marriage / civil partnership</p>	<p>AGE ✓</p> <p>The policies detail the Council's role in relation to offensive graffiti, which could include graffiti relating to age</p>	<p>GENDER REASSIGNMENT ✓</p> <p>The policies detail the Council's role in relation to offensive graffiti, which could include graffiti relating to gender reassignment</p>
	<p>RELIGION/BELIEF ✓</p> <p>The policies detail the Council's role in relation to offensive graffiti, which could include graffiti relating to religion / belief</p>	<p>PREGNANCY MATERNITY ✓</p> <p>The policies set out how the Council will support those with limited mobility during pregnancy, through assisted bin collections</p>	<p>SEXUAL ORIENTATION ✓</p> <p>The policies detail the Council's role in relation to offensive graffiti, which could include graffiti relating to sexual orientation</p>
<p><u>(2) Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	<p>No</p> <p>Yes, a carer can apply for assisted collections on behalf of older people or people with disabilities.</p>		
<p>(3) If there is an adverse impact, can this be justified?</p>	<p>No adverse impact expected</p>		

Appendix 2

(4)What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)	N/a, however implementation of the policies will be monitored to ensure that no further adverse effects are experienced
(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?	N/a
(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?	The policies detail the Council’s role in relation to offensive graffiti, including that which can be considered inciteful of divisive.
(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	No

Stage 4 – Action Planning, Review & Monitoring

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

(1)Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.

EqIA Action Plan

Action	Lead Officer	Date for completion	Resource requirements	Comments



Appendix 2

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

The policies will be closely monitored during implementation.
The policies will be reviewed on an annual basis.
The policies will be reviewed in light of any future changes to national policy/ legislation.

Please annotate your policy with the following statement:

'An Equality Impact Assessment on this policy was undertaken on (date of assessment) and will be reviewed on (insert review date).'

AGENDA MANAGEMENT SHEET

Report Title: Council Tax Base 2020/21

Name of Committee: Cabinet

Date of Meeting: 6 January 2020

Report Director: Head of Corporate Resources and CFO

Portfolio: Corporate Resources

Ward Relevance: All

Prior Consultation: None

Contact Officer: Chryssa Burdett 01788 533495

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: Yes

Forward Plan: Yes

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

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

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

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

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

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

Ensure that the council works efficiently and effectively (CR)

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

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

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

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

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

Protect the public (EPR)

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

Statutory/Policy Background:	The Council has a statutory duty to calculate the Tax Base for its area under The Local Authorities (Calculation of Tax Base) (England) Regulations 2012.
Summary:	This report specifies the Tax Base for each part of the council's area for 2020/21.
Financial Implications:	There are no financial implications for this report.
Risk Management Implications:	There are no risk management implications for this report
Environmental Implications:	There are no environmental implications arising from this report
Legal Implications:	There are no legal implications arising from this report
Equality and Diversity:	Not applicable
Options:	Not applicable
Recommendation:	The Tax Base be approved.
Reasons for Recommendation:	The Council must set a Tax Base by January 31 st each year

Cabinet - 6 January 2020

Council Tax Base 2020/21

Public Report of the Head of Corporate Resources and CFO

Recommendation

The Tax Base be approved.

1.1 INTRODUCTION

The Local Authorities (Calculation of Tax Base) (England) Regulations 2012 require the billing authority (Rugby Borough Council) to calculate its Council Tax Base for the following year and to notify the Tax Base to Warwickshire County Council and Police Authority by 31st January. All Parish Councils are also to be provided with the information for their particular area. The regulations prescribe the rules for making the calculations. The Tax Base is expressed in terms of an equivalent number of band D properties for the whole area and for parts of the area as appropriate.

For the purpose of Section 33 of the Local Government Finance Act 1992 and in accordance with the Local Authorities (Calculation of Tax Base) (England) Regulations 2012 the amounts calculated by the Council as its Tax Base for the whole area for the financial year beginning 1st April 2020 is 38,735.24 and for those parts of its area mentioned below shall be:

Parish of	Ansty	131.25
	Binley Woods	989.53
	Birdingbury	159.59
	Bourton & Draycote	134.29
	Brandon & Bretford	289.03
	Brinklow	453.12
	Burton Hastings	94.39
	Cawston	1,966.42
	Church Lawford	157.70
	Churchover	795.30
	Clifton-upon-Dunsmore	1068.34
	Combe Fields	68.83
	Copston Magna	20.90
	Cosford	8.56
	Dunchurch	1,679.47
	Easehall	104.99
	Frankton	168.02
	Grandborough	211.99
	Harborough Magna	182.83
	Kings Newnham	29.77
	Leamington Hastings	232.56

Long Lawford	1,405.01
Marton	217.32
Monks Kirby	216.44
Newton & Biggin	446.39
Pailton	224.64
Princethorpe	170.64
Ryton-on-Dunsmore	688.35
Shilton & Barnacle	340.78
Stretton Baskerville	8.74
Stretton-on-Dunsmore	512.93
Stretton-under Fosse	96.57
Thurlaston	199.91
Wibtoft	25.28
Willey	39.85
Willoughby	185.76
Withybrook	122.71
Wolfhampcote	148.72
Wolston	995.89
Wolvey	519.46
Rugby Town Area	23,091.37
Contributions in Lieu	131.60
	<hr/>
	<u>38,735.24</u>

Name of Meeting: Cabinet
Date of Meeting: 6 January 2020
Subject Matter: Council Tax
Originating Department: Corporate Resources

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A