

21 November 2025

CABINET – 1 DECEMBER 2025

A meeting of Cabinet will be held at 6.00pm on Monday 1 December 2025 in the Council Chamber at the Town Hall, Rugby.

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

Dan Green
Chief Executive

A G E N D A PART 1 – PUBLIC BUSINESS

1. Minutes.

To confirm the minutes of the extraordinary meeting held on 26 November 2025.

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: Councillors 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 Councillor 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 Councillor does not need to declare this interest unless the Councillor chooses to speak on a matter relating to their membership. If the Councillor does not wish to speak on the matter, the Councillor may still vote on the matter without making a declaration.

4. Question Time.

Notice of questions from the public should be delivered in writing or by e-mail to the Chief Executive at least three clear working days prior to the meeting (no later than Tuesday 25 November 2025).

Growth and Investment, Digital and Communications Portfolio

5. Town Centre Regeneration Progress Update (report to follow).

Partnerships and Wellbeing Portfolio

6. Town Centre Public Realm Enhancements.

Finance, Performance, Legal and Governance Portfolio

7. Finance Quarter Two 2025/26 General Fund Revenue and Capital Monitoring.

8. Finance Quarter Two 2025/26 Housing Revenue Account Monitoring.

9. Performance Report 2025/26 at 30 September 2025 (Quarter Two).

10. Introduction of Long-Term Empty Property and Second Home Premiums.

11. Council Tax Reduction – approval of a new scheme for April 2026.

12. Calendar of Meetings 2026/27.

Communities, Homes, Regulation and Safety Portfolio

13. Proposals for supporting the community and voluntary sector 2026/27.

14. Review of Public Spaces Protection Orders (PSPOs).

15. Fire Safety Upgrade Works.

Operations and Traded Services Portfolio

16. Food Waste and Staffing Resources.

Organisational change Portfolio

Nothing to report to this meeting.

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

Nothing to report to this meeting.

PART 2 – EXEMPT INFORMATION

There is no business involving exempt information to be considered.

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

The Reports of Officers are attached.

Membership of Cabinet:

Councillors Moran (Chair), C Edwards, Livesey, Mistry, O'Rourke and Robinson.

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 and Support Services Manager (01788 533524 or e-mail claire.waleczek@rugby.gov.uk). Any specific queries concerning reports should be directed to the listed contact officer.

AGENDA MANAGEMENT SHEET

Report Title:	Town Centre Public Realm Enhancements
Name of Committee:	Cabinet
Date of Meeting:	1 December 2025
Report Director:	Chief Officer - Leisure and Wellbeing
Portfolio:	Partnerships and Wellbeing
Ward Relevance:	All (Specific to Benn & Eastlands Wards)
Prior Consultation:	Town Centre Working Group, Climate Emergency Work Group, Town Centre Programme Board and Council Officers, Finance and Performance
Contact Officer:	Chief Officer Leisure & Wellbeing
Public or Private:	Public
Report Subject to Call-In:	No
Report En-Bloc:	No
Forward Plan:	No
Corporate Priorities:	<p>This report relates to the following priority(ies):</p> <p><input checked="" type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives.</p> <p><input checked="" type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.</p> <p><input type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.</p> <p><input checked="" type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough.</p> <p>Corporate Strategy 2025-2035 <input type="checkbox"/> This report does not specifically relate to any Council priorities but</p>
Summary:	<p>This report outlines proposed expenditure for the delivery of town centre public realm enhancements to support an attractive and thriving town centre as part of the continued delivery of town regeneration funded by the Town Centre Reserve.</p>
Financial Implications:	As detailed in the main report.

Risk Management Implications:	Risk management implications include the potential non delivery of capital projects should recommendations and budget requests not be approved.
Environmental Implications:	<p>Climate Change and Environmental Impact Assessment has been completed.</p> <p>The introduction of Living Pillars is an innovative method to introduce biodiversity back into streets where pavement space is limited. Supporting long-term planting, they support nature in the urban environment and can be integrated with insect and bird boxes, giving both important fauna, but also a visual commitment about biodiversity.</p> <p>The manufacturer conducted research with Greenwich University to evidence the benefits to air quality of planting resulting in a small decrease in temperatures, a reduction in CO and NO2 levels in the Living Pillar reference location</p>
Legal Implications:	Appropriate permissions will be confirmed for the relevant town centre infrastructure that is not Rugby Borough Council property.
Equality and Diversity:	An Equalities Impact Assessment has been completed and is attached as appendix B.
Options:	<p>1) Agree to the spend and recommendations as set out in the report</p> <p>2) Not agree the spend and recommendations as set out in the report</p>
Recommendation:	<p>IT BE RECOMMENDED TO COUNCIL THAT –</p> <p>(1) a supplementary General Fund Revenue budget of £0.066m for 2026/27 be approved to fund new public realm street enhancements, to be financed from the Town Centre Reserve; and</p> <p>(2) a supplementary General Fund Capital budget of £0.233m for 2025/26 be approved to fund new public realm street enhancements, to be financed from the Town Centre Reserve.</p>
Reasons for Recommendation:	To support the town centre's public realm, improving quality of places, building civic pride and

attracting visitors to dwell for longer periods in the town centre as outlined in the Council's Corporate Strategy and Annual Delivery Plan 2025-2026.

The capital budget request ensures efficient and effective financial management for capital expenditure approval related to recommendations to the Town Centre Working Group for the delivery of public realm enhancements.

Cabinet - 1 December 2025

Town Centre Public Realm Enhancements

Public Report of the Chief Officer - Leisure and Wellbeing

IT BE RECOMMENDED TO COUNCIL THAT –

- (1) a supplementary General Fund Revenue budget of £0.066m for 2026/27 be approved to fund new public realm street enhancements, to be financed from the Town Centre Reserve; and
- (2) a supplementary General Fund Capital budget of £0.233m for 2025/26 be approved to fund new public realm street enhancements, to be financed from the Town Centre Reserve.

1. EXECUTIVE SUMMARY

- 1.1. As part of Rugby Borough Council's commitment to regenerating Rugby town centre and delivering the Corporate Strategy priorities, the Council is progressing key public realm improvements. Projects so far have included cleaning and restoration works to St Andrews Church which is due to start imminently, painting and cleaning of RBC and WCC assets (e.g. lampposts, information boards, etc.), refurbishment of the taxi shelter and the provision of shop front grants for local business improvements.
- 1.2. The next public realm enhancement project which is the focus of the paper relates to greening of the town centre through the introduction of living pillars and the provision of additional seating including planters in identified appropriate locations.
- 1.3. The project aims to deliver identified approved Public Realm Masterplan recommendations for a series of hard and soft interventions, including specific public realm improvements related to street furniture. By creating a palette of street furniture, it is possible to produce visual cohesion and support and enhance the town's character and identity.
- 1.4. The project further aims to introduce a new planting scheme through an innovative solution to urban greening, trademarked as Living Pillars. The Living Pillars are designed as a logical next step in the quest to introduce biodiversity back into streets where pavement space is limited and services under our pavements prohibit planting. With long term planting they provide a sustainable and colourful opportunity to help Nature back into the urban environment using lamp posts.

Scope of Works

- Living Pillars throughout the town centre
- Additional seating and planting combinations along Sheep Street and High Street

Financial Overview

- Capital costs: £0.233m
- Revenue Costs: £0.066m
- Total Project Cost:£0.299m

1.5 The Climate Emergency Working Group and Town Centre Working Group have received the project proposal and have formally supported the use of the Town Centre Reserve to finance the full programme of public realm improvements as set out in the report to support the continued development of the town centre.

2. INTRODUCTION

2.1 The Council's Corporate Strategy sets out a clear, ambitious vision for a Greener, Thriving, Healthier Rugby. The regeneration of the town centre directly contributes to a Thriving Rugby the outlined programme of enhancements supporting the delivery of:

- A thriving town centre with a mix of retail, leisure, residential and community spaces.
- Support and grow pride in everything great about Rugby borough
- Rugby Borough Council is a responsible, effective and efficient organisation.
- Link places together with good quality, green infrastructure and improve biodiversity across the borough

2.2 The Corporate Strategy sets out that "A thriving and attractive town centre with an improved public realm" will be a key measure of what success will look like.

2.3 In March 2025, the Council published its Public Realm Masterplan (PRM) which was produced by Planit I.E Limited (specialists in landscape architecture and urban design). The PRM sets a vision to transform the town centre as a destination with accessible, high quality public realm to promote growth, encourage new experiences, attract visitors/workers/residents increasing dwell time and build on civic pride.

2.4 The Masterplan analysed the key opportunities and identified a shortlist of priority projects that would help revitalise the wider town centre over a 10-15 year period. The masterplan is the long-term vision for the town centre however the council is looking to bring forward a programme of short- and medium-term projects. Projects so far have included painting and cleaning of RBC and WCC assets (e.g. lampposts, information boards, etc.), refurbishment of the taxi shelter, the provision of shop front grants for local

business improvements and cleaning and restoration works to St Andrews Church which is due to start imminently.

- 2.5 The Masterplan sets out seven opportunities and outcomes, including:
- Re-imaging the town centres public realm will make it function more as a unified place and allow people to more easily enjoy the different amenities and experiences it offers such as shopping, culture and leisure activities and local events.
 - More spaces in which people can gather, socialise, hold events and linger longer will strengthen it as the heart of the Rugby community.
- 2.6 Within the Masterplan, a series of hard and soft interventions are outlined, including specific public realm improvements related to street furniture. By creating a palette of street furniture, it is possible to produce visual cohesion and support and enhance the town's character and identity.
- 2.7 This report therefore seeks the approval for the establishment of a capital budget for a programme of town centre public realm enhancements in line with the Council's Corporate Strategy and Town Centre Public Realm Masterplan.
- 2.8 A fully costed programme of public realm enhancements has been scoped and presented to Climate Emergency Working Group and Town Centre Working Groups respectively.
- 2.9 The enhancements proposed include new seating and planter combinations and the installation of living pillars

3. LIVING PILLARS

- 3.1 A living pillar is an innovative way to introduce planting to street lighting columns. Solar powered with re-circulating irrigation, they are a sustainable solution to the challenges of planting in high streets.
- 3.2 Designed as a logical next step in the quest to introduce biodiversity back into streets where pavement space is limited and services under our pavements prohibit planting. With long term planting they are a sustainable and colourful opportunity to help Nature back into the urban environment using lamp posts.
- 3.3 The pillars are planted using a combination of hardy perennials and shrubs for all year round interest with attractive foliage and colour.
- 3.4 They also provide the opportunity to house insect and bird boxes, when they are not providing homes for our fauna, they give an important visual message about biodiversity.
- 3.5 Embracing modern technology, Living Pillars utilise solar powered technology that monitors the plants and re-cycle the irrigation water and using smart sensors can alert maintenance teams for additional irrigation,

helping plants survive in the challenging street environment and enhance sustainability.

- 3.6 The installation also has the ability to apply air quality monitoring.
- 3.7 The locations of installation opportunities has been chosen to compliment the existing area and takes into account how many trees are present, traffic restrictions, and footfall. For example, there are fewer living pillars required where there are existing street trees. Planters with planting have been located to bridge the gaps in green corridors where suitable and to bring about the best impact aesthetically.
- 3.8 Restrictions for locations include impact on foot traffic resulting in potential conflict with pedestrians and cyclists and the height of existing lamppost infrastructure being insufficient to accommodate an installation.
- 3.9 Visual examples of a Living Pillar can be seen in the below images:



- 3.10 The locations for the installation of Living Pillars has been mapped in discussion with Parks and Open Spaces and the Major Projects and Regeneration teams and utilise both Rugby Borough Council and Warwickshire County Council infrastructure.
- 3.11 It is proposed to replace existing seating and planters in a coordinated approach with the Living Pillars, replacing the hanging baskets where appropriate. For example, as shown in section 5 of this report, limited living pillars are proposed around Regent's Place due to the hanging basket pillars being in place these will be retained.
- 3.12 Due to the reservoir watering system and the sensors that feed information to a dashboard/app, greater control over watering is achievable meaning

reduced operative hours and safer working methods in direct comparison to the current hanging basket method.

3.13 Plants will also be sustainable removing the necessity to replace every 6 months, as with current methods of floral displays, saving on compost, operative time and cost of plants,

3.14 The current hanging baskets utilised within the town centre provide visual impact for a limited 12 week period and are labour intensive to manage.

4. SEATING AND PLANTERS

4.1 A range of new seating options has been developed and presented to Climate Emergency Working Group and Town Centre Working Group for their consideration and approval.

4.2 It is proposed to replace the existing infrastructure with integrated seating and planting combinations to maximise the utilisation of space and deliver high impact for visual and environmental enhancement.

4.3 The modular systems will be planted with drought tolerant species, producing all year-round interest with a combination of shrubs, small trees and pollinator positive perennials.

4.4 This is in line with the corporate strategy and blends with other planting schemes around the borough. This also aligns with the Corporate Strategy delivery plan action for the consideration and delivery of the national Living Neighbourhoods initiative.

4.5 It is proposed to install a HACS, modular system that can be provided in a range of sizes and colours to fit the need of the individual identified areas. Only limited seating/planter is proposed through this project due to other ongoing public realm projects also considering seating locations. For example, the Town Centre Traffic Regulation project and the priority public realm project (North Street. Church Street/Clifton Road) will be considering seating/planters for these particular areas. An example of the seating can be seen in the below images:



5. IDENTIFIED AREAS AND ASSOCIATED COSTINGS

5.1 There are five identified areas proposed for the installation of a combination of Living Pillars and HAGS modular seating. These are defined as:

- Area 1: North Street and Jubilee Gardens
- Area 2: Market Place and Chapel Street
- Area 3: Rugby Art Gallery and Museum
- Area 4: Sheep Street and High Street
- Area 5: Railway Terrace

Area 1: North Street and Jubilee Gardens



Type	quantity	Price per unit	Total price.
Living Pillars	6	£3,174	£19044

Maintenance of living Pillars per annum(@ £84 per month) = £6048

Area 2: Market Place and Chapel Street



Type	quantity	Price per unit	Total price.
Living Pillars	20	£3,174	£63480

Maintenance of living Pillars per annum(@ £84 per month) = £20160

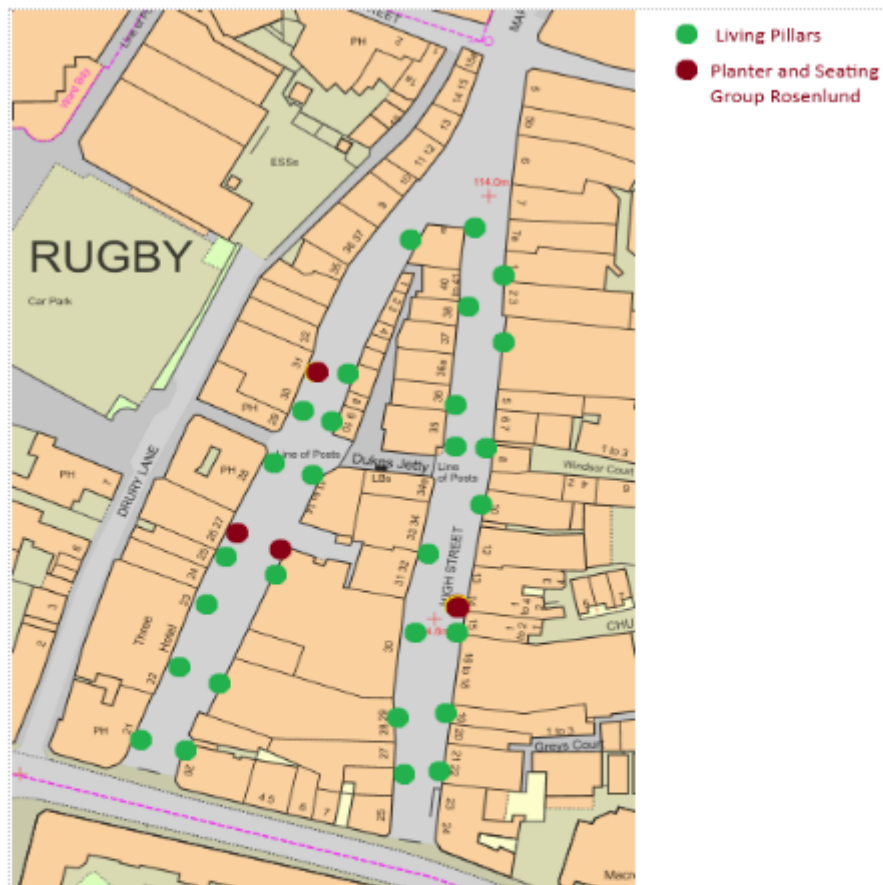
Area 3: Rugby Art Gallery and Museum



Type	quantity	Price per unit	Total price.
Living Pillars	8	£3,174	£25392
HAGS Seating Group	1	£5787	£5787
HAGS seating combo	2	£3561	£7122

Maintenance of living Pillars per annum(@ £84 per month) = £8064

Area 4: High Street and Sheep Street



Type	quantity	Price per unit	Total price.
<u>Living Pillars</u>	<u>28</u>	<u>£3,174</u>	<u>£88872</u>
<u>HAGS Planter& seating group</u>	<u>3</u>	<u>£4452</u>	<u>£13356</u>

Maintenance of living Pillars per annum(@ £84 per month) = £28224

Area 5: Sheep Street and High Street



Type	quantity	Price per unit	Total price.
Living Pillars	3	£3,174	£9,522

Maintenance of living Pillars per annum(@ £84 per month) = £3024

5.2. The total cost of the public realm enhancement programme is £0.233 Capital and £0.066 Revenue and summarised in Table 1:

Table One

Type	Quantity	Price Per Unit	Total Price.
Living Pillars	65	£3,174	£206,310
HAGS Seating Group	1	£5,787	£5,787
HAGS seating combo	2	£3,561	£7,122
HAGS Planter& seating group	3	£4,452	£13,356
OVERALL CAPITAL COST			£232,575
MAINTENANCE FOR LIVING PILLARS (ONE YEAR)			£65,520

6. CLIMATE EMERGENCY AND TOWN CENTRE REGENERATION WORKING GROUPS

- 6.1 The programme of town centre public realm enhancements have been presented to both Climate Emergency Working Group and Town Centre Regeneration Working Group respectively.
- 6.2 The programme of supported projects has been confirmed through the working group membership, with additional infrastructure in Area 5:

Railway Terrace following comments received from the Town Centre Regeneration Working Group.

- 6.3 The Working Groups have unanimously supported the project and the proposal to deliver the project through the Town Centre Reserve.

7. PROJECT DELIVERY

- 7.1 The programme of Town Centre public realm enhancements will be taken forward with immediate effect.
- 7.2 Indications from the specialist suppliers indicate installation during Quarter 4 of 2025/26. The seating/planter combinations will be installed once the relevant permissions from Warwickshire County Council are in place.
- 7.3 The Living Pillars is a registered trademark through specialist provider Living Pillars Limited and presents a unique product in the marketplace.

8. FINANCIAL IMPLICATIONS

- 8.1. The Town Centre Strategy Reserve was created to fund elements to improve and regenerate the town centre and there is sufficient balance within the reserve to fund the overall total of £0.299m for public realm enhancements.
- 8.2. For accounting purposes, the total works of £0.299m have been split into capital £0.233m and revenue £0.066m.
- 8.3. The revenue budget is associated with the maintenance for the living pillars for one year. During his year the living pillars will be established as permanent assets within the town centre. As reported, some of the hanging baskets will be retained within the town centre in certain locations. Following the one year of maintenance the ongoing maintenance will be subsumed into the normal planting and maintenance budget.

9. CONCLUSION

- 9.1 The proposed town centre public realm enhancements continues the Council's delivery of the programme of public realm enhancements across the town centre and outlined opportunities that can support the regeneration of the town centre.
- 9.2 The introduction of the Living Pillar concept will add vital visual and biodiversity benefits whilst modernising the floral display opportunities throughout the town centre. The range of seating enhancements develops both visual and practical improvements, with seating that has a durable, comfortable and timeless design.
- 9.3 It is therefore recommended that the outlined public realm enhancements be approved from the Town Centre Reserve, as supported by the Town

Centre and Climate Emergency Working Groups respectively, to instigate positive change within the town centre.

10. OPTIONS AVAILABLE

Option 1

Agree to the spend and recommendations as set out in the report.

Option 2

Not agree the spend and recommendations as set out in the report.

Name of Meeting: Cabinet

Date of Meeting: 1 December 2025

Subject Matter: Town Centre Public Realm Enhancements

Originating Department: Leisure and Wellbeing

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
	Public Realm Masterplan (2025) - 0bea332c-1f99-d800-7759-82cfa91ef38c
	Public Realm Priority Project - Public realm priority projects - Rugby Borough Council
	Town Centre Traffic Regulation Order Project - Proposed changes to Traffic Regulation Order in Rugby town centre - Rugby Borough Council

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

Climate Change and Environmental Impact Assessment

CONTEXT

In 2019 the UK Parliament set a commitment in law to reach net zero carbon emissions by 2050. Achieving this target will require considerable effort with public bodies, private sector organisations, the third sector and individuals working together to take action. Rugby Borough Council declared a climate emergency in 2019, in doing so committed to:

- To move the Council's operations towards Carbon Neutrality by 2030.
- To establish action to tackle climate change as a key driver of all decision-making.
- To provide community leadership in reducing the impact of Climate Change.
- To take action to mitigate the impact of climate change on a Borough wide basis and beyond, through adaptation.

The Council's Corporate Strategy (2021-24) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions must now be progressed through the decisions which the Council makes.

It is therefore important that Rugby Borough Council gives due regard to climate change when making decisions. In the context of the Council's business, Climate Change includes carbon emissions, biodiversity, habitat loss and environmental destruction. When putting forward recommendations for decision, officers must assess how these recommendations are likely to influence our climate change commitments by completing the following Climate Change and Environmental Impact Assessment.

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to your Chief Officer.

If you require help, advice and support to complete the forms, please contact your Chief Officer.

SECTION 1: OVERVIEW

Portfolio and Service Area	Leisure and Wellbeing
Policy/Service/Change being assessed	Introduction of Living Pillars and town centre seating with planting capacity
Is this a new or existing Policy/Service/Change?	New town centre infrastructure including the delivery of Living Pillars using town centre lamppost infrastructure
If existing policy/service please state date of last assessment	N/A
Ward Specific Impacts	Benn and Eastlands (Town Centre)
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	<p>Installation new Living Pillars and town centre seating with planting options.</p> <p>A Living Pillar is described as an innovative way to introduce planting to street lighting columns, Solar powered with re-circulating irrigation, they are a sustainable solution to the challenges of planting in urban areas.</p> <p>Living Pillars seek to introduce biodiversity where urban areas have large pavement space prohibiting planting, forming biodiversity corridors. The installations can also encourage the use of insect and bird boxes and provide an important visual reminder for the importance of biodiversity.</p> <p>Living Pillars are solar powered and recycle the irrigation water to truly embrace sustainability with a patented fytotextile system supporting long term plant health, removing the requirement to replace planting in the Winter and Spring.</p> <p>All pillars are planted using a combination of hardy perennials and shrubs for all-year round interest with attractive foliage and colour.</p> <p>The proposed new seating systems have been carefully selected to provide flexible and adaptable seating solutions that are modern and aesthetically attractive for the outdoor environment. The seating combinations</p>

	enable additional ground level planting of perennial planting to increase the palette of urban planting with sustainable planting options.
Completed By	Tom Kittendorf
Authorised By	Tom Kittendorf
Date of Assessment	10/10/2025

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None – solar powered technology utilised within the Living Pillar technology			
Fleet usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable Transport/Travel (customers and staff)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable procurement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Living Pillars are a registered trademark product bringing biodiversity and sustainability considerations for the production of the product itself.			
Community leadership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Would demonstrate RBC's commitment to biodiversity, a living landscape approach and providing greening in an urban area.			

Biodiversity and habitats	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Whilst there are limited biodiversity gains due to the scale of the project, it provides a vital visual message and opportunities for biodiversity impact. Living Pillars conducted an investigation to the ability of plants to absorb air pollution CO ₂ , CO and NO ₂ with long term effects showing a small decrease in temperatures and a reduction in CO and NO ₂ levels using Living Pillar installations			
Adaptation/Mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Impact on other providers/partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 3: REVIEW

Where a negative impact is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review date	10/10/2025
Key points to be considered through review	Maintenance of the Living Pillars has been considered within the report costings. Installation of the Living Pillars provides both a visual and real time impact for the Council's commitment to biodiversity and delivering key projects within the town centre regeneration masterplan.
Person responsible for review	Tom Kittendorf
Authorised by	T.Kittendorf

Agenda No 7

AGENDA MANAGEMENT SHEET

Report Title:	General Fund Budget Monitoring as at 30 September (Quarter 2)
Name of Committee:	Cabinet
Date of Meeting:	1 December 2025
Report Director:	Chief Officer - Finance and Performance
Portfolio:	Finance and Performance, Legal and Governance
Ward Relevance:	All Wards
Prior Consultation:	Portfolio holder and Leadership Team
Contact Officer:	Gemma Lister – Lead Accountant gemma.lister@rugby.gov.uk 01788 533406
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	<p>This report relates to the following priority(ies):</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives.<input checked="" type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.<input checked="" type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.<input checked="" type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough. <p>Corporate Strategy 2025-2035</p>
Summary:	This report sets out the 2025/26 General Fund financial position for both revenue and capital as at 30 September (Quarter 2) and other adjustments for approval as required by Financial Standing Orders
Financial Implications:	As detailed in the main body of the report

Risk Management/Health and Safety Implications: This report is intended to give Cabinet an overview of the Council's General Fund forecast spending for 2025/26 to inform future decision-making.

Environmental Implications: There are no environmental implications arising from this report therefore no Climate Change and Environment Impact Assessment has been completed.

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

Equality and Diversity: No new or existing policy or procedures has been recommended and equalities impact assessment is required for this report.

Options: Members can elect to approve, amend or reject the budget virement and budget transfer requests listed at recommendations 2 and 3.

Recommendation:

1. The Council's General Fund financial position for 2025/26 be considered;
2. t the measures identified in section 7 to combat the pressure be endorsed;

IT BE RECOMMENDED TO COUNCIL THAT

3. General fund revenue virements totalling £1.257m be approved;
4. The 2025/26 Disabled Facility Grant Capital allocation be increased by £0.122m in relation to the additional grant funding received
5. The creation of a reserve for Extended Producer Responsibility for Packaging (EPR) be approved

Reasons for Recommendation: A strong financial and performance management framework, including oversight by Members and all responsible officers is an essential part of delivering the Council's priorities and statutory duties.

Cabinet - 1 December 2025

General Fund Budget Monitoring as at 30 September (Quarter 2)

Public Report of the Chief Officer - Finance and Performance

RECOMMENDATION

1. The Council's General Fund financial position for 2025/26 be considered;
2. the measures identified in section 7 to combat the pressure be endorsed;

IT BE RECOMMENDED TO COUNCIL THAT:

3. General fund revenue virements totalling £1.257m be approved;
4. The 2025/26 Disabled Facility Grant Capital allocation be increased by £0.122m in relation to the additional grant funding received.;
5. The creation of a reserve for Extended Producer Responsibility for Packaging (EPR) be approved

Executive Summary

As part of the Council's financial reporting requirements, the purpose of this report is to inform Cabinet of the forecast year-end outturn position for 2025/26 of the General Fund, as at 30 September 2025 (quarter 2). Separate reports have been prepared for the Housing Revenue Account and Performance.

The key finding of this report are as follows:

- **General Fund Revenue** – in the General Fund there is a forecast pressure for 2025/26 of £0.429m. This comprises a £0.992m pressure across services, which is partially offset by a (£0.381m) saving in the net cost of borrowing. The movement since quarter 1 has been an increase overspend of £0.470m.
- **General Fund Capital Programme** – the budget for the Capital Programme is £6.382m; there is an forecast saving of (£0.017m) for 2025/26.
- **Budget Virements** – there are £1.212m of revenue budget virements for which approval is sought. This is largely due to the realignment of budgets following the merger of the Revenues and Benefits merger and the allocation of the 2025/26 savings target across portfolios.

1. Background

1.1. Local Authorities have a requirement to account separately for core operational services and the provision of dwellings. This is achieved by creating two reporting functions; the General Fund and the Housing Revenue Account.

1.2. The General Fund is the main revenue account of the local authority, which includes day-to-day income and expenditure on the provision of services. Activities within the General Fund include waste and recycling, parks and recreation and regulatory services.

1.3. The Council takes a multiyear approach to its budget planning and monitoring, recognising the two are inextricably linked. At monthly intervals officers work with Finance Business Partners to provide the latest forecast year-end outturn expectations for each service area. This report offers the latest outlook based on the information available as at 30 September 2025 (i.e. the end of Quarter Two of the 2025/26 financial year). Due to the Council's Committee timetable, the December Cabinet meeting is the earliest opportunity to put the Quarter Two report before members, however draft information was circulated to the administration and leadership team during October.

1.4. Throughout the report, pressures and savings are referred to. A pressure is an instance whereby forecast costs have exceeded budget or forecast income has not met target - these are shown as a 'positive' value. A saving occurs where forecast expenditure is lower than budget or forecast income is higher than the target - these are displayed as a 'negative' value, using brackets.

1.5. The forecasts within this report have been collected at 30 September (quarter 2) and are the projected position for the year end 31 March (the full year position). Although there are pressures reported in the main report and Appendix 1, the expectation is that officers carry out mitigation where possible to reduce pressures and ensure savings materialise. The results of this will feature in future reports.

2. GF Operating Position (Appendix 1)

2.1. The 2025/26 General Fund year-end outturn revenue forecast position as at the end of Quarter Two is summarised below.

Table One: General Fund 2025/26 Forecast

Type	A Budget 2025/26 £000	B Year- End Forecast Outturn 2025/26 £000	C Pending Budget Virements £000	B-(A+C) Variance to Budget 2025/26 £000	Movement since Q1 £000	Potential mitigation as per section 2 £000	Revised Variance subject to successful mitigation
Cost of General Fund Services	24,959	25,637	(313)	992	470	(270)	722
Corporate Items	(2,134)	(2,201)	313	(381)	0	0	(381)

Total	22,825	23,436	0	610	470	(270)	341
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2.2. Across the Council there is a forecast pressure of £0.610m compared to the budget of £22.825m. The service variance is £0.992m, which is partially offset from savings in the net cost of borrowing of (£0.381m). In percentage terms this equates to a 3.9% pressure on services, an overall pressure of 2.67% if corporate items are included.

2.3. The main contributing factors to the position are shown below. Further details of portfolio variances can be found in Appendix 1.

2.4. Finance, Performance, Legal and Governance - pressure of £0.669m

- £0.449m – Salary Costs – There are 7.8 FTE vacant within the Portfolio, this equates to 14% of the establishment. Details of the vacant roles are included in appendix 1. Where possible the use of agency has been rationalised through – holding posts vacant, hiring part time cover and also hiring support below the pay grade of the establishment post.

For a period over the summer months the accounts payable team had to employ additional support. Due to a period of long term sickness it was taking an increasing amount of time to pay suppliers. As the position in the team is stabilising the use of agency is reducing with 6 contracts being ended between August and September. The accounts payable function now has two members of permanent staff (full compliment) and has recently had approval to install AI to automate the payment of invoices. The benefits of this will be seen over the next few months.

With a new Chief Officer for Legal and Governance joining the organisation during September, a review of staffing will shortly take place in this team as well.

Whilst posts remain vacant to retain service delivery, it is anticipated that agency workers will remain to keep up with business continuity.

- £0.80m External Corporate Assurance Support

Included in the vacant posts above is the Corporate Assurance Manager, Lead Auditor and the Change Officer. In order to deliver the internal audit plan external support has been contracted in from an external supplier. The costs of the CMAP contract will be funded from the saving from the vacant manager role in the team and a virement to align the budget is included in section 5.

2.5. Operations & Traded Services - pressure of £0.125m

- £0.081m – Refuse Service Staffing Costs – Current staffing shortages are impacting the ability to provide regulatory bin collections services alongside high levels of sickness within the Waste & Recycling services team which are placing further strain on day-to-day operations. Vacant roles are being

filled through the use of agency staff or overtime for employed roles to maintain service continuity. The service has been redistributing staff from optimised routes and has been recruiting to vacant positions, reducing the reliance on agency. Although high absence is still a pressure, robust management with HR support is tackling long term sickness absence with staff who are being redeployed to jobs within the council suitable for their requirements. Medical retirement has also taken place with AIP and disciplinary action taken where appropriate for repeat offenders. Additional training has been provided to try and reduce the high volume of muscular skeletal injuries and counselling support for those experiencing mental health issues.

- *Post 30 September Potential pressure mitigation*

As a Waste Collection Authority (WCA), from 1 April 2025 RBC will receive a payment that covers estimated net efficiency costs associated with collection of household packaging waste from kerbside and communal collections, and waste brought to sites only. An allocation of £0.921m will be received as part of a £1.100bn payout. The payment can cover the cost of handling, sorting and sale of dry recycle where appropriate. Officers have received notification that the 2025/26 allocation could be higher than the original projection, subject to confirmation that the budget pressure in Operations and Traded services is eligible for the grant, this will be used to offset the in year pressure of £0.125m. A reserve has been recommended in this report to be created to allow the service to use the £0.921m allocation in line with the conditions over multiple years.

2.6. Communities & Homes, Regulation & Safety - a pressure of £0.133m

- £0.202m – Private Sector Leasing Rental Income - Higher-than-budgeted rental costs due to market rent increases and delays in planned hand backs, with extend lease durations beyond forecast assumptions. This however, is variable due to the statutory requirements to provide accommodation and is something that is assessed on a weekly and monthly basis. The pressure is partially offset by a reduction of (£0.057m) to the cost of utilities following recent handbacks and if they continue as planned, further savings may be realised, helping to mitigate rental cost pressures.

2.7. Partnership & Wellbeing - a pressure of £0.307m

- £0.145m – Rugby Art Gallery Business Rates – A check and challenge was submitted for the 2017 business rates listing which was successful and resulted in the Rugby Art Gallery Museum being revalued to £1. The Council was reimbursed for this in 2023/24, and the business rates budget from the service with the intention that the Art Gallery will be revalued to £1 in future years. Another claim has been submitted for the 2023 listing in 2024/25, and officers still await the outcome. Upon success of the check and challenge, the Council will be reimbursed with business rates costs that were paid. Until confirmation that the check and challenge has been successful, it is prudent to show the amount as a pressure in the Council's budget monitoring reports.

- £0.082m – Sport & Recreation Income – Vacancies covering permanent and casual staff have played a part in the income shortfall across On-Track, Play and Recreation and Sports Development. There is an ongoing recruitment campaign to fill the vacancies within the service. The Service is currently embarking on identifying additional income opportunities. This could include corporate sponsorship, a review of chargeable services and additional grant funding.
- *Post 30 September Potential mitigation*

The Council has a business rates appeal lodged with the Valuation Office in relation to the RAGM, officers are still waiting on the results of this, but it is anticipated that the appeal will be successful and the council will receive a refund of £0.145m. The organisation has had confirmation that the results will not be known until early 2026 (potentially 2026/27), although the reimbursement of rates paid will be received and the budget pressure for 2025/26 will be as included in the report.

2.8. Digital & Communications, Growth & Investment - a saving of (£0.270m)

- (£0.134m) – Staff Costs – Vacancies within the Digital & Communications portfolio have persisted throughout Quarter Two with professional roles proving a challenge to fill. A number of these roles are currently out for active recruitment.
- (£0.100m) – Town Centre Improvement Development Activities - Town centre spending has primarily been for feasibility work, and the Town Centre Regeneration Reserve has been the predominant fund used for this. It is anticipated some of the feasibility work will deliver workstreams to enhance public realm using this budget. A plan is in place for a shop front grant scheme which this budget would be the primary source of funding.

2.9. Corporate Items is reporting a saving of (£0.381m)

- (£0.381m) – Net Cost of Borrowing – The pressures on General Fund services are being offset by a saving in the net cost of borrowing. Interest rates were budgeted at a prudent and responsible level, as market interest rates are expected to remain at an elevated level above those projections for at least until the end of the calendar year when there could be reductions. The Council has continued to see a benefit in Quarter One, but this benefit cannot be relied on in future periods - the expectation remains that at some point interest rates will begin to fall further.

3. Quarter 2 Area in focus - Staffing and Agency Costs

3.1. As mentioned in the quarter 1 report, with the new style of reporting, there will be a quarterly focus on key areas. With the majority of pressures across the Portfolios relating to staffing costs, the focus for a second quarter in a row will be around the staffing and agency forecasts. Below is a summary of the latest reported position by Portfolio.

Table Two: General Fund Salaries Vs Agency

Portfolio	Staffing Variance	Agency Variance	Net Position between Staffing & Agency Costs
Finance Performance, Legal & Governance	(592)	1,041	449
Communities & Homes, Regulation & safety	(252)	197	(56)
Growth & Investment, Digital & Communications	(431)	203	(228)
Operations & Traded Services	(446)	247	(199)
Partnerships & Wellbeing	(29)	24	(5)
Organisational Change	(328)	60	(268)
Chief Executive	3	0	3
Total	(2,075)	1,771	(304)

3.2. The total General Fund staffing budget for 2025/26 is £21.781m compared to a forecast of £19.634m resulting in a forecast underspend of (£2.146m). This variance is due to the high number of vacant positions across the organisation.

3.3. The total General Fund agency budget for 2025/26 is £0.443m compared to a forecast of £2.214m resulting in a forecast overspend of £1.771m. This variance is mainly due to agency staff covering vacant roles, although it also includes agency staff deployed to cover staff sickness absences to ensure continuity of service delivery.

3.4. What the table above shows is that although there is use of agency staffing to deliver general fund services, in overall terms the spend is lower than the saving from vacant posts. The only portfolio where there is an overall pressure on staffing is Finance Performance, Legal and Governance. The situation in this service can be pinpointed to a number of key areas;

- The difficulty in replacing technical roles in the Financial Services and Legal Services team. Most roles have to be advertised a number of times before being filled.
- The additional resourcing required over the summer to deal with the complications coming from long term sickness in the accounts payable team (now resolved with a full permanent team in place and a move towards automated invoice processing)
- The premium for agency staff in these areas are significantly higher than the permanent day rate, especially so in the case of the deputy Statutory roles - Financial Services Manager (deputy Section 151 officer) and Legal Services Manager (deputy Monitoring Officer)

4. 2025/26 Savings Programme (Appendix 1)

4.1. The Council's 2025/26 savings programme totals (£0.514m). This financial year each portfolio was set a 2% efficiency saving to be achieved either through additional income or the permanent removal of expenditure budgets. Whilst there are specific amounts allocated to each portfolio, this is a collective effort between portfolios. At the end of Quarter Two, 100% of the savings are

forecast to be delivered by the end of 2025/26. Each portfolio has completed a savings delivery plan which will be used to track the progress of the savings with specific attention to the risks, opportunities and impact of delivery on services. A high level summary of the areas that will deliver this target is shown in appendix 1.

Table Three: General Fund Savings Programme

Type	Target £000	£000	£000	£000
Savings Target	(514)	(514)	-	-

4.2. The impact of partial or full non-delivery of the savings programme would mean that the Council's reserve balances may need to be used to fund the pressures, or Council could be asked to approve additional savings proposals to ensure a balanced Medium Term Financial Plan. Progress on the savings programme will continue to be reported throughout the 2025/26 financial year.

5. General Fund Revenue Budget Virement Requests

5.1. Virements are transfers of budgets between services, under the constitution any virement up to £20,000 can be approved by the Chief Officer Finance and Performance, any movement between £20,001 and £75,000 requires Cabinet approval and anything above this Council. Details of the proposed budget virements, where approval is sought are set out below.

Table Four: Budget Virement Requests

Service (from)	Service (to)	Amount £000	Details
Chief Officer for Leisure & Wellbeing	Corporate Savings	67	Transfer of the 2% Efficiency Savings Target approved during Council Tax Setting 2025/26 from corporate savings to the Chief Officer budget based on their element of the savings left to be achieved.
Chief Officer for Regulation & Safety	Corporate Savings	34	Transfer of the 2% Efficiency Savings Target approved during Council Tax Setting 2025/26 from corporate savings to the Chief Officer budget based on their element of the savings left to be achieved.
Chief Officer for Legal & Governance	Corporate Savings	37	Transfer of the 2% Efficiency Savings Target approved during Council Tax Setting 2025/26 from corporate savings to the Chief Officer budget based on their element of the savings left to be achieved.
Chief Officer for Digital & Communications	Corporate Savings	87	Transfer of the 2% Efficiency Savings Target approved during Council Tax Setting 2025/26 from corporate savings to the Chief Officer budget based on their element of the savings left to be achieved.
Chief Officer for Communities & Homes	Corporate Savings	85	Transfer of the 2% Efficiency Savings Target approved during Council Tax Setting 2025/26 from corporate savings to the

			Chief Officer budget based on their element of the savings left to be achieved.
	Corporate Savings		Transfer of the 2% Efficiency Savings Target approved during Council Tax Setting 2025/26 from corporate savings to the Chief Officer budget based on their element of the savings left to be achieved.
Chief Executive		27	
Council Tax and NNDR Collection (Finance & Performance)	Revenues & Benefits (Finance & Performance)	180	Transfer of budgets for the Council Tax and NNDR Collection team as part of the Revenues & Benefits merger.
Community Advice and Support Team (Communities & Homes)	Revenues & Benefits (Finance & Performance)	454	Transfer of budgets for the Housing Benefits team as part of the Revenues & Benefits merger.
General Financial Services (Finance & Performance)	Revenues & Benefits (Finance & Performance)	40	Transfer of budget to cover the costs of the annual Housing Subsidy Audit which will now be directly charged to the team.
General Financial Services (Finance & Performance)	Corporate Savings	24	External Audit Fee budget to be offset against the 2% Efficiency Savings Target approved during Council Tax Setting 2025/26.
ICT & Support Services (Digital & Communications)	Development Strategy (Growth & Investment)	80	The transfer of 1 x Senior Spatial Data Officer and 1 x GIS Specialist due to the nature of the work carried out by these roles. The transfer of income for the Street Name and Numbering service which is completed by the posts also moving to Growth & Investment.
Maintenance of Customer Services Systems (Digital and Communications)	Corporate Savings	30	Permanent saving as budget is no longer required for the Direct Debit Digitalisation project.
Highways (Operations & Traded Services)	Corporate Savings	40	Permanent salary savings for vacant post to offset against the 2% Efficiency Savings Target approved during Council Tax Setting 2025/26.
Corporate Assurance (Finance & Performance)	Corporate Assurance (Finance & Performance)	72	Temporary transfer of salary underspend for Corporate Assurance manager to offset costs on Consultancy.
Total		1,257	

5.2. The below budget virement has been approved by the Chief Officer for Finance and Performance under their delegated powers.

Table Five: Budget Virement Approved under Delegated Powers

Service (from)	Service (to)	Amount £000	Details
Financial Services (Finance & Performance)	Corporate Savings	11	Post reduced to 0.8FTE as was increased in error during 2025/26 budget setting. This will be permanently offsetting

			the 2% Efficiency Savings Target approved during Council Tax Setting 2025/26.
Economic Development (Growth & Investment)	Corporate Savings	18	Development Activities budget reduced to offset against the 2% Efficiency Savings Target approved during Council Tax Setting 2025/26.
Operations & Traded Services Chief Officer	Corporate Savings	20	Transfer of the 2% Efficiency Savings Target approved during Council Tax Setting 2025/26 from corporate savings to the individual Chief Officer budget based on their element of the savings left to be achieved.
Revenues & Benefits Team (Finance & Performance)	Corporate Savings	16	Court Fee Income increased to offset the 2% Efficiency Savings Target approved during Council Tax Setting 2025/26 from corporate savings to the individual Chief Officer budgets based on their element of the savings left to be achieved.
Total		65	

6. Capital Programme (Appendix 1)

6.1. The approved General Fund capital programme is £6.382m. At the end of Quarter Two there is a saving of (£0.017m).

Table Six: General Fund Capital Programme

Type	Capital Budget 2025/26 £000	Q2 Forecast £000	Reprofiling Requests £000	Budget Virement Requests £000	Q2 Variance to Budget £000
GF Capital	6,382	4,857	(1,630)	122	(17)
Total	6,382	4,857	(1,630)	122	(17)

6.2. As the financial year progresses, the capital programme will continue to be assessed to ensure the appropriate forecast are put in place and to identify any potential slippage into future years.

6.3. A detailed summary of all the General Fund Capital programme for 2025/26 is shown in Appendix 1.

Capital Budget Requests and Reprofilling

6.4. The table below details potential budget reprofilling of £1.630m to 2026/27 and a supplementary budget request of £0.122m to increase the 2025/26 Capital Programme.

Table Seven: Capital Budget Requests and Reprofilling

Capital Scheme	Reprofile Amount £000	Supplementary budget request £000	Details
Disabled Facilities Grant		122	The grant allocation is higher than anticipated at the time of Budget Setting for 2025/26 with the budget being set at £0.768m. The Grant is passed onto HEART (A project administered by Nuneaton and Bedworth Borough Council).
Food Waste Vehicles	(1,265)		Vehicles for mandatory Food Waste Service due to be received in April 2026.
Alwyn Road Changing Rooms	(294)		Officers continuing to work with community sports clubs and National Governing Body regarding the project and ensuring robust governance is in place for future lease arrangements. It is likely that most of this budget will need to be reprofiled to 2026/27.
Alwyn Road Sports Pitches refurbishment	(71)		This is being done in line with the capital scheme mentioned above and will need to be reprofiled into 2026/27.
Total	(1,630)	122	

7. Conclusions

7.1. There is currently a budget pressure being reported in the general fund. In percentage terms this equates to a 3.9% pressure on services, an overall pressure of 2.67% if corporate items are included, however this pressure needs to be either addressed with further action or financed from the Corporate reserves held within the general fund.

7.2. As per appendix 1, the balance of these reserves is projected to be £27.093m at 31 March. Although there will still be a significant balance, it is not demonstrating financial stability reserves if used in this way. If the pressures are not mitigated against this will have an impact on future years savings targets as the costs would need to be met from the general fund. The way in which Leadership will take account of the situation will be three fold.

- **Robust and Reliable Forecasting**

Accurate forecasting is critical to support strategic decision-making and to avoid actions being taken on incorrect assumptions. Any budget allocations that are unlikely to be incurred must be declared promptly, as this will improve the overall financial position.

- **Consideration of Expenditure**

Where possible, non-essential work should be deferred to manage resources effectively and maintain financial resilience.

- **Informed Recruitment Decisions**

When a post becomes vacant, a review will be undertaken to determine whether the role needs to be filled in its current form. A Recruitment Justification Form has been introduced and must be completed and assessed by the Leadership Team prior to commencing any recruitment process. This measure does not constitute a recruitment freeze at this stage but ensures that all appointments are justified and aligned with organisational priorities.

7.3. The requirement from the Chief Financial Officer is that these measures are adopted by all and will be reviewed on a monthly basis. The 2025/26 budget monitoring has monthly forecasts on staffing and “significant variances” this is presented to the Medium Term Financial Strategy Group, the portfolio holder for Finance and Performance and also to the Chair and Vice Chair of Scrutiny.

7.4. In an enhancement to prior years monitoring, where there are large pressures within the general fund, the budget manager (in conjunction with the Chief Officer) are required to fill in a “variance control questionnaire”. This is a suite of ten questions to get more of an understanding of the issues and the potential resolutions. These will be presented to the Medium Term Financial Strategy Group and progress will be monitored on a monthly basis. The areas currently being considered are;

- Financial Services Team,
- Sport and recreation
- Sherbourne Recycling Facility

7.5. Following a successful trial this will be embedded across the organisation.

Name of Meeting: Cabinet

Date of Meeting: 1 December 2025

Subject Matter: General Fund Budget Monitoring as at 30 September (Quarter 2)

Originating Department: Finance and Performance

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	General Fund Budget Monitoring 30 June (qtr 1)

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 - General Fund Dashboard - Quarter 2 2025-26

1) Revenue Forecasts

Portfolio	Current Net Budget	Exp to date plus commitments	Forecast	Pending Supplementary Budget/ Virement	Total Variance Q2	Variance as a % of budget	Total Variance Q1	Movement
	£000	£000	£000	£000	£000		£000	£000
Finance, Performance, Legal & Governance	4,241	69,147	5,277	366	669	16%	87	582
Communities and Homes, Regulation and Safety	6,052	116,481	5,612	(573)	133	2%	155	(22)
Growth and Investment, Digital and Communications	5,439	55,239	5,034	(135)	(270)	-5%	(129)	(141)
Operations and Traded Services	4,495	1,331,779	4,560	(60)	125	3%	135	(10)
Partnerships and Wellbeing	4,244	43,785	4,484	(67)	307	7%	235	72
Organisational Change	178	312	324	183	(36)	-20%	(42)	6
Chief Executive	310	215	345	(27)	62	20%	81	(19)
Total- Services	24,959	1,616,959	25,637	(313)	992	4%	522	470
Corporate Items	(2,134)	(759)	(2,201)	313	(381)	18%	(381)	(0)
Grand Total	22,825	1,616,200	23,436	0	610	3%	141	469

2) Reserve Summary

Name of reserve	Balance at 01/04/25	Forecast contribution (to)/from 25/26	Balance at 31/03/26	Forecast contribution (to)/from 26/27	Balance at 31/03/27	Balance at 31/03/28	Balance at 31/03/29
	£000	£000	£000	£000	£000	£000	£000
Gen Fund Revenue Acc	(2,250)		(2,250)	0	(2,250)	(2,250)	(2,250)
Business Rates Equalisation Reserve	(20,734)	2,648	(18,086)	0	(18,086)	(18,086)	(18,086)
Budget Stability Reserve	(2,410)	454	(1,956)	0	(1,956)	(1,956)	(1,956)
Town Centre Strategy Reserve	(4,603)	1,965	(2,638)	466	(2,172)	(1,747)	(1,315)
Other corporate reserves	(2,385)	221	(2,164)	103	(2,061)	(2,020)	(1,917)
Total corporate reserves	(32,380)	5,287	(27,093)	569	(26,524)	(26,059)	(25,524)
Finance, Performance, Legal & Governance	0	0	0	0	0	0	0
Communities and Homes, Regulation and Safety	(595)	9	(586)	(27)	(613)	(638)	(663)
Growth and Investment, Digital and Communications	(33)	0	(33)	0	(33)	(33)	(33)
Operations and Traded Services	0	0	0	0	0	0	0
Partnerships and Wellbeing	(91)	3	(88)	(6)	(94)	(100)	(100)
Organisational Change	(1,478)	145	(1,333)	0	(1,333)	(1,333)	(1,333)
Chief Executive	(896)	0	(896)	0	(896)	(896)	(896)
Total Portfolio earmarked reserves	(3,092)	157	(2,935)	(33)	(2,968)	(2,999)	(3,024)
Total Reserves	(35,473)	5,444	(30,029)	536	(29,493)	(29,059)	(28,549)

3) Capital Summary

Portfolio	Current Budget	Exp to date plus commitments	Forecast	Pending Reprofitting Requests/Pending Supplementary Budgets	Total Variance	Q1 Variance	Movement
	£000	£000	£000	£000	£000	£000	£000
Finance, Performance, Legal & Governance	107	141	107		0	0	0
Communities and Homes, Regulation and Safety	1,181	168	1,303	122	(0)	0	(0)
Growth and Investment, Digital and Communications	267	56	267		0	0	0
Operations and Traded Services	3,374	165,272	2,092	(1,265)	(17)	0	(17)
Partnerships and Wellbeing	1,453	45	1,088	(365)	0	0	0
Organisational Change	0	0	0		0	0	0
Chief Executive	0	0	0		0	0	0
Corporate items							
Grand Total	6,382	165,682	4,857	(1,508)	(17)	0	(17)

4) Head Count

Portfolio	Budgeted FTE's	Actual FTE's at Q2	Vacant FTE's
Finance, Performance, Legal & Governance	55.09	47.29	(7.80)
Communities and Homes, Regulation and Safety	96.03	89.71	(6.32)
Growth and Investment, Digital and Communications	79.93	68.96	(10.97)
Operations and Traded Services	140.78	124.61	(16.17)
Partnerships and Wellbeing	54.18	53.67	(0.51)
Organisational Change	12.40	7.68	(4.72)
Chief Executive	2.00	2.00	0.00
Total	440.41	393.92	-46.49

5) Delivery of new savings & income targets

PORTFOLIO	Total	Red	Amber	Green	Identified Savings
	£000s	£000s	£000s	£000s	
Finance, Performance, Legal & Governance	88			88	Savings have been found through the reduction of salary budget from 1FTE to 0.8FTE for a Finance Business Partner, an increase to court fee income for Council Tax and NNDR recovery following a fee increase and a reduction to the external audit fee budget which is no longer required after a change in auditors.
Growth and Investment, Digital and Communications	105			105	Savings have been found through the reduction of development activities within the Economic Development Team following a review of spend. The rest of the savings will be identified with an update provided in the Quarter 3 report.
Communities and Homes, Regulation and Safety	119			119	Savings will be identified with an update provided in the Quarter 3 report.
Operation and Traded Services	108			108	Savings have been found through the diestablishment of a post within Grounds Maintenance, the disestablishment of another post in the Highways Team and the rest will be identified with an update provided in the Quarter 3 report.
Partnerships and Wellbeing	67			67	Savings will be identified with an update provided in the Quarter 3 report.
Organisational Change					
Chief Executive	27			27	Savings will be identified with an update provided in the Quarter 3 report.
Corporate Items					Corporate Items
TOTAL GF	514	0	0	514	TOTAL GF

6) Revenue Commentary

PORTFOLIO	Total Q2 Variance to Budget	Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Legal & Governance, Finance & Performance	669	(434)	Saving	Expenditure	Finance & Performance	Salaries	The following posts are all vacant within the Portfolio: Financial Services - 1 x Finance Apprentice not being filled all year (1FTE) - 2 x Finance Business Partner (1FTE and 0.8FTE) - 1 x Finance Manager (1FTE) - 1 x Funding and Treasury Officer (1FTE) (From October onwards) - 1 x Senior ICT Officer (1FTE) - 1 x Payments Officer (1FTE) (filled from November onwards) Revenues and Benefits: - 1 x FTE Revenues Officer vacant post - 1 x FTE Benefits Officer vacant post Corporate Assurance: - 1 x Change Officer Post (1FTE) - 1 x Corporate Assurance Manager post (1FTE) (covered via CMAP) - 1 x Lead Auditor (1FTE)	Financial Services Forecast outturn figure is based on the assumption that vacant posts will remain vacant for three more months, then filled. Impact of posts being vacant from Apr-Sept will mean an inevitable underspend at year end Revenues and Benefits Posts were both advertised but no appointment was made. The posts will be readvertised. Corporate Assurance The management of the team is now covered via the CMAP contract. The Change officer and Lead Auditor post are currently on hold pending a review of requirements in 2025/26. The work is being covered through a contract for external internal audit support	Financial Service. Payments Officer interviews commenced during October and the Finance Business Partner interviews due to commence early November. The apprentice role will be advertised to coincide with the ending of the school/college summer term. The other posts are subject to a review before recruitment takes place. Revenues and Benefits The agency cover will end once the posts have been filled. Corporate Assurance None at this stage
		(191)	Saving	Expenditure	Legal & Governance	Salaries	Legal Services - 2 x Senior Legal Officer (both 1FTE) - 1 x Legal Officer (1FTE) - 1 x Legal & Governance Manager (1FTE) - 1 x Assistant Legal Officer (1FTE) Democratic Services - 1 x Democratic Services Lead Officer (1FTE) Business Support - 1 x Business Support lead officer (0.92FTE) Chief Officer - Due to the position being held vacant for a period of time, this has created a (£0.030m) saving with the post now filled.	Legal Services Agency staff has been used to provide cover for the service. Democratic Services Day to day line management of Democratic and PA services still being undertaken by the Democratic and Support Services manager. There has been 2 unsuccessful recruitment campaigns for the role. Business Support No agency staff have been recruited to back fill this post resulting in an increased workload for the remaining staff within the team.	Legal Services Underspends will go towards the cost of agency. Democratic Services This post will be reviewed before going out to recruit again. Business Support The post will be reviewed to understand to current needs of the team before replacing on a like for like basis.
		782	Pressure	Expenditure	Finance & Performance	Agency Staff	Financial Services The following posts are currently being filled by Agency: - 1 x Finance Business Partner (1FTE) - 1 x Payments Officer (1FTE) - 1 x Senior ICT Officer (1FTE) - 1 x Finance Manager (1FTE) some of the duties are being filled by a Technical Accountant Revenues and Benefits The overspend in staff costs is mainly due to high use of temporary agency staff and increased overtime. <u>-Agency Staff Usage:</u> Seven agency staff were brought in for Revenues and Benefits. Only two covered standard vacancies, highlighting a gap in permanent staffing. The other five were hired to clear backlogs, indicating a temporary spike in workload or past under-resourcing. <u>- Overtime Costs:</u> Overtime was needed both to help clear the backlog and to ensure essential tasks were completed on time. This points to ongoing resource pressures even outside of backlog-related work.	Financial Services Forecast outturn figure is based on the assumption that vacant posts will remain vacant for three more months, then filled. Impact of posts being vacant from April-September will mean an inevitable overspend on agency at year end. Revenues and Benefits This has allowed us to maintain our establishment level and continue to reduce the backlog of cases for both Revenues and Benefits	Financial Services Payments Officer interviews commenced during October and the Finance Business Partner interviews due to commence early November. Revenues and Benefits: - Agency usage for vacant posts will stop immediately upon those posts being filled permanently. - All remaining Benefits agency staff will complete their assignments by December 14, 2025. - One Revenues agency position concluded on October 2nd.
		273	Pressure	Expenditure	Legal & Governance	Agency Staff	The pressure is due to agency being used to provide business continuity and is covering the following posts: 2 x Senior Legal Officers 1 x Legal Officer 1 x Assistant Legal Officer 1 x Chief Officer Legal and Governance (post filled September)	Salary underspends have been offsetting the majority of the agency costs.	The new Chief Officer is working with the interim Legal Services manager to review the performance of the Legal Services team.
		45	Pressure	Expenditure	Revenues and Benefits	Postage Costs	The annual billing expense for the 2024/25 period was incorrectly posted to the subsequent 2025/26 accounting year.	This has caused a pressure against this years postage budget which is already significantly lower then the current postage costs.	Moving Customer Communications to Digital Channels The transition to electronic communication is delivering significant savings. By sending reminders electronically, we anticipate an annual cost reduction of approximately £8,000. This push is supported by increased digital adoption: E-Billing is now utilized for 50% of all customer accounts, sharply reducing the volume of paper bills sent by post. Online accounts are held by 15% of residents, which is expected to further decrease our future reliance on postal services.
		80	Pressure	Expenditure	Corporate Assurance	External Contract Costs	This is covering the loss of resource from the vacant Change Officer and Assurance Manager Posts. Plus, providing further Risk Management services.	Failure to address the annual Internal Audit and Risk Management requirements would lead to a significant reduction in the level of control and assurance across the authority. Consequently, the Internal Audit Plan would not be completed.	The Internal Audit Plan will be delivered as planned and assurance provided at year end to support the AGS, in conjunction with a strong Risk Management Framework.

PORTFOLIO	Total Q2 Variance to Budget	Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Regulation & Safety, Communities & Homes	133	(102)	Saving	Expenditure	Communities & Homes	Salaries	<p>The team currently has three vacancies being covered by agency staff, with costs offset by grant funding and salary savings. Previous recruitment rounds were unsuccessful due to market conditions and role requirements. To address this, one job description was amended to create a trainee role, enabling us to grow and develop talent internally. This approach has been highly successful, attracting over 80 applications and resulting in an appointment to that post. We have also appointed to one other full-time role. The remaining vacancy is maternity cover, currently filled by agency. Although advertised as a secondment, it has not been filled, so it will now be covered again by agency.</p> <p>There has also been a delay in the recruitment of a Decarbonisation Officer</p>	<p>The unsuccessful recruitment rounds initially created a risk of prolonged reliance on agency staff, increasing costs and reducing service stability. The introduction of a trainee-level role will significantly improve recruitment outcomes, it has attracted over 80 applications and resulting in successful appointments. This approach will reduce agency costs over time, but there is still a short-term impact as maternity cover remains unfilled and will require agency support. If no further action is taken, the service could continue to face cost pressures and operational challenges until all vacancies are permanently filled</p>	<p>There is a spend to save element as the new recruits will need help and support and the service will still need full time cover - this will be covered by homeless team grant funding.</p> <p>The Decarbonisation Officer is going to be filled as at 1 October.</p>
		157	Pressure	Expenditure	Communities & Homes	Agency Costs	<p>Housing Team - 1x Housing Options Officer (To be covered by Asylum Dispersal fund)</p> <p>Planned additions: Housing Reviews and Quality Assurance Officer - now appointed to full time</p> <p>Enabling Strategy Officer Post - To cover maternity leave for 6 months.</p> <p>Unaccrued Agency costs from the previous financial year amounting to £31,893 falling in this years accounts.</p>	<p>All from grant funding and no expected overspend, other than maternity cover which would not be covered by grant unless there is excess left come towards the end of the financial year</p>	<p>Grant funding to cover agency overspend to be confirmed.</p>
		202	Pressure	Income	Private Sector Leasing	Rents	<p>Higher-than-budgeted rental costs for PSL properties due to market rent increases and delays in planned hand backs, with extended lease durations beyond forecast assumptions. The budget also needs further review based on current demand. This however is variable due to the statutory requirements to provide accommodation and is something that is assessed by the service manager on a weekly and monthly basis.</p>	<p>If no changes are made, this pressure will continue for the remainder of the year, however will be updated each month based on revised Housing Benefit / Subsidy costs. Service manager meeting each month with benefits team to review this.</p>	<p>Accelerate PSL hand backs to reduce exposure to high rental costs – however this is based on the needs of the service, providing interim accommodation is a statutory requirement – service manager is reviewing the forecasted trends on homelessness. Forthcoming renters rights act will have a positive impact here as on of the leading causes of homelessness to rugby is section 21 notices. Renegotiate lease terms where possible to secure lower rents or early termination. (2 additional hand backs have been identified this month). Increase use of alternative accommodation (e.g., temporary or council-owned units) to reduce reliance on PSL. Review placement strategy to ensure PSL is only used where absolutely necessary. Statutory Requirement: We are reviewing subsidy and Housing Benefit (HB) claims for Temporary Accommodation properties to ensure compliance and maximise recovery. Historical Analysis: Review previous years' budgets to identify trends, understand why variances occurred, and apply lessons learned to future planning.</p>
		(85)	Saving	Expenditure	Temporary Accommodation	Accommodation Charge	<p>Improved recovery of accommodation charges from clients in temporary accommodation, supported by stronger collection processes and higher occupancy levels.</p>	<p>If sustained, this saving will partially offset pressures in other areas, improving the net position for the service.</p>	<p>Maintain robust collection processes and continue monitoring occupancy trends. Explore further efficiencies in billing and recovery to maximise income. Ensure compliance checks to avoid arrears and maintain recovery performance. Statutory Requirement: Continue reviewing subsidy and HB claims for Temporary Accommodation properties to ensure full recovery and compliance. Historical Analysis: Compare previous years' budgets and performance to identify best practices and areas for improvement.</p>
		(57)	Saving	Expenditure	Private Sector Leasing	Utilities	<p>Lower utility costs due to a reduction in PSL properties following recent hand backs, reducing overall consumption and associated charges</p>	<p>If PSL hand backs continue as planned, further savings may be realised, helping to mitigate rental cost pressures.</p>	<p>Continue planned PSL hand backs and monitor utility spend to confirm ongoing reductions. Update forecasts regularly to reflect savings and ensure accurate reporting. Consider energy efficiency measures for remaining PSL properties to maximise savings. Statutory Requirement: Review subsidy and HB claims for Temporary Accommodation properties to ensure compliance and maximise recovery. Historical Analysis: Use previous years' data to validate assumptions and improve forecasting accuracy.</p>
		(76)	Saving	Expenditure	Regulation and Safety	Salaries	<p>Crime and Disorder - 1 x Project Officer (1FTE)</p> <p>Licencing Services - 1 x Trainee Licencing Officer (1FTE)</p>	<p>Crime and Disorder In year saving of (£0.031m).</p> <p>Licencing Services In year saving of (£0.045m).</p>	<p>Crime and Disorder Post has now been filled and the in year saving will offset pressure elsewhere within the portfolio.</p> <p>Licencing Services This vacant post is due to be vacant all year and will offset pressure elsewhere within the Portfolio.</p>
		44	Pressure	Expenditure	Regulation and Safety	Agency Costs	<p>Variance relates to an overspend on agency costs, due to staff vacancies and sickness within the Regulatory Services team.</p>	<p>The forecast takes into account the future impact of long term sickness</p>	<p>It is anticipated that the overall pressure can be met within the portfolio</p>

PORTFOLIO	Total Q2 Variance to Budget	Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Digital & Communications, Growth & Investment	(270)	(134)	Saving	Expenditure	Digital and Communications	Staff Costs	ICT Services: - 1 x Systems Development Officer, - 1 x IT Trainer - 1 x ICT Apprentice. Customer Support Services: - 1 x Coaching Post being reviewed and transferred over to the Property Repairs Team.	ICT Services: Development officer roles is currently out to recruitment. Working with Development and Growth in regard to Senior Spatial Data Officer. Trainer and Apprentice to be reviewed following recruitment of vacant roles. Customer Support Services: - Transfer of post to the HRA will result in an underspend showing on the service for 25/26 but an increase to the HRA recharge at the end of the year.	ICT Services: Recruitment program underway as outlined. Customer Support Services: Customer Contact Centre is now at full compliment and focus is on structured, quality training and retention. Also focus on wellbeing of staff to ensure good moral and low levels of sickness
		59	Pressure	Expenditure	ICT Services	External Contractor	Contractor costs have been committed to provide backfill whilst recruitment is undertaken.	There should be no impact as costs will be offset with salary savings.	Salary savings due to vacant roles will offset costs.
		(228)	Saving	Expenditure	Growth and Investment	Salaries	Development Strategy - 1 x Senior Spatial Data Officer (1FTE) Planning Services - 1 x Planning Officer (1FTE) - 1 x Principal Planning Officer (1 FTE) Economic Development - 1 x Business Growth and Inward Investment Officer (1FTE)	Development Strategy Post has only recently moved across to the service so current impact on the team is unknown. Planning Services The vacant posts within the Local Planning Authority results in the service being unable to fulfil its statutory duties and provide decisions in a timely manner. This can lead to stifling economic growth and uncertainty with developers and investors. It also exposes the Council to potentially more appeals and expense if performance targets are not achieved.	Development Strategy Recruitment underway for the post. Planning Services Active recruitment drives to try and fill the latest identified vacant posts has failed. Securing experienced, competent and qualified individuals remains a considerable challenge and we have failed to recruit to the principal officer level three times during 24/25, so there is a continued need to rely on agency staff in the interim to ensure statutory services are delivered. We intend to go back out again soon, however, in Oct 2025 the Government's Public Accounts Committee published a report identifying a serious problem of a lack of staffing capacity and capability of planners in local authorities with an imbalance between the public and private sector. Economic Development With an unsuccessful recruitment campaign so far, other options are being considered for this role.
		194	Pressure	Expenditure	Growth and Investment	Agency Costs	The spend on agency staff is a consequence of the vacancies in the team and increased workload which needs to be addressed to ensure that we can maintain statutory services but also to help the well being of existing staff on whom the workload would otherwise fall.	Agency staff that are proficient and experienced enough with the right level of skills in planning are highly sought after and come at a premium cost.	Ongoing vacancies is leading to greater reliance on agency staff. This will continued to be monitored but is rising due to an increase in vacancies and the inability to fill those posts but also increased workload. However, increased income from planning performance agreements and pre-application fees can help mitigate this cost.
		(100)	Saving	Expenditure	Town Centre Improvements	Development Activities	Town centre spending has primarily been for feasibility work and the Town Centre Regeneration Reserve has been the predominant fund used for this. It is anticipated some of the feasibility work will deliver workstreams to enhance public realm using this budget.	Underspend is going towards overspends within the Growth and Investment Portfolio.	A plan is in place for a shop front grant scheme which this budget would be the primary source of funding
Operations and Traded Services	125	(414)	Saving	Expenditure	Operations & Traded Portfolio	Salaries	Highways Services - 2 x Highways Operatives (1 FTE) - 1 x Civil Contracts Officer (1FTE) Grounds Maintenance - 1 x Grounds Maintenance Operative (1 FTE) - 1 x Grounds person (1FTE) - 2 x Gardeners (1FTE) Domestic Waste Collections and Recycling - 1 x Driver (1 FTE) - 4 x Loaders (1 FTE) Street Cleansing - 2 x Street Cleaners (1 FTE) Garage Services - 1 x Vehicle Mechanic (1FTE)	Highways Services The service is currently working in a reduced capacity in part due to vacant positions and also ability to carry out certain work streams which require qualified staff to manage. This is currently under review. Grounds Maintenance Due to vacant positions we have extended agency placements to cover the workload and chargehands have been more involved in outside works. Work rotas have been altered to improve efficiency, with agency workers undertaking the fundamental fieldwork. Domestic Waste Collections and Recycling The collection routes are being optimised so recruitment was temporarily put on hold so that we could determine exactly how many staff were required. Street Cleansing Two team members left the team through redeployment and medical retirement. The positions were expected to be filled during a recruitment drive, however this was not successful. Garage Services Recruitment took longer than expected due to eligibility criteria be met.	Highways Services This service is included in the Phase 2 restructure, as such no immediate changes will be made to the work the team can currently undertake. Savings on salaries are expected to continue until after the restructure. Grounds Maintenance All posts have been filled. Domestic Waste Collections and Recycling Redistribute staff from optimised routes and recruit to the vacant positions. Street Cleansing These savings are offset against the pressure on overtime and agency spend. Recruitment has also now taken place and two roles were swapped with the refuse team to become street sweeping drivers and 2 x street cleansing posts were transferred to the refuse team and changed into waste collection loaders. Garage Services Position is now filled and some of saving will be offset against agency spend, no further savings expected.
		257	Pressure	Expenditure	Operations & Traded Portfolio	Agency Costs	Domestic Waste Collection and Recycling Due to staff absence and vacant positions agency staff are required to ensure that regulatory rounds are completed. Household Green Waste High absence levels. Street Cleansing Vacant positions and long term sickness absence. Garage Services To cover the vacant vehicle mechanic.	Domestic Waste Collection and Recycling Although absence levels remain high, routes are being reorganised to reduce reliance on agency staff. With a clearer understanding of current vacancies, recruitment will now proceed to help minimise agency overspend. Household Green Waste Due to high staff sickness absence within the team, agency staff have been required to cover the rounds. Street Cleansing Recruitment to vacant positions was temporarily on hold and two roles were swapped round with the Refuse team. Long term sick meant a reliance on agency staff to cover some of the street cleansing tasks. Garage Services Recruitment took longer than expected due to eligibility criteria be met.	Domestic Waste Collection and Recycling Redistribute staff from optimised routes and recruit to vacant positions should reduce agency costs, although high absence is still a pressure. Robust management with HR support is tackling long term sickness absence with staff redeployed to jobs within the council suitable for their requirements. Medical retirement has also taken place with AIP and disciplinary action taken where appropriate for repeat offenders. Additional training has been provided to try and reduce the high volume of sickness within the team. Household Green Waste High absence continues to be an issue, however plans have been put in place to support collections during normal working hours and robust management with HR support is tackling long term sickness absence. As the requirement for garden waste collection reduces over the winter period the aim is to condense rounds to reduce reliance on agency staff as absence continues to be an issue.

7) Capital variance narrative							
PORTFOLIO	Scheme	Current Budget	Expenditure plus commitments £000	Current Forecast £000	Pending Reprofiting Requests £000	Variance £000	Narrative
Finance, Performance, Legal & Governance	Income Management System	30	0	30	0	0	Upgrade of the income management system which is due to go live in December.
	Financial Management System Upgrade	77	83	77	0	0	Upgrade of the finance system; scheme is currently in progress. Committed spend higher than budget due to duplicate PO which is in the process of being cancelled.
		107	83	107	0	0	
Communities, Homes, Regulation and Safety	Great Central Walk Bridge	31	(75)	31	0	0	This scheme was created for the refurbishment of bridges on the old railway line.
	Disabled Facilities Grant	768	0	890	0	122	This grant will be passed on in full to HEART (Nuneaton and Bedworth Borough Council) for allocating out the funding.
	Rainsbrook Cemetery preparation	302	237	302	0	0	Most of the Cemetery construction was completed in 2024/25. The remainder of the scheme is expected to complete in 2025/26
	Memorial Safety	80	1	80	0	0	This scheme is on the capital programme to allow for Headstone refurbishments to take place in Cemeteries to make them safe.
		1,181	163	1,303	0	122	
Growth and Investment, Digital and Communications	ICT Renewal Programme	114	35	114	0	0	This scheme is the annual ICT renewal programme for the replacement of client devices e.g. Laptops.
	ICT refresh programme - Infrastructure	90	21	80	0	(10)	This scheme is the annual ICT renewal programme for the replacement of physical and virtual servicers, firewalls, backup and business continuity systems.
	ICT refresh programme - AV equipment	18	20	28	0	10	This scheme is the annual ICT renewal programme for the replacement of equipment within meeting rooms, the Council Chamber and other work spaces which require IT equipment e.g. Microsoft Teams devices.
	Digitalisation and Development Programme	45	5	45	0	0	This scheme was created to drive digitalisation across the organisation.
	Town Centre Strategy (Capital)- St Andrews Church	81	0	81		0	Contribution to St Andrews Church capital improvements as part of Town Centre Regeneration
	Direct Debit Digitalisation	0	(28)	0	0	0	Supplier is being chased for remaining invoice in connection to last years capital scheme.
		348	53	348	0	0	
Operations and Traded Services	Street Furniture	42	2	25	0	(17)	This scheme was created to allow for an annual refresh of bins, benches, bus shelters and other items within our Borough.
	Purchase of Waste Bins	88	41	88	0	0	This scheme is for the acquisition of domestic refuse bins for new housing developments. Most of the funds are financed through S106 contributions and other developer income. A year end journal will allocate Section 106 funds.
	Food Waste Caddies & Bins	419	0	419	0	0	Caddies for new mandatory Food Waste Service, due to be received in 2025/26
	WSU Depot Yard Re-Configuration	718	164,680	718	0	(0)	WSU depot reconfiguration- in progress and expected to be complete by year end
	Purchase of Vehicles	842	160	842	0	0	Vehicle replacement programme for the General Fund.
	Food Waste Vehicles	1,265	1	0	(1,265)	0	Vehicles for new mandatory Food Waste service, due to be received in April 2026 so budget to be reprofiled to 26/27
		3,374	164,885	2,092	(1,265)	(17)	
Partnerships and Wellbeing	Open Spaces Refurbishment - Safety Improvements	168	30	168		0	No expected variance
	Park Connector Network	70	0	70	0	0	No expected variance
	New Bilton Recreation Ground Refurbishment	140	(7)	140	0	0	No expected variance
	Open Spaces Refurbishment - Charwelton Drive	142	(6)	142	0	0	No expected variance
	Alwyn Road Changing Rooms	324	18	30	(294)	0	Officers continuing to work with community sports club and National Governing Body regarding the project and ensuring robust governance in place for future lease arrangements. It is likely that most of this budget will need to be reprofiled to 26/27
	Alwyn Road Sports Pitches refurbishment	71	0	0	(71)	0	This is being done in line with the above works so the budget will need be reprofiled to 26/27 to align with the overall scheme
	Open spaces refurbishment - Bawnmore rd play area	150	2	150	0	0	No expected variance
	Betony Road Play Area	90	0	90	0	0	No expected variance
	Cawston Green Gym	44	0	44	0	0	No expected variance
	Centenary Park Allotments Newbold	176	0	176	0	0	No expected variance
	Brindley Road/Lennon Close Play Areas and Hillmorton Recreation Ground	78	10	78	0	0	No expected variance
		1,453	46	1,088	(365)	0	

Agenda No 8

AGENDA MANAGEMENT SHEET

Report Title:	Housing Revenue Account Budget Monitoring as at 30 September (Quarter 2)
Name of Committee:	Cabinet
Date of Meeting:	1 December 2025
Report Director:	Chief Officer - Finance and Performance
Portfolio:	Finance and Performance, Legal & Governance
Ward Relevance:	All Wards
Prior Consultation:	Portfolio Holder and Leadership Team
Contact Officer:	Faiyaz Latif, Lead Accountant, faiyaz.latif@rugby.gov.uk
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities: (C) Climate (E) Economy (HC) Health and Communities (O) Organisation	<p>This report relates to the following priority(ies):</p> <p><input type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives.</p> <p><input type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.</p> <p><input type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.</p> <p><input type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough.</p> <p>Corporate Strategy 2025-2035</p> <p><input checked="" type="checkbox"/> This report does not specifically relate to any Council priorities but is key tool to monitor the performance of the organisation.</p>
Summary:	This report sets out the 2025/26 Quarter Two finance and performance position for the Housing

Revenue Account (HRA) and other adjustments for approval as required by Financial Standing Orders.

Financial Implications:

As detailed in the main report.

Risk Management/Health and Safety Implications:

This report is intended to give Cabinet an overview of the HRA forecast spending position for 2025/26 to inform future decision-making.

Environmental Implications:

There are no environmental implications arising from this report and no environmental assessment is required for this report.

Legal Implications:

There are no legal implications arising from this report.

Equality and Diversity:

No new or existing policy or procedure has been recommended and no Equalities Impact Assessment is required for this report.

Options:

N/A

Recommendation:

- 1) The Council's HRA forecast financial position as at 30 September (qtr 2) 2025/26 be considered.
- 2) The progress in remedying additional repairs identified through the stock condition survey work and tenancy health checks be noted

Reasons for Recommendation:

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

Cabinet – 1 December 2025

Finance HRA Monitoring Quarter Two 2025/26

Public Report of the Chief Financial Officer

Recommendation

- 1) The Council's HRA forecast financial position as at 30 September (qtr 2) 2025/26 be considered.
- 2) The progress in remedying additional repairs identified through the stock condition survey and tenancy health checks be noted

Executive Summary

The main purpose of this report is to provide a summary of the 2025/26 forecast position for the Housing Revenue Account.

It should be noted that the spend in the 2025/26 financial year has been impacted by an increase in repairs being undertaken in response to the findings of the recent stock condition survey works and tenancy health checks. Most of these repairs had previously been unreported by tenants and therefore not included in the modelling for the 2025/26 budgets.

Consequently, the stock condition surveys and tenancy health checks have provided an opportunity to target investment, where it is needed, to improve the safety and quality of our homes, and to meet our landlord obligations in terms of regulatory compliance.

As the transformation journey continues in respect of the repairs service, there are also efficiencies being derived from the management of our void properties. The resulting savings in terms of voids pressures (based on current forecasted void rates for the remainder of the financial year) will be reinvested to offset some of the additional spend on responsive repairs. However, it should be noted that forecasting of when properties will be returned for re-let is not an exact science so this position will continue to be monitored throughout the financial year.

The wider transformation of landlord services is an ongoing piece of work and a more detailed report setting out progress will be submitted to the January 2026 meeting of Cabinet for consideration. This will provide a more detailed narrative on efficiencies that have been achieved, which are in progress, and which are planned.

The funding of the in year pressure is being met from a reduced revenue contribution to future capital work so it is essential that the measures included in this report are delivered to take the pressure off future programming of work.

The key findings of this report are as follows:

- **Housing Revenue Account (HRA)** – at the end of quarter two there is a forecast pressure of £0.442m across the HRA for 2025/26.
- **Movements between the quarters** – Compared to Quarter One, the overall HRA forecast has improved by £0.045m, primarily due to a £0.313m favourable movement in interest and investment income, which offset an adverse movement of £0.268m within HRA services this quarter resulting from reduced income forecasts and higher Supervision and Management costs.
- **Housing Revenue Account capital programme** – at the end of quarter two the HRA Capital programme expenditure is forecast to be £22.054m for 2025/26. This would represent a saving of £0.580m.

1. BACKGROUND

- 1.1. Local Authorities have a requirement to account separately for core operational services and the provision of dwellings. This is achieved by creating two reporting functions; the General Fund and the Housing Revenue Account.
- 1.2. The Housing Revenue Account is a statutory requirement for local authorities with a council housing stock. It contains all the expenditure and income relating to the direct provision of that stock. Included in the Housing Revenue Account are elements such as rent, service charges, maintenance, repairs, and property management.
- 1.3. The Regulator of Social Housing introduced new regulatory consumer standards in April 2024, setting out requirements in respect of the quality, management and maintenance of social housing.
- 1.4. The Council takes a multiyear approach to its budget planning and monitoring, recognising that the two are inextricably linked. At three-month intervals officers provide their latest forecast expectations for each of the reporting units. This report offers the latest outlook based on the information available at 30 September 2025 (Quarter Two).
- 1.5. Throughout the report, pressures and savings are referred to. A pressure is an instance whereby forecast costs have exceeded budget or forecast income has not met target. This will be shown as a positive value. A saving occurs where forecast expenditure is lower than budget or forecast income is higher than the target. This is displayed using brackets.

2. HRA Operating Position

- 2.1. The 2025/26 HRA revenue forecast position is summarised below.

Table Four: HRA Revenue Outturn Position

Type	Revised Budget £000	2025/26 Forecast £000	Outturn Variance to Budget £000	Movement Between Quarters
Income	(20,722)	(20,598)	124	124
Expenditure	16,834	17,465	631	143
Cost of HRA services	(3,888)	(3,132)	756	268
Interest and investment income/expense	43	(271)	(313)	(313)
Net cost after interest	(3,846)	(3,405)	442	(45)
Contribution to capital expenditure	3,796	3,354	(442)	45
Contributions to (+) / from (-) reserves	50	50	0	0
Total	0	0	0	0

- 2.2. Although the HRA will report a balanced position and details are found in appendix one, there are two significant variances within the function.

Rental Income – dwellings – pressure of £0.124m

- 2.3. The shortfall in income is partly due to the increased number of Right to Buy applications resulting from an announced reduction in eligible discounts going forward, following a government review of the scheme in late 2024. In total there have been thirty-five right to buy sales up to 30 September 2025 quarter two 2025 compared to a budget assumption of five for the full year. It is anticipated that there will be a lower take-up of the scheme in future years as a consequence of the less generous discounts and revised eligibility criteria.

Property Repairs Team – pressure of £0.981m

- 2.4. The main drivers are increased external contractor costs and a rise in complex repair activity following recent stock condition surveys, which identified 1,230 HHSRS hazards requiring rectification. As a social housing landlord, the Council must address these within prescribed timeframes to remain compliant with regulations. Around 63% of the works have been allocated to the repairs team, many involving large and complex works. In addition, Tenancy Health Checks have generated a further 160 repair requests year-to-date, further increasing workload and contractor demand.
- 2.5. Alongside this, there has been an increase in electrical repairs and smoke alarm installations to ensure properties meet updated safety compliance standards. The PRS team have cleared the back log and the WIP has reduced since the beginning of the financial year by 55% (1234 jobs in April down to 681 jobs in September). The Hazards raised within PRS have also reduced from 772 down to 54. The safety of our tenants is of paramount importance but comes with a cost that was not anticipated. The costs for these completed works are still coming through but should start to settle by quarter 4 with an anticipated reduction in spend by £0.5m next financial year.
- 2.6. Actions being taken to mitigate financial pressures include the implementation of tighter cost control through the National Housing Federation Schedule of Rates, which will support accurate cost forecasting and improve day-to-day budget management. The practice of raising nil-value jobs is being discontinued to strengthen financial transparency, alongside ongoing work to review gas system sustainability options and analyse responsive repair expenditure.

- 2.7. Investment in new surveying equipment, including telescopic cameras and potential drone technology, is planned to improve inspection and post-validation of works. An Interim Commercial Manager is also being recruited to support the PRS team in developing cost-saving strategies and strengthening financial control.
- 2.8. Smoke alarm works are currently under review, with the potential for these to be capitalised.

Other key areas

- 2.9. A forecast underspend on void works (£0.530m) is helping to partially offset this significant pressure.
- 2.10. Supervision and Management is reporting a (£0.350m) saving, mainly due to staffing vacancies across sheltered housing, housing management, and the control centre.
- 2.11. Recruitment to key roles has been paused or delayed while service reviews are undertaken. Some of the saving is being used to support temporary staffing in other areas, with recruitment activity expected to resume shortly.
- 2.12. A detailed analysis of HRA revenue significant, including root causes, impacts and actions being taken, is provided in Appendix One.
- 2.13. Net Cost of Borrowing is projecting a saving of (£0.313m)—Interest rates were budgeted at a prudent and responsible level, as market interest rates are expected to remain at an elevated level above those projections for at least until the end of the calendar year when there could be reductions. The Council has continued to see a benefit in Quarter One, but this benefit cannot be relied on in future periods - the expectation remains that at some point interest rates will begin to fall further.

2.14. Staffing and Agency Forecasts

HRA Fund Salaries Vs Agency

Portfolio	Staffing Variance £000	Agency Variance £000	Net Position between Staffing & Agency Costs £000
Sheltered Housing	(178)	23	(155)
Control Centre (HRA)	(207)	184	(23)
Housing Management	(74)	(36)	(110)
Unplanned Maintenance & Repairs	(132)	78	(54)
Total	(591)	249	(342)

- 2.15. The total HRA staffing budget for 2025/26 is £4.196m compared to a forecast of £3.605m resulting in a forecast underspend of £0.591m. The underspend is mainly due to a high number of vacant positions across the team, some of which are being held deliberately. Temporary staff are being used where appropriate to cover these vacancies whilst recruitment takes place, in order to maintain service quality and support staff wellbeing.

- 2.16. What the table above shows is that although there is use of agency staffing to deliver general fund services, in overall terms the spend is lower than the saving from vacant posts.

3. HRA Capital

- 3.1. The approved 2025/26 HRA Capital Programme totals £22.795m. Following reprofiling adjustments between schemes (net impact £161k), the reprofiled budget stands at £22.634m, with a forecast outturn of £22.054m.

Table Five: HRA Capital Programme

Type	Revised Budget £000	Budget Reprofiling £000	Reprofiled Budget £000	Q2 Forecast £000	Variance to Budget £000	Movement Between Quarters
HRA Capital Programme	22,795	(161)	22,634	22,054	(580)	259

- 3.2. The HRA Capital Programme is forecasting a saving of (£0.580m), mainly due to underspends across several capital schemes
- 3.3. The largest savings come from the Capital Roofing Programme (£0.270m), where part of the budget has been redirected to support unplanned works that met the criteria for capital spend rather than revenue.
- 3.4. Additional savings also arise from the Rounds Gardens Demolition as the work is now complete (£0.218m)
- 3.5. Further savings arise from Replacement Footpaths (£0.100m) and Rebuilding Retaining Walls (£0.050m), where no spend is anticipated this year.
- 3.6. These are offset by pressures on Roofing Unplanned Renewals £0.250m due to a high volume of damp and mould remedial works, Navigation Way £0.191m relating to compensation events expected to this year and Tiber Way £0.020m for additional fencing and CCTV.
- 3.7. Details of the HRA capital programme can be found in Appendix One.

4. Conclusions

- 4.1. There is currently a budget pressure being reported within the delivery of HRA services. The way that this is being achieved is through a reduction in the revenue contribution to future capital works. Although there are reasons for this, it is not a sustainable approach because over a number of years this will have an impact on the deliverability of the capital programme for tenants. Similar to the approach in the general fund, the way in which Leadership will take account of the situation will be three fold.

- **Robust and Reliable Forecasting**

Accurate forecasting is critical to support strategic decision-making and to avoid actions being taken on incorrect assumptions. Any budget allocations that are unlikely to be incurred must be declared promptly, as this will improve the overall financial position.

- **Consideration of Expenditure**

Where possible, non-essential work should be deferred to manage resources effectively and maintain financial resilience.

- **Informed Recruitment Decisions**

When a post becomes vacant, a review will be undertaken to determine whether the role needs to be filled in its current form. A Recruitment Justification Form has been introduced and must be completed and assessed by the Leadership Team prior to commencing any recruitment process. This measure does not constitute a recruitment freeze at this stage but ensures that all appointments are justified and aligned with organisational priorities.

4.2. The requirement from the Chief Financial Officer is that these measures are adopted by all and will be reviewed on a monthly basis. The 2025/26 budget monitoring has monthly forecasts on staffing and “significant variances” this is presented to the Medium Term Financial Strategy Group, the portfolio holder for Finance and Performance and also to the Chair and Vice Chair of Scrutiny.

4.3. In an enhancement to prior years monitoring, where there are large pressures within the general fund, the budget manager (in conjunction with the Chief Officer) are required to fill in a “variance control questionnaire”. This is a suite of ten questions to get more of an understanding of the issues and the potential resolutions. These will be presented to the Medium Term Financial Strategy Group and progress will be monitored on a monthly basis. The area currently being considered in the HRA is the property repairs team. Following a successful trial this will be embedded across the organisation.

Name of Meeting: Cabinet

Date of Meeting: 1 December 2025

Subject Matter: Finance and Performance Monitoring Quarter Two
2025/26 - HRA

Originating Department: Finance and Performance

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☐ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
	HRA budget monitoring report 30 June (qtr1)

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 - Housing Revenue Account (HRA) Dashboard - Quarter 2 2025/26

1) Revenue Summary								
Service	Current Budget	Total Income / Expenditure + Commitments	Forecast	Pending Supplementary Budget /Virement	Total Variance Q2	Variance as a % of budget	Total Variance Q1	Movement
	£000	£000	£000	£000	£000		£000	£000
Rent income from dwellings	(19,229)	(9,453)	(19,132)	0	97	-1%	0	97
Rent income from land and buildings	(129)	(54)	(107)	0	22	-17%	0	22
Charges for services	(1,212)	(554)	(1,181)	0	31	-3%	0	31
Contributions towards expenditure	(5)	(1)	(5)	0	0	0%	0	0
Contributions towards expenditure	0	0	0	0	0		0	0
Contributions towards expenditure	(4)	(1)	(4)	0	0	0%	0	0
Contributions towards expenditure	0	0	0	0	0		0	0
Contributions towards expenditure	(30)	(28)	(56)	0	(26)	87%	0	(26)
Contributions towards expenditure	(113)	0	(113)	0	0	0%	0	0
adjustment	0	0		0	0		0	0
Contributions towards expenditure	(152)	(30)	(178)	0	(26)	17%	0	(26)
Total Income	(20,722)	(10,090)	(20,598)	0	124	-1%	0	124
Transfer to Housing Repairs Account	5,874	4,897	6,855	0	981	17%	988	(7)
Supervision & Management - INC00	0	0	0	0	0		0	0
Supervision & Management - AGP	1,128	412	941	0	(187)	-17%	(157)	(30)
Supervision & Management - MAN	1,943	975	1,803	0	(141)	-7%	(187)	46
Supervision & Management - MAN Recharges	3,658	0	3,658	0	0	0%	0	0
Supervision & Management adj for CDC	(318)	0	(318)	0	0	0%	0	0
Supervision & Management - MSF	0	(0)	0	0	0		0	0
Supervision & Management - CCE01	4	0	0	0	(4)	-100%	0	(4)
Supervision & Management - CCE00	664	392	646	0	(18)	-3%	(156)	138
Supervision & Management - SCH00	0	0	0	0	0		0	0
Supervision & Management adj for income		0		0	0		0	0
Supervision & Management	7,080	1,778	6,730	0	(350)	-5%	(500)	150
Rent, rates, taxes and other charges	125	(53)	125	0	0	0%	0	0
Depreciation and impairment	3,368	0	3,368	0	0	0%	0	0
Debt management costs	0	0	0	0	0	0%	0	0
Provision for bad or doubtful debts	69	0	69	0	0	0%	0	0
Total Expenditure	16,516	6,623	17,147	0	631	4%	486	143
HRA share of Corporate/Democratic Core Costs	318	0	318	0	0	0%	0	0
Net cost of HRA services	(3,888)	(3,467)	(3,134)	0	756	-19%	486	268
Interest payable and similar charges	1,104	0	1,104	0	0	0%	0	0
Interest and Investment Income	(1,063)	0	(1,376)	0	(313)	29%	0	(313)
Net Operating expenditure	(3,846)	(3,467)	(3,405)	0	442	-11%	485	(45)
Contributions to (+) / from (-) reserves	50	0	50	0	0	0%	0	0
Revenue Contributions to Capital Expenditure	3,796	3,467	3,355	0	(442)	-12%	(485)	45
(Surplus) / Deficit for the Year on HRA Services	(0)	0	0	0	(0)		0	(0)

2) Head Count- Vacancies (HRA)			
Service	Budgeted FTE's 25/26	Actual FTE's at Q2	Vacant FTE's at Q2
Housing	48.80	35.80	(13.00)
Property Repairs Service	50.23	43.42	(6.81)
	99.03	79.22	(19.81)

3) Reserves & Balances							
Name of reserve / balance	Balance as at 1/04/25	Forecast contribution (to)/from	Forecast balance as at 31/03/26	Forecast contribution (to)/from	Forecast balance as at 31/03/27	Forecast contribution (to)/from	Forecast balance as at 31/03/28
	£000	£000	£000	£000	£000	£000	£000
Housing Revenue Account Balances	(4,085)	0	(4,085)	0	(4,085)	0	(4,085)
HRA Capital Balances	(17,621)	8,871	(8,750)	(3,953)	(12,703)	(4,225)	(16,928)
HRA Major Repairs Reserve	(6,127)	(260)	(6,387)	(412)	(6,799)	(512)	(7,311)
Housing Repairs Account	0	0	0	0	0	0	0
HRA Climate Change Reserve	(1,512)	1,069	(443)	0	(443)	0	(443)
HRA - Transformation Reserve	(227)	71	(156)	0	(156)	0	(156)
Sheltered Housing Rent Reserve	(456)	(49)	(505)	(51)	(556)	(53)	(609)
Right to buy Capital Receipts	(12,023)	(1,457)	(13,480)	424	(13,056)	0	(13,056)
	(42,051)	8,244	(33,806)	(3,992)	(37,798)	(4,790)	(42,588)

5) Revenue variance narrative									
Service	Q2 Variance £000	Item variances to budget	Pressure/ (Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Rent income from dwellings	97	97	Pressure	Income	Rental Income (INC00)	Rental Income	Income is lower than budget mainly due to higher than expected Right to Buy (RTB) sales. The increase in RTB applications follows the government's late-2024 review of the scheme, which announced a reduction in eligible discounts going forward. In total there have been 35 RTB sales up to Q2 2025 compared to a budget assumption of 5 for the full year.	Lower rental income for the year with an ongoing shortfall	It is anticipated that there is likely to be a lower take up of the Right to Buy scheme in future years, as a consequence of the less generous discounts and revised eligibility criteria.
Housing Repairs Account	981	850	Pressure	Expenditure	Unplanned Maintenance and Repair (UMR00)	External Contractor & Operator	Due custom of raising invoices at a nil value instead of applying an estimate. This is a running amount based on YTD spend.	A continuation of the current process will result in a cost pressure against the overall HRA budget. HHSRS remedials have impacted the budget this year by a predicted £1m. Spend is £400,000 YTD and have £650,000 with open jobs (based on the values currently held in the system). This was not budgeted for.	From October 2025, the team will be utilising the NatFed schedule of rates, to forecast costs and support the effective management of budgets. The schedule of rates is a widely used industry standard for pricing maintenance and repairs works, particularly in social housing. The exception to this is specialist works - the team are going back through to find and record the quotes (which are being obtained). The practice of nil value jobs is to cease from October to permit effective management of day to day budgets and accruals. Audit are to advise on any additional improvements to processes.
		353	Pressure	Income	Unplanned Maintenance and Repair (UMR00)	Contract Income - Internal	Based on current run rate, PRS recharges to services are expected to be lower than the income target for the year. There are data migration issues so this run rate will need to be confirmed after further validation.	The impact is that there will be £354,000 of income that will not be received unless the run rate increases in the second half of the year.	Total Mobile needs to interface directly with Agresso so manual data extraction to determine accruals to stopped, removing the risk of human error. The income target needs to be reviewed for future years.
		(530)	Savings	Expenditure	Void works (UMR09)	R&M External Contractors	Based on current run-rate. Where possible work on void properties is now being capitalised and can be seen in the capital programme monitoring.	Based on the current run rate, the Void works service R&M External contractors' cost are on a trajectory to be budget saving at year end, however spend over the coming periods cannot be predicted as this is demand led.	Any underspend realised at year-end against this budget may be utilised and offset against overspends in other budget lines.
		249	Pressure	Expenditure	Housing Planned Maintenance (UMR30)	Smoke Alarm Replacements	Forecasting a pressure while the remaining properties are brought in line with current legislation. These works are required to make our properties compliant.	There is potential capital budget available with the PRS Fire budget to cover the potential outturn.	The team will continue to monitor the budget, but it is expected that the monthly overspend will continue for this year and drop in the 2026/27 budget year as properties become compliant. In addition, the costs are under review to assess whether they can be capitalised.
		126	Pressure	Expenditure	Housing Planned Maintenance (UMR30)	Electrical Maintenance	Average monthly electrical response repair work is running at approximately £31.75k. This is a responsive repair budget, so the outturn is only estimated.	This is a responsive repair budget and the budget amount for 2025/2026 has been based on previous year's spend. Work cannot be predicted to a finite amount. The current spend aggregated to 12 months shows an upward trend in response repairs, hence the potential overspend	Ongoing monthly analysis of spend will be ongoing but unfortunately there cannot be anything put in place to mitigate responsive repair costs.
		(187)	Saving	Expenditure	Sheltered Housing (AGP)	Salaries	13 ILC roles budgeted but should only be 12 ILC posts. 8 perm ILCs currently in post. Posts being kept vacant pending a review of the service. Using the spare budget to fund a Tenancy Support Temp (Grade D) - currently in post and have advertised for a Temp Housing. Several Independent Living Officer positions are vacant pending a review of the service.	Represents a saving although the positions could require support from other agency recruitment elsewhere in the service as well as agency staff covering these roles.	Service review to commence shortly. Redesignation program is ongoing.

4) Capital Summary						
Service	Current Budget	Total Expenditure	Forecast	Pending Supplementary Budget/ Virement/ Reprofilling	Total Variance	Narrative
	£000	£000	£000	£000	£000	
Navigation Way (formerly Biart Place)- Construction	5,567	4,693	6,846	1,088	191	The pressure on this Housing scheme mainly relates to compensation events (i.e. events outside of the contract) due on the main construction contract. The value of known events at Q2 payable during 2025/26 is circa £152k. As the scheme progresses the risk of these events occurring is expected to reduce. The variance expected across the whole scheme is circa 2%
Housing Management System	77	5	60		(17)	Current spend on Consultancy fees linked to housing management system will be transferred to this budget.
Fire Risk Prevention Works	100	35	100		0	Expect to spend all budget - £31,000 is known expenditure but we have 238 jobs allocated for fire door remedial works which costs are unknown at present. Expect to spend all the budget
Rewiring	160	65	160		0	Remedial works for EICRs are now coded to this. There are currently 475 jobs allocated. Outturn is estimated as costs are unknown
Lifeline Renewal Programme	60	17	30		(30)	Good progress has been made with the upgrading of equipment from analogue to digital, therefore its not anticipated that all the budget will be required.
Finlock Gutter Improvements	100	74	100		0	Full budgeted spend expected.
Rebuilding Retaining Walls	50	(22)	0		(50)	No planned spend this Financial Year
Replacement Footpaths	100	(55)	0		(100)	No planned spend this Financial Year - works on footpaths have been allocated to aids and adaptations cost centre
Driveways	25	(9)	0		(25)	Budget won't be used and can be utilised on other capital projects.
Fire Risk Prevention works voids	70	21	70		0	Demand led, but expecting to spend full budget
Rewiring Unplanned Renewals	177	99	100		(77)	No further spend expected on this cost centre.
Fire Risk Unplanned Renewals	60	1	1		(59)	No expected spend on this budget
Roofing unplanned renewals	50	125	300		250	Due to a high volume of HHSRS remedials and 40% being related to damp and mould caused by roof failure. This budget will be exceeded, but will utilise £0.5m funding for roofing capital programme
Disabled Adaptations	250	104	250		0	Year to date spend marginally in-line with budget. Potential ground floor extension to cost (£50k estimate). If that materialises the budget will be fully spent
Kitchen Modifications	1,510	687	1,510		0	Expect to spend all budget - kitchen unit costs are estimated at £900 per property. 182 kitchens still to install
Kitchen Modifications Voids	200	28	100		(100)	Demand led, but expecting to spend half the budget based on current run rate and previous years data
Kitchens non voids	52	(7)	52		0	Demand led. Plan going forward is that non voids will be picked up by Asset team
Heating Upgrades	20	13	20		0	Two replacement boilers ordered due to being beyond economical repair
Bathroom Modifications	90	12	65		(25)	Currently 4 bathrooms allocated. Orders for 2025/2026 still to raise. Expected spend £65k
Bathroom Modifications - voids	100	25	70		(30)	Based on current run rate, and previous years data
Bathrooms non voids	50	(9)	10		(40)	Demand led. No planned spend, and no jobs so far this financial year. Plan going forward is that non voids will be picked up by Asset team
Carbon Management Plan (HRA)	59	20	59		0	Wave 2 in closing stages, awaiting one further invoice.
Carbon Management Plan Wave 3 (HRA)	4,201	0	4,201		0	Wave 3 currently in early stages (Grant funding - £3,106,805 / HRA Balances (Capital) Reserve - £1,094,663)
Low Carbon Skills Fund	58	0	58		0	Full budget spend expected on Decarbonisation feasibility and design works
Tanser Court Boilers & Roof	450	0	450		0	Tanser Court new boiler has been installed and the bypass boiler removed - phase 1 of the heating upgrade is complete. Phase 2 which will the adding of two new fused spurs which will provide residents with an electric towel and a thermostatically controlled valve which will be planned for spring 2026. The reason for the delay is the fitting of the control valve will require draining of the heating system which would leave residents without heating during the Winter. We have received two quotes for the roof replacement one through CHIC one from a comparative roofing company which was of equal value but provided a better solution. Its with procurement to look at options. The roofing programme - we met with roofing contractors yesterday on site at Parkfield and Lea Crescent who will be providing quotes for replacement..
Capital roofing programme	500	0	230		(270)	In early stages and contract is out for procurement in respect of Parkfield. Half of budget is expected to be utilised by Roofing unplanned renewals capital project. £20k of this budget has also been utilised as part of the Tiber Way project.
Purchase of Council Houses	6,740	1,575	6,740		0	Housing acquisition opportunities that arise and align with required demand will continue to be pursued throughout the remainder of the financial year. Therefore, the estimated spend is likely to increase but cannot be forecast currently due to the nature of property acquisitions and changes in need demand. 11 further properties currently at conveyancing stage. Expected 4 potential acquisitions at due diligence stage equating to a potential spend of £2.6m additional to the current year to date spend.
Rounds Gardens demolition	338	27	120		(218)	The remaining works on this demolition element of the Housing scheme are due to complete in 2025/26 and a saving is expected against the remainder of this budget.
Rounds Gardens- Design and Legal Fees	1,252	19	115	(1,137)	0	Feasibility and Design work is currently ongoing for this Housing Scheme. It is anticipated that the majority of the budget will need to be reprofiled to 2026/27 for works to continue on the redevelopment.
Garage Management Plan	275	0	163	(112)	0	Garage scheme is in its early stages following Council approval in September 2025; it is anticipated some of this budget will move into 26/27 to continue the works.
Tiber Way	53	42	73		20	The pressure on this scheme relates to additional works relating to fencing and CCTV; this is offset by an underspend on the roofing scheme of the same amount.
Overall Total	22,795	7,587	22,054	(161)	(580)	

AGENDA MANAGEMENT SHEET

Report Title:	Performance Report 2025/26 at 30 September (Quarter Two)
Name of Committee:	Cabinet
Date of Meeting:	1 December 2025
Report Director:	Chief Officer - Finance and Performance
Portfolio:	Finance and Performance, Legal and Governance
Ward Relevance:	All Wards
Prior Consultation:	Portfolio Holder and Leadership Team
Contact Officer:	Gemma Lister - Lead Accountant gemma.lister@rugby.gov.uk 01788 533406
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	<p>This report relates to the following priority(ies):</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives.<input checked="" type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.<input checked="" type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.<input checked="" type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough. <p>Corporate Strategy 2025-2035</p>
Summary:	This report sets out performance data at 30 September (Quarter 2)
Financial Implications:	There are no direct financial implications
Risk Management/Health and Safety Implications:	This report is intended to give Cabinet an overview of the Council's performance data.

Environmental Implications:	There are no environmental implications arising from this report.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	No new or existing policy or procedures has been recommended and equalities impact assessment is required for this report.
Options:	None
Recommendation:	The Council's Performance Report at 30 September (Quarter Two) be considered
Reasons for Recommendation:	This reports sets out performance information for the year, as identified by officers.

Cabinet - 1 December 2025

Performance Report 2025/26 at 30 September Quarter Two

Public Report of the Chief Officer - Finance and Performance

Recommendation

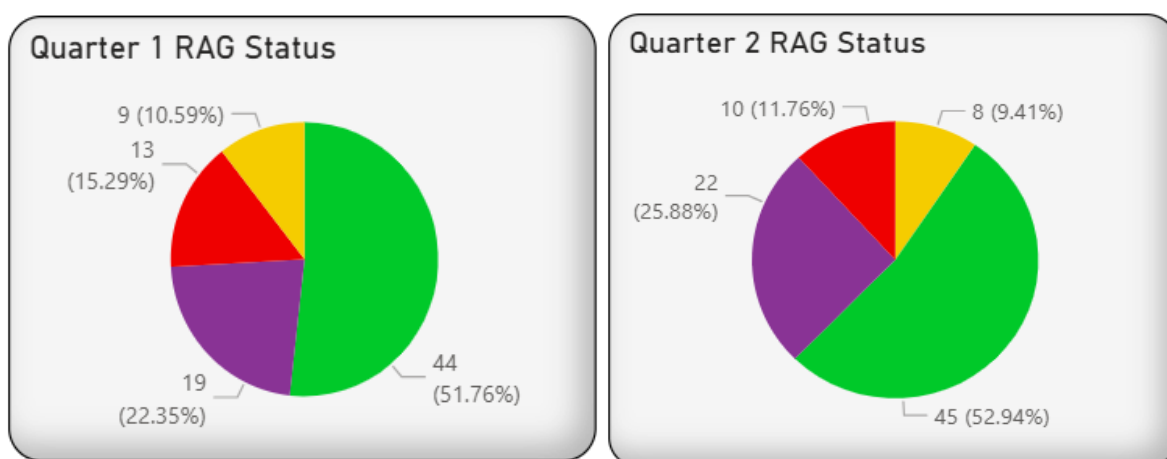
The Council's Performance Report at 30 September (Quarter Two) be considered

1. Executive Summary

1.1. This report summaries the performance of the Council against key performance indicators (KPIs) for Quarter Two of 2025/26. It provides a snapshot of key achievements and areas that require improvement across the various service areas.

2. Overall Performance

2.1. There are 85 KPI's listed on the Council's 2025/26 performance dashboard. Of those indicators where performance data was submitted for Quarter Two, forty five (52.94%) were green (target met / exceeded), eight (9.41%) were amber (target narrowly missed) and ten (11.76%) were red (target significantly missed). The two charts below show the comparison between the position at 30 June (quarter 1) and 30 September (quarter 2).



2.2. In addition, there were twenty two KPIs which are measured on a quarterly basis but for which no data was provided for 30 September (quarter 2). This represents 25.88% of the total quarterly KPIs. Four of these KPIs relate to annual measures for which no information is available yet. A further five within the Regulation and Safety service could not be generated due to system issues – this information will be retro completed so that comparisons can be made in future months.

2.3. The performance dashboard for Quarter Two can be viewed and interrogated using this link:
<https://www.rugby.gov.uk/w/performance/dashboard?p I back url=%2Fsearch%3Fq%3Dperformance&p I back url title=Search>

3. Red rated KPIs

3.1. There were seven KPIs rated red 30 June (Quarter 1) The owner of each of the measures has produced more explanation on the reason for the rating and the corrective action that will be taken to address the issues. The number of red KPIs has reduced to five at 30 September (Quarter 2). Only one of the KPIs was not already rated red and so as well as tracking the progress of the corrective action for existing red measures, a summary is required for the new red rated measure.

Measure	Target	Q1 Performance (RAG)	Q2 Performance (RAG)
% of all years bid levy collected	92%	84%	97%
% of all years bid levy collected	96%	84%	97%
% planned food inspections completed	98%	64%	68%
Long term sickness	10 days	12.4 days	13 days
% of sundry debtors outstanding more than 28 days after payment due date	60%	76%	80%
% member attendance at non-mandatory training programme	60%	43%	12%

3.2. The table above demonstrates that corrective action is taking place to resolve the previously non achieved targets. In the Revenues and Benefits team decisive action has taken place to collect the BID levy on behalf of Rugby First and the collection rate is above the target for both in year and historical debts. This successful turnaround will be a boost to Rugby First who rely on levy income to provide their mandate to the businesses in the town centre.

- 3.3. The performance of outstanding debt owed to RBC remains under target though. After carrying out investigations, 40% of the outstanding debt is over two years old, making it historically difficult to collect. The team is already using tools like voicescape and payment plan to chase outstanding debts, resulting in the successful collection of £0.290m of historical debt being collected over the last 12 months, the target remains challenging. Until the age of the debt reduces, the performance against this target will continue to struggle. Officers will consider amending the KPI to show performance against debt under 365 days and debt over 365 days to better reflect current collection efforts. Another consideration is to implement a new process where services take payment upfront or at the point of delivery, rather than relying on an invoicing system. This will prevent the accumulation of new, old debts in the future.
- 3.4. The performance on Long Term sickness continues to be a challenge for the organisation. Long Term Sickness is measured over a 12-month rolling period for lost days per Full Time Equivalent (FTE). Open sickness cases in Operations and Traded Services are down from 18 in May, to 8 in November. As of week commencing 3 November, Communities and Homes have the highest open cases – with three that are stress related. Over the last rolling 12 months, there have been three cases in Finance and Performance that are mental health related. The HR team have delivered workshops on Attendance Improvement Plans (AIPs), Welfare Meetings and Welcome Back meetings – which have resulted in a slight reduction in Short Term sickness. Two employees have achieved Ill Health Retirement (IHR), with another Long Term Sickness case confirmed as IHR last week.
- 3.5. In addition, proactive steps include: Wellbeing webinars and resources, Able Futures, additional Occupational Health clinics and referrals to physiotherapy to support employees back to work. Counselling referrals have increased and attendance at in-house Mental Health and Wellbeing courses as well as Resilience workshops are increasing. Annual flu clinic is planned for week commencing 10 November.
- 3.6. There has been a link between employees involved in grievances going on sickness absence and this has been evidenced in Regulation and Safety, Community and Homes and Operations and Traded Services. Additional, training is being planned for January – Early Resolution – for people managers in those service areas who have had formal grievances in the last 12 months.
- 3.7. Sickness absence and creating an environment and culture which discourages employees from going sick (for whatever reason) should initially be managed by the people manager, supported by HR on a case-by-case basis. Long term sickness and sickness linked to protected characteristics, including stress will be supported by HR.
- 3.8. The performance on Food Inspections is still rated red because there have been a number of issues meeting the target due to internal and contractor sickness. The contractor has been extended, the internal sickness issue is being managed, and a new plan is being produced to catch up, but targets are likely to be missed this year.

3.9. The performance on member training is rated red for Quarter 2 because only one training session was held during Quarter 2 on Dealing with difficult situations. This was not mandatory resulting in low attendance.

Name of Meeting: Cabinet

Date of Meeting: 1 December 2025

Subject Matter: Performance Report 2025/26 at 30 September (Quarter Two)

Originating Department: Finance and Performance

DO ANY BACKGROUND PAPERS APPLY

☒ YES

☐ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	Performance Report Quarter 1

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:	Introduction of Council Tax Long-Term Empty Property and Second Home Premiums
Name of Committee:	Cabinet
Date of Meeting:	1 December 2025
Report Director:	Chief Officer - Finance and Performance
Portfolio:	Finance and Performance, Legal and Governance
Ward Relevance:	All Wards
Prior Consultation:	Chief Officer Finance and Performance
Contact Officer:	Richard Moore, Revenues & Benefits Manager richard.moore@rugby.gov.uk, 01788 533481
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	<p>This report relates to the following priority(ies):</p> <p><input type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives.</p> <p><input type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.</p> <p><input type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.</p> <p><input checked="" type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough.</p> <p>Corporate Strategy 2025-2035</p> <p><input type="checkbox"/> This report does not specifically relate to any Council priorities but</p>
Summary:	<p>This policy sets out the Council's decision to exercise its discretionary power, granted under Section 11B (Long term empty) and 11C (second homes) of the Local Government Finance Act 1992 (as amended), to charge a Council Tax Premium on two distinct classes of unoccupied dwellings.</p>

Financial Implications:

The implementation of the Long Term Empty charge is projected to yield between £35,000 and £70,000 in additional revenue for the Council's share from 1 April 2026, based on current property data.

The second homes premium change is projected to yield between £20,000 and £35,000 in additional revenue for the Council's share from 1 April 2027, based on current property data.

The Council accepts that the revenue generated may be volatile and unpredictable as the policy is designed primarily as a deterrent. A successful policy will result in a reduction in the number of empty properties and a corresponding reduction in premium income over time, which is considered an acceptable outcome aligned with the strategic goal of increasing housing supply.

Although not an implication of this report, a review of staffing resourcing is taking place and could feature in a future decision.

Risk Management/Health and Safety Implications:

There are risk management implications due to the increase in appeals against the premium. Mitigations for these are contained in the main report.

Environmental Implications:

There are no environmental implications arising from this report and no Climate Change Impact Assessment is required.

Legal Implications:

The proposed changes are fully enabled by the Local Government Finance Act 1992, as amended by the Levelling-up and Regeneration Act 2023.

The Council is adopting the minimum permissible threshold of 12 months for both the LTEP and Second Home premiums, giving it the strongest possible legal position to defend the policy's application.

Equality and Diversity:

An Equality Impact Assessment on this policy was undertaken on 17 October 2025 and will be reviewed on 17 October 2028.

The policy applies uniformly to all eligible property classes and owners. The policy's objective of improving the availability of housing supply in the Borough is considered a positive contribution to social equality by addressing the acute housing shortage.

Options:

1. Approve the adoption and implementation of the revised Council Tax Premium Policy, effective 1 April 2026.
2. Maintain the current, less stringent premium policy (thereby foregoing the estimated maximum of £100,000 in revenue and reducing the incentive to bring properties back into use).

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT the adoption of the tiered Council Tax Premium Policy for Long-Term Empty Properties with an effective implementation date of 1 April 2026 and the reduction of the qualification period for the Second Home Premium to 1 year, with an effective implementation date of 1 April 2027, be approved.

Reasons for Recommendation:

The primary purpose is to increase the available housing supply within the Borough by using financial disincentives to encourage owners to bring stagnant properties back into use. The policy is proportionate and targeted, aligning with the Council's strategic goal of improving housing for residents.

Cabinet - 1 December 2025

Council Tax Long-Term Empty Properties and Second Home Premiums

Public Report of the Chief Officer - Finance and Performance

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT the adoption of the tiered Council Tax Premium Policy for Long-Term Empty Properties with an effective implementation date of 1 April 2026 and the reduction of the qualification period for the Second Home Premium to 1 year, with an effective implementation date of 1 April 2027, be approved.

1 Executive Summary

- 1.1 This report seeks Council approval for the adoption and implementation of a revised Council Tax Premium Policy for Long-Term Empty Properties (LTEPs) and a reduction in the qualification period for the Second Home Premium. These changes are enabled by the Local Government Finance Act 1992, as amended by the Levelling-up and Regeneration Act 2023.
- 1.2 The primary objective of this policy is to increase the available housing supply in the Borough by using financial disincentives to encourage owners to bring stagnant properties back into use.
- 1.3 The Council proposes a tiered premium structure for dwellings that are unoccupied and substantially unfurnished for a continuous period of 12 months or more. This adopts the minimum permissible threshold of 12 months, reduced from 24 months, to maximise the incentive for re-occupation.
- 1.4 The legislation requires that a determination be made prior to the start of the financial year, therefore, the Council is able to implement changes to the empty homes premium effective from 1 April 2026
- 1.5 The policy proposes reducing the qualification period for the Second Home Premium (furnished, non-main residence) from 2 years to the minimum permissible period of 1 year, applying a 100% Premium (Double the standard charge).
- 1.6 The Legislation requires the Council to provide at least 12 months notice before a determination can take effect. Therefore, the premium on second homes will be effective from 1 April 2027.

- 1.7 This revenue is considered a secondary benefit, as the policy is primarily a deterrent and premium income is expected to reduce over time as properties are brought back into use (a successful outcome).

2 Introduction

- 2.1 Recent legislative changes have empowered Local Authorities to take a firmer stance against properties that stand vacant for extended periods. By adopting the 12-month threshold, the Council is utilising the maximum possible financial lever available to address local housing need.

- 2.2 The power to charge a Council Tax Premium on long-term empty properties (LTEPs) is established by the Local Government Finance Act and enabled by the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2012 (as amended by the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 and the Levelling-up and Regeneration Act 2023).

- 2.3 The purpose of this premium is twofold:

To **incentivise owners** to bring long-term empty dwellings back into use, increasing the available housing supply within the Borough.

To generate **additional revenue** for the Council, ensuring that empty property owners contribute fairly to local services. This policy is projected to yield a maximum of £70,000 in additional Council share revenue in 2026/27, rising to £100,000 in 2027/28, before any appeal adjustments.

- 2.4 The implementation of this policy includes cross-departmental coordination, where the Revenues team, in enforcing the premium, will liaise with the Housing team to offer advice and resources to owners who demonstrate a willingness to bring their properties back into use, thus supporting the policy's core objective.

- 2.5 The policy includes the following mandatory statutory exceptions.

- Dwellings being **actively marketed for sale or rental** (evidence required).
- Dwellings undergoing or recently undergone **major structural repair/renovation** (12-month maximum period).
- Dwellings where **occupation is prohibited** (e.g., by enactment or CPO).

2.6 Definition of a Long-Term Empty Property (LTEP)

An LTEP is a dwelling that is:

Unoccupied (i.e., no one lives there), AND

Substantially Unfurnished, AND

Has been empty for a **continuous period of 12 months or more**.

2.7 Definition of a Second Home (Furnished Unoccupied)

A Second Home is a dwelling that is:

Furnished, AND

Is not the sole or main residence of any person.

3 Charging Structure: Long-Term Empty Property (LTEP) Premium

- 3.1 Rugby Borough Council will apply a tiered premium structure based on the continuous length of time a property has been empty. The premium is applied as a percentage increase to the standard Council Tax charge.

Duration Unoccupied and Unfurnished	Premium (% Increase)	Total Council Tax Charge
1 Year but less than 5 Years	100%	(Double the standard charge)
5 Years but less than 10 Years	200%	(Triple the standard charge)
10 Years or more	300%	(Quadruple the standard charge)

- 3.2 **Note on 1-Year Premium:** Under the Levelling-up and Regeneration Act 2023, local authorities may reduce the qualifying period for the first premium tier from 24 months to 12 months. This policy adopts the 12-month threshold to maximise the incentive for re-occupation.

4 Charging Structure: Second Home Premium (Furnished but Unoccupied)

- 4.1 Rugby Borough Council will apply a single premium structure to dwellings that are furnished and not used as a sole or main residence (Second Homes).

Duration as a Second Home	Premium (% Increase)	Total Council Tax Charge
1 Year or more	100%	200% (Double the standard charge)

- 4.2 **Note on 1-Year Threshold:** In line with the Levelling-up and Regeneration Act, the Council is reducing the threshold for applying the Second Home Premium from 2 years to the minimum permissible period of 1 year, effective from 1 April 2027.

4.3 Statutory Exceptions to the Premium

The Council is required by law to grant exemptions from the LTEP and second home premiums in the following circumstances

- 4.4 **Dwellings being actively marketed for sale or rental:** If the property has been continuously empty for year or more, but for no more than years, and is being actively marketed for sale or letting.

- *Note: For evidence, the owner must supply a written contract with an Estate Agent and proof of continuous listing on major property portals.*

4.5 Dwellings undergoing major structural repair/renovation: If the property has been empty for 1 year or more, but for no more than 2 years, and the Council is satisfied that the dwelling is undergoing or has recently undergone major structural repair or renovation. This exception applies for a mandatory 12-month maximum period.

4.6 Dwellings where occupation is prohibited: Where a dwelling is vacant due to an enactment preventing occupation, such as a planning condition, a Compulsory Purchase Order (CPO), or a formal restriction.

The onus remains on the property owner to provide sufficient, verifiable evidence to the Revenues Service to claim one of these exceptions.

5 Administration and Review

5.1 Commencement and Transitional Arrangements

The new charging schedule will take effect from 1 **April 2026**.

The calculation of the continuous period of emptiness will be based on the date the property first became unoccupied and unfurnished, not the effective date of this policy.

5.2 Appeals Process

Any person aggrieved by the decision to apply a premium may appeal to the Council in the first instance. If the matter cannot be resolved, the appellant retains the right to appeal further to the Valuation Tribunal Service.

6 Policy Review

This policy will be formally reviewed by the Revenues and Benefits Manager and the Section 151 Officer every **two years**, with the first full review cycle completing by December 2028, or sooner if there are material changes to the relevant legislation.

7 Risk Management/Health and Safety Implications

Risk	Mitigation
Increased Administrative Burden	This is an extra responsibility for the team and a detailed review of the resources required to deliver this service will take place.
Procedural/Legal Challenge	Following approval, a formal public notification and information campaign will be undertaken well in advance of the 1 April 2026 effective date, ensuring all legal and procedural requirements for public notice are met.

Appeal Risk	The Council retains the right to defend the application of the premiums at the Valuation Tribunal. The policy's clear statutory exceptions and evidence requirements strengthen the Council's position against frivolous appeals.
Hardship Argument	The policy provides mandatory statutory exceptions for properties undergoing major structural repair and those actively marketed for sale or rental, ensuring the policy is targeted at deliberate stagnation, not temporary distress or genuine hardship cases.

8 Financial Implications

- 8.1 The implementation is projected to yield a **maximum of** £70,000 in additional revenue for the Council's share in the first full year (2026/27) in respect of LTEPs, rising by a further £30,000 from year 2, based on current property data (303 LTEPs and 164 Second Homes).
- 8.2 The Council had originally forecast revenue from Long Term Empty Premiums to commence in the 2027/28 financial year. However, confirming the statutory notice period does not apply to Section 11B allows the Council to accelerate revenue generation.
- 8.3 The Council accepts that the revenue generated may be **volatile and unpredictable** as the policy is designed primarily as a deterrent. A successful policy will result in a reduction in the number of empty properties, and a corresponding reduction in premium income over time. This is considered an acceptable outcome as the primary strategic intention is increasing housing supply not maximising revenue.
- 8.4 Crucially, the policy is likely to require resources to manage the inevitable increase in administrative complexity, claims, and appeals. The staffing requirement for the new Revenues and Benefits Services is under review and a future report will be presented to Cabinet following the completion of this work.

Name of Meeting: Cabinet

Date of Meeting: 1 December 2025

Subject Matter: Introduction of Council Tax Long-Term Empty Property and Second Home Premiums

Originating Department: Finance and Performance

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 (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:

Rebecca Ewers
Corporate Equality & Diversity Officer
rebecca.ewers@rugby.gov.uk
01788 533509

Equality Impact Assessment

Service Area	Revenues and Benefits
Policy/Service being assessed	Policy on Council Tax Long-Term Empty Property and Second Home Premiums
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	New policy (utilising powers under the Levelling up and Regeneration Act 2023)
EqlA Review Team – List of members	
Date of this assessment	17 October 2025
Signature of responsible officer (to be signed after the EqlA has been completed)	Jon Illingworth 21 November 2025

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>									
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	<p>The main aims are:</p> <ol style="list-style-type: none"> 1. To incentivise owners to bring Long-Term Empty Properties (LTEPs) back into use, thereby increasing the available housing supply within the Borough. 2. To use the financial premium (tiered up to 300% for LTEPs and 100% for Second Homes) as a deterrent against housing stagnation. 3. To generate additional revenue for the Council to fund essential services. 								
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<p>The policy directly supports the Corporate Priorities:</p> <ul style="list-style-type: none"> • A Fairer Rugby: By addressing the acute housing shortage and tackling the social inequality of homes standing empty while residents lack housing. • A Thriving Rugby: By generating estimated income (up to £100,000 Council share) which contributes to the financial resilience of the Council. 								
(3) What are the expected outcomes you are hoping to achieve?	<ul style="list-style-type: none"> • A measurable reduction in the number of Long-Term Empty Properties (the primary KPI). • Increased availability of properties for sale or rent on the local market. • A stable, dedicated revenue stream to support the policy's administrative costs 								
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<table border="0"> <thead> <tr> <th data-bbox="875 1015 1335 1046">Group</th><th data-bbox="1335 1015 2112 1046">Affected?</th></tr> </thead> <tbody> <tr> <td data-bbox="875 1086 1335 1118">Customers (Property Owners)</td><td data-bbox="1335 1086 2112 1118">Yes (Directly liable for charges)</td></tr> <tr> <td data-bbox="875 1118 1335 1150">Employees</td><td data-bbox="1335 1118 2112 1150">Yes (Revenues team workload and staffing levels)</td></tr> <tr> <td data-bbox="875 1150 1335 1182">Wider community or groups</td><td data-bbox="1335 1150 2112 1182">Yes (Positive impact on housing supply)</td></tr> </tbody> </table>	Group	Affected?	Customers (Property Owners)	Yes (Directly liable for charges)	Employees	Yes (Revenues team workload and staffing levels)	Wider community or groups	Yes (Positive impact on housing supply)
Group	Affected?								
Customers (Property Owners)	Yes (Directly liable for charges)								
Employees	Yes (Revenues team workload and staffing levels)								
Wider community or groups	Yes (Positive impact on housing supply)								
(5) Will the policy or decision involve substantial changes in resources?	<p>Yes. The policy will require a review of the staffing resources of the Revenues and Benefits Team to ensure that is sufficient experience and capacity to deliver the requirements of the scheme.</p>								

<u>Stage 2 – Evidence about user population and consultation</u>	
<p>(1) What does the data tell you about the groups this policy or decision impacts?</p> <p>Possible data sources:</p> <ul style="list-style-type: none"> • national statistics/census data • local statistics • evaluations • analysis of complaints • user feedback • outcomes from consultation/community voice • Council published information, service data • District and Ward Profile – Warwickshire Observatory • Office of National Statistics • Fingertips health profiles • Indices of Multiple Deprivation • RBC Annual Workforce Equality Report 	<p>Internal Council Tax Data (Revenues System):</p> <ul style="list-style-type: none"> • Analysis of the current Council Tax base identifies properties currently classified as "Long Term Empty" (empty and unfurnished for more than 1 year). • Data indicates the geographical spread of these properties across the Borough (Ward-level data), identifying if clusters exist in areas of higher deprivation. • Exemption Data: Analysis of accounts currently in receipt of Class F (Probate) and Class A (Structural Repair) exemptions to estimate future volume of properties moving into the "Premium" category once exemptions expire. <p>Housing Strategy Data:</p> <ul style="list-style-type: none"> • Waiting list data indicating the demand for housing types that match the profile of current empty homes. <p>National Statistics / ONS:</p> <ul style="list-style-type: none"> • Used to benchmark Rugby Borough Council's empty homes percentage against the national average to justify the intervention.
<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>No formal public consultation on the decision itself.</p> <p>As this decision relates to the implementation of a discretionary power granted under the <i>Local Government Finance Act 1992</i> (as amended by the <i>Levelling-up and Regeneration Act 2023</i>), a full public consultation is not a statutory requirement. The policy is a fiscal measure intended to influence behaviour (bringing homes back into use) rather than a service change.</p> <p>Internal Consultation: Consultation has taken place with the Cabinet and Legal Services to ensure the policy is lawful and aligns with the Council's Priorities.</p>

<p>(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	<p>Reason for not consulting: The application of Council Tax premiums is a regulatory tool. It is not standard practice to consult taxpayers on specific rate increases authorized by statute. However, notification is legally required and essential for fairness.</p> <p>Notification Strategy (to be undertaken immediately following approval): The Council will undertake a formal public notification campaign to ensure owners are aware of the changes well in advance of implementation. This will include:</p> <ol style="list-style-type: none"> 1. Statutory Notice: Publishing a notice in a local newspaper within 21 days of the determination, as required by Section 11B(6) of the <i>Local Government Finance Act 1992</i>. 2. Direct Correspondence: Writing to all owners of currently empty properties that will be affected by the change. This letter will explain the new charges effective from 1 April 2026 (for Long Term Empty) and 1 April 2027 (for Second Homes). 3. Website Update: Updating the Council Tax section of the website to clearly outline the new premium structure and the exceptions available. 		
<p><u>Stage 3 – Analysis of impact</u></p>	<p>The policy is applied to the property, not the individual's protected characteristic. However, the requirement for payment may disproportionately impact certain groups if they are unable to comply or benefit from exemptions.</p>		
<p>(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified</p>	<p>Protected Characteristic</p>	<p>Nature of Impact Positive, Neutral, Adverse (explain why)</p>	<p>Extent of impact Low, medium, high</p>

Appendix 1

<p>for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	Age	Neutral Potential adverse impact (e.g., older individuals dealing with protracted probate or inheritance) is mitigated by existing Council Tax exemptions for probate/estate issues and the statutory exceptions for properties being actively marketed for sale.	Low
	Disability	Neutral - Potential adverse impact (e.g., renovation taking longer due to specialist adaptations or delayed sales due to adapted features) is mitigated by the statutory exception granting a mandatory 12-month period for properties undergoing major structural repair/renovation.	Low
	Sex	Neutral - Policy is applied universally to all property owners regardless of gender.	Low

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	Gender reassignment	Neutral - Policy is applied universally to all property owners. No discernible direct link to the imposition of a property-based tax premium.	Low
	Marriage/civil partnership	Neutral - Policy is applied universally to all property owners. No discernible direct link to the imposition of a property-based tax premium.	Low
	Pregnancy/maternity	Neutral - Policy is applied universally to all property owners. No discernible direct link to the imposition of a property-based tax premium.	Low
	Race	Neutral - Policy is applied universally to all property owners. No discernible direct link to the imposition of a property-based tax premium.	Low
	Religion/belief	Neutral - Policy is applied universally to all property owners. No discernible direct link to the imposition of a property-based tax premium.	Low

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	Sexual Orientation	Neutral - Policy is applied universally to all property owners. No discernible direct link to the imposition of a property-based tax premium.	Low
(2) <u>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?	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Positive - The primary purpose is to increase housing supply, which directly benefits those facing high costs or difficulty finding accommodation, particularly low-income families and those affected by social inequalities.	Medium
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Positive - Incentivises the repair and re-use of existing dwellings, preventing blight and the environmental impact associated with new-build development or properties falling into disrepair.	Medium

<p>(3) Using the information gathered in stages 2 and 3, please describe how the policy/strategy/service will:</p> <ul style="list-style-type: none"> a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic 	<ul style="list-style-type: none"> a. Eliminate unlawful discrimination: The policy is applied universally to all properties that meet the definition of LTEP or Second Home, with clear statutory exceptions to mitigate impact on owners facing genuine hardship (e.g., repair delays, active marketing). b. Advance equality of opportunity: By directly tackling the crisis of housing stock shortage, the policy advances equality of opportunity for residents (especially those on low incomes or in vulnerable groups) to access suitable accommodation. c. Foster good relations: The policy demonstrates the Council's commitment to prioritizing the wider community's housing needs over the private financial decisions of owners who keep properties empty, thereby fostering community trust and improving the appearance of local areas (reducing blight).
<p>(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?</p>	<p>None applicable</p>

(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?

If no Equality Monitoring Data is being collected, why not?

For support with this section, please refer to the Equality Monitoring Guidance.

Data collected by the Revenues Service will focus on monitoring the application of the statutory exceptions:

- The number of **exceptions granted** (e.g., major repair/renovation, actively marketed).
- The **success rate of appeals** made to the Valuation Tribunal. This data will be used in the two-year policy review to identify any unintended patterns, such as a disproportionate number of appeals coming from specific demographic groups (where known) or property types that correlate to age/disability.

(6) Complete this section if any adverse impacts were identified in 3.1.

Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.

Stage 4 – Action Planning, Review and Monitoring

(1) Data analysis
What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?

The feedback/data should be used to inform your Action Plan in (2)

Appendix 1

<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) 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>	Action	Lead Officer	Date for completion	Resource requirements	Comments
	Statutory Notification: Publish formal "Notice of Determination" in at least one local newspaper as required by Section 11B(6) of the LGFA 1992.	Revenues and Benefits Manager / Communications Team	Within 21 days of the Council decision	Existing resources	Strictly required by legislation. Failure to publish limits the validity of the decision..
	Targeted Communication Campaign: Write to all owners of properties currently flagged as Long Term Empty (LTE) to advise of the new charge commencing 1 April 2026.	Revenues and Benefits Manager	February 2026 (Must be sent prior to Annual Billing).	Printing and Postage costs (existing budget).	Essential to mitigate complaints and maximise collection rates for the 2026/27 financial year.
	Second Homes Notification: Write to owners of Second Homes to provide the required statutory 12-month notice of the premium commencing 1 April 2027.	Revenues and Benefits Manager	Before 31 March 2026	Printing and Postage costs (existing budget).	Ensures the Council meets the "one year's notice" condition set out in the Levelling-up and Regeneration Act 2023.

(3) Review and Monitoring

State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?

The policy will be formally monitored and reviewed by the Revenues and Benefits Manager and the Section 151 Officer every **two years**, with the first full review cycle completing by **December 2028**. This review will include an analysis of the exceptions and appeals data collected to assess the policy's success and identify any unforeseen adverse impacts on protected characteristics.

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 Reduction - Approval of a new scheme for April 2026
Name of Committee:	Cabinet
Date of Meeting:	1 December 2025
Report Director:	Chief Officer - Finance and Performance Chief Officer – Finance and Performance
Portfolio:	Finance, Performance, Legal and Governance
Ward Relevance:	All
Prior Consultation:	Public consultation
Contact Officer:	Richard Moore, Revenues and Benefits Manager Richard.moore@rugby.gov.uk 01788 533481
Public or Private:	Public
Report Subject to Call-In:	yes
Report En-Bloc:	no
Forward Plan:	yes
Corporate Priorities:	<p>This report relates to the following priority(ies):</p> <p><input checked="" type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives.</p> <p><input checked="" type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.</p> <p><input type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.</p> <p><input checked="" type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough.</p> <p>Corporate Strategy 2025-2035</p> <p><input type="checkbox"/> This report does not specifically relate to any Council priorities but</p>
Summary:	The purpose of this report is to recommend that the Council approves the implementation of a revised Council Tax Reduction Scheme with effect from 1 st April 2026.

Each year the Council is required to review its Council Tax Reduction Scheme in accordance with the requirements of the schedule 1A of the Local Government Finance Act 1992 and to either maintain the scheme or replace it.

Council Tax Reduction (CTR) was introduced from 1 April 2013 when it replaced the Central Government funded Council Tax Benefit regime. From its inception, the funding available to the Council from government has reduced year on year.

As with most authorities within England, the council need to make changes to the CTR scheme for working age applicants (the scheme for pension age applicants is prescribed by Central Government) to reduce the significant administrative burden placed on the Council by the introduction of Universal Credit.

This report provides details of the proposed scheme which will provide further assistance to the most vulnerable and negate the negative administrative effects of the introduction of Universal Credit. The report recommends the adoption of a new Council Tax Reduction scheme for working age applicants from 1 April 2026

Financial Implications:

Since 2013 the tax base has grown by over 14% whilst the effect of CTR on the tax base has reduced considerably by over 23%.

The current Council Tax Reduction scheme costs approximately £6.34m which is borne by the Council's Collection Fund. Costs are shared between the Council and the Major Precepting Authorities in the following proportions:

- Rugby Borough Council (10%);
- Warwickshire County Council (77%);
- Police and Crime Commissioner (13%);

The approach and 'shape' of the scheme is changing, and the overall approach will be to provide additional support to those households on the very lowest incomes. Based on current modelling, were the new scheme to be in place at the current time, the additional cost would be approximately £750,000, of which £75,000 would need to be met from General Fund as part of the 2026/27 budget setting process.

	Financial modelling will continue to be undertaken throughout the current financial year as caseloads change.
Risk Management/ Health and Safety Implications:	As the proposed scheme is more supportive to low-income households and addresses the key weaknesses in the current scheme, the proposed scheme is considered low risk.
Environmental Implications:	There will be no measurable environmental impact
Legal Implications:	<p>Schedule 1A (3) of the Local Government Finance Act 1992, states that before making a scheme, the authority must:</p> <ul style="list-style-type: none"> • consult any major precepting authority which has power to issue a precept to it, • publish a draft scheme in such manner as it thinks fit, and • consult such other persons as it considers are likely to have an interest in the operation of the scheme. <p>The new scheme must be approved by full Council resolution by 11th March for it be operational on 1 April.</p>
Equality and Diversity:	A full Equality Impact Assessment is included within Appendix A.
Options:	The alternative to introducing a new income-banded scheme for Council Tax Reduction from 2026/27 is to leave the existing scheme in place. This would be a short-term option; lead to increasing costs of administration; and in the longer term, continue to significantly affect the collection of Council Tax and the effectiveness of the scheme to support households within the Council's area.
Recommendation:	IT BE RECOMMENDED TO COUNCIL THAT the new income-banded Council Tax Reduction (CTR) scheme for working-age applicants, effective from 1 April 2026 be approved.
Reasons for Recommendation:	<p>The proposed new income-banded Council Tax Reduction (CTR) scheme will deliver significant, reliable financial support and social stability to working-age residents.</p> <p>This crucial shift from the complex, "old-fashioned" means-tested system to a simple income-grid model</p>

is necessary to increase support for the poorest households and streamline administration. It will ensure a clear, easy-to-access system that provides financial stability and maximises entitlement for families struggling on low incomes.

Cabinet - 1 December 2025

Council Tax Reduction - Approval of a new scheme for April 2026

Public Report of the Chief Officer – Finance and Performance

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT the new income-banded Council Tax Reduction (CTR) scheme for working-age applicants, effective from 1 April 2026 be approved.

1. Executive Summary

- 1.1 The shift from the current complex, 'old-fashioned' means-tested system to a simple income-grid model will create a clear, easy-to-access system that ensures financial stability and maximizes entitlement for families struggling on low incomes.
- 1.2 The core objective is to increase the level of support available to the poorest households. Current modelling projects that most applicants—3,023 (92%)—will receive more support under the new scheme.
- 1.3 The scheme is designed to protect the most vulnerable. Key features include:
 - Maintaining the maximum support level for those on the lowest incomes.
 - Maximum (100%) discount for applicants receiving 'passported benefits' (like Income Support).
 - Maintaining current support for individuals with disabilities by continuing to disregard disability benefits and providing a further £50 per week disregard where an applicant, partner, or child is disabled.
- 1.4 The complex calculation of entitlement is replaced with a simplified claiming process, making it much easier for residents to understand and make a claim.
 - For Universal Credit (UC) claimants, entitlement will be processed automatically using DWP data, eliminating the need to request further information from the taxpayer.
 - This will lead to a speedy processing of all claims.
- 1.5 The scheme introduces sufficiently wide income bands to prevent the constant changes in discount that currently plague the system due to minor

UC fluctuations. This stability will avoid multiple council tax demands and adjustments to instalments, improving overall collection rates and providing certainty for applicants.

2. Introduction

2.1 Council Tax Reduction was introduced by Central Government in April 2013 as a replacement for the Council Tax Benefit scheme administered on behalf of the Department for Work and Pensions (DWP). As part of the introduction, the Government:

- Placed the duty to create a local scheme for Working Age applicants with billing authorities;
- Reduced initial funding by the equivalent of ten per cent from the levels paid through benefit subsidy to authorities under the previous Council Tax Benefit scheme; and
- Prescribed that persons of Pension age would be dealt with under regulations set by Central Government and not the authorities' local scheme

2.2 Since that time, funding for the Council Tax Reduction (CTR) scheme has been amalgamated into other Central Government grants paid to Local Authorities and within the Business Rates Retention regime. It is now generally accepted that it is not possible to identify the amount of funding actually provided from Central Government sources.

2.3 The current CTR scheme administered by the Council is divided into two schemes, with pension age applicants receiving support under the rules prescribed by Central Government, and the scheme for working age applicants being determined solely by the local authority.

2.4 Pensioners, subject to their income, can receive up to 100% support towards their council tax. The Council has no power to change the level of support provided to pensioners and therefore any changes to the level of CTR can only be made to the working age scheme.

2.5 When CTR was introduced in 2013, for working age applicants, the Council broadly adopted the previous means tested Council Tax Benefit scheme as the basis of awarding support. Due to the reduction in finance, the Council reduced the maximum level of support available to working age applicants 85%.

2.6 The only other changes made were in line with prescribed requirements (set by Government) and to bring the scheme into line with either Housing Benefit or Universal Credit

3 The main issues with the current scheme

3.1 There are several issues with the current scheme that will need addressing if the system is to continue to provide effective support to low-income taxpayers

and to provide the service in an efficient manner. The main issues are as follows:

- The need to continue to assist low-income households and assist in the collection of Council Tax;
- The introduction of Universal Credit for working age applicants; and
- The need for a simplification of the scheme.

Each of these points are examined in detail below:

4 The need to assist low-income households and assist in the collection of Council Tax

- 4.1 Similar to other authorities, the Council, now requires all working age applicants to pay a minimum payment (15%). Under the previous scheme (Council Tax Benefit), almost 75% of working age applicants would not have been required to pay any Council Tax and would have received full (100%) support.
- 4.2 It is essential that this level of support is maintained notwithstanding that the design and the administration of the scheme needs to change.

5. Council Tax Reduction and the roll out of Universal Credit

- 5.1 The introduction of Universal Credit within the area has, as experienced in all other areas, brought a number of significant challenges to both the administration of CTR and the collection of Council Tax generally. All Councils have experienced the following:
- The reluctance of Universal Credit claimants to make a prompt claim for Council Tax Reduction leading to a loss in entitlement;
 - A high number of changes to Universal Credit cases are received from the Department for Work and Pensions requiring a change to Council Tax Reduction entitlement. This currently stands at 41,000 per annum and is expected to rise to 52,000 changes per annum from the end of 2025. On average 40% of Universal Credit claimants have between eight and twelve changes in entitlement per annum. These changes result in amendments to Council Tax liability, the re-calculation of instalments, delays, and the demonstrable loss in collection; and
 - The increased costs of administration through multiple changes with significant staff time being needed. Consequently, this has resulted in delays in processing CTR claims and sending revised council tax bills.
- 5.2 The existing means tested CTR scheme, is too reactive to change, and is not viable in the longer term now that Universal Credit has been rolled out fully within the area and the managed migration from legacy benefits (to be completed by the end of 2026). The move to a new more efficient CTR scheme from 2026/27 has now become essential.

6 The need for a simplified approach to the Council Tax Reduction Scheme.

6.1 Notwithstanding the introduction of Universal Credit, the existing scheme is based on an 'old fashioned,' means tested benefit scheme. It has major defects namely:

- It is difficult for residents to understand and is based on a complex calculation of entitlement;
- The administration for staff is complex, with staff having to request significant amounts of information from applicants; and
- Staff must undergo significant training to be competent in processing claims, it takes over a year for an assessor to be proficient in the basics.
- The timescales for processing applications is lengthy, mainly due to the complexity and evidence required to support the applications; and
- The administration of the scheme is costly when compared to other discounts for Council Tax

6.2 There is now a need to replace the existing working age Council Tax Reduction scheme, not only to mitigate the effects of Universal Credit, but also make it easier for residents to make a claim and to significantly reduce the time and costs of administration so work demands are more manageable on the team.

7 The recommended scheme for the 2026/27 Council Tax Reduction Scheme

7.1 In view of the problems being experienced with the current scheme, it is recommended that a new scheme be introduced for 2026/27. This will fundamentally redesign the approach to address all the issues with the current scheme and in particular:

- To increase the level of support available to the poorest households;
- To address the problems with the introduction of full-service Universal Credit; and
- To reduce the administration costs and delays in processing due to the high level of changes received in respect of Universal Credit;

7.2 Work has been ongoing since the beginning of January this year on a proposed new scheme which is now complete. If agreed by Full Council, the new scheme will take effect from 1st April 2026.

7.3 The current means - tested schemes will be replaced by a simple income grid model as shown below in Table 1:

Discount	Weekly Net Income					
	Single income (weekly)	Couple Income (weekly)	Single with 1 Child Income (weekly)	Couple with 1 Child Income (weekly)	Single with 2 Children Income (weekly)	Couple with 2 Children Income (weekly)
Band 1 100%	£0.00 to £125.00	£0.00 to £175.00	£0.00 to £225.00	£0.00 to £225.00	£0.00 to £325.00	£0.00 to £325.00
Band 2 75%	£125.01 to £175.00	£175.01 to £225.00	£225.01 to £275.00	£225.01 to £275.00	£325.01 to £375.00	£325.01 to £375.00
Band 3 50%	£175.01 to £225.00	£225.01 to £275.00	£275.01 to £325.00	£275.01 to £325.00	£375.01 to £425.00	£375.01 to £425.00
Band 4 25%	£225.01 to £275.00	£275.01 to £325.00	£325.01 to £375.00	£325.01 to £375.00	£425.01 to £475.00	£425.01 to £475.00
Band 5 0%	£275.01 or more	£325.01 or more	£375.01 or more	£375.01 or more	£475.01 or more	£475.01 or more

- 7.4 It is proposed that the highest level of discount will be at a maximum level of liability Band 1, and all current applicants that are in receipt of a ‘passported benefit’ such as Income Support, Jobseeker’s Allowance (Income Based) and Employment and Support Allowance (Income Related) receive maximum discount:

All other discount levels are based on the applicant’s and partner’s, (where they have one) net income;

The scheme allows for variation in household size with the levels of income per band increasing where an applicant has a partner, and / or dependants;

- 7.5 All of the proposed scheme options specified below, have the same 'grid' and are identical in other respects except for non-dependant deductions;

For all the above options, the following key features will apply:

- To encourage work, a standard £25 per week disregard will be provided against all earnings This will take the place of the current standard disregards and additional earnings disregards. The current childcare disregards will be maintained in line with the current scheme;
- No charges will be made for non-dependants;
- Disability benefits such as Disability Living Allowance and Personal Independence Allowance will continue to be disregarded;
- Where any applicant, their partner or any dependent child(ren) are disabled, a further disregard of £50 per week will be given, thereby maintaining the current level of support to those with disabilities;

- Carer's Allowance and the Support Component of Employment and Support Allowance will be disregarded;
- Child benefit and Child Maintenance will be disregarded;
- The following elements of Universal Credit will also be disregarded:
 - An amount in respect of the Housing Element;
 - Limited Capability for Work- and Work-Related Activity Element;
 - Carer's Element; and
 - Disabled Child Element
- The total disregard on war pensions and war disablement pensions will continue (maintaining the Council's commitment to the Armed Forces Community Covenant);
- Extended payments will be removed; and
- The capital limit will be £6,000 but with no tariff (or assumed income) being applied.

8 **How the new scheme will address the problems with the current Council Tax Reduction Scheme**

- 8.1 With the simplicity of the proposed new scheme and by taking a more 'Council Tax discount approach', it will address the problems associated with the increased administration and delays in processing caused by failings in the current scheme and Universal Credit.
- 8.2 The scheme will require a simplified claiming process. All applicants will see a significant reduction in the claiming process and, where possible, Council Tax Reduction will be awarded automatically.
- 8.3 For Universal Credit applicants any Universal Credit data received from the Department for Work and Pensions (DWP) will be treated as a claim for Council Tax Reduction. Where information is received from DWP, the entitlement to Council Tax Reduction will be processed automatically without the need to request further information from the council taxpayer. These changes will have the following distinct advantages namely:
- 8.4 **Speed of processing** – all claims will be able to be calculated promptly and without the need to request further information which inevitably leads to delays.
- 8.5 **Maximising entitlement to every applicant.** The claim process will be simplified significantly for all Council Tax Reduction claimants. Entitlement to Council Tax Reduction will be maximised with a reduced risk of loss of discount or the need for backdating.
- 8.6 **Maintenance of collection rates** – the new scheme will avoid constant changes in discount, the need for multiple changes in instalments and therefore assist in improving and increasing collection rates. The maintained maximum level of discount will also assist all those applicants on the lowest levels of income, again improving the overall collection rate.

- The income bands are sufficiently wide to avoid constant changes in discount. The current Council Tax Reduction scheme is very reactive and will alter even if the overall change to the person's liability is small. This is leading to constant changes in Council Tax liability, the need to recalculate monthly instalments and the requirement to issue a large number of Council Tax bills. The effect of this is that Council Tax collection is reduced. The new scheme, with its simplified income banding approach will have the following advantages:
- Only significant changes in income will affect the level of discount awarded;
- Council Taxpayers who receive Council Tax Reduction will not receive multiple Council Tax demands and adjustments to their instalments; and
- The new scheme is designed to reflect a more modern approach,
- where any discount changes it will be effective from the day of the change rather than the Monday of the following week.

9 The effect of proposed scheme on individual households

- 9.1 The proposed changes will have a significant effect on households especially those on the lowest of incomes. Current modelling allows us to project the likely outcomes for typical households given their individual circumstances.
- 9.2 Based on the schemes as outlined the following would result:

Table 2 - the potential number of winners and losers under the proposed options

Applicants who will receive more support	3,023 (92%)
Applicants who will receive same support	254 (7.7%)
Applicants who will receive less support	9 (0.3%)

- 9.3 Inevitably, with any change in scheme, there will be some losers although the proposed scheme has been designed to protect the most vulnerable and the vast majority of applicants.
- 9.4 In order to assist any household who may lose entitlement, it is proposed that the new scheme will contain additional provisions to protect individuals who experience exceptional hardship. Where any applicant is likely to experience exceptional hardship, they will be encouraged to apply for an exceptional hardship payment.
- 9.5 The Council will consider all applications for hardship on an individual case-by-case basis, considering available income and essential outgoings.

Where appropriate further support will be given to the applicant. Any discretionary awards made are to be paid through the Collection Fund.

5. Public Consultation

- 5.1 On 15th September Cabinet approved a consultation process for the proposed changes to the scheme, as well as residents, the major preceptors – (Police and Warwickshire County Council) were asked for views on the scheme. The results of the consultation are shown in appendix B. There were 296 responses of which 61% were in favour of the new scheme.

Name of Meeting: Cabinet

Date of Meeting: 1 December 2025

Subject Matter: Council Tax Reduction - Approval of a new scheme for April 2026

Originating Department: Finance and Performance

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 (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:
Rebecca Ewers
Corporate Equality & Diversity Officer
rebecca.ewers@rugby.gov.uk
01788 533509

Equality Impact Assessment

Service Area	Revenues and Benefits
Policy/Service being assessed	Local Council Tax Reduction Scheme
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	Existing – Annually reassessed
EqlA Review Team – List of members	Richard Moore, Zoe Chapman
Date of this assessment	23 September 2025
Signature of responsible officer (to be signed after the EqlA has been completed)	Jon Illingworth 21 November 2025

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	Local Council tax Reduction Scheme
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	The LCTRS is designed to help low income households with their council tax payments.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	The scheme helps households with a low income, whether they are in or out of work, to meet their council tax obligations. This prevents residents from falling into debt and protects them from severe financial hardship, thereby meeting 2 of the councils priorities of a fairer Rugby and a healthier Rugby
(3) What are the expected outcomes you are hoping to achieve?	By targeting LCTRS at those on low incomes we intend to make council tax a fair and manageable cost for all
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	Customers Wider community
(5) Will the policy or decision involve substantial changes in resources?	Yes – less resources will be needed to manage the new scheme
<u>Stage 2 – Evidence about user population and consultation</u>	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

Appendix A

<p>(1) What does the data tell you about the groups this policy or decision impacts?</p> <p>Possible data sources:</p> <ul style="list-style-type: none"> • national statistics/census data • local statistics • evaluations • analysis of complaints • user feedback • outcomes from consultation/community voice • Council published information, service data • District and Ward Profile – Warwickshire Observatory • Office of National Statistics • Fingertips health profiles • Indices of Multiple Deprivation • RBC Annual Workforce Equality Report 	<p>The following groups will benefit from the revised policy;</p> <p>Working age people Unemployed Disabled Low income households – 2,700 caseload</p> <p>Less write offs Less resource needed to collect small debts</p>
<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>Consultation ran from 8 October 2025 to 19 November 2025.</p> <p>We contacted all current claimants by telephone/sms inviting them to submit a response. We also advertised it on the council socials and website so it was open to the whole community.</p>

(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.			
<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? If yes, identify the groups and how they are affected.	Protected Characteristic	Nature of Impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Age	Working-age people will be positively impacted as they are set to benefit from additional support. This brings their level of support in line with those of pension age, who already benefit from the support the new scheme will provide.	High
	Disability	Yes – additional protections in place for disabled people	High
	Sex	Neutral	
	Gender reassignment	Neutral	
	Marriage/civil partnership	Neutral	
	Pregnancy/maternity	Neutral	
	Race	Neutral	

Appendix A

	Religion/belief	Neutral	
	Sexual Orientation	Neutral	
<p>(2) <u>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>	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	For low-income households , this policy directly addresses a major source of financial stress: unaffordable council tax. The funds released will enable them to better afford crucial expenses—such as rent (helping secure their tenancies), heating , and food —thereby offering direct, vital support to children, disabled people, and other vulnerable members of the community.	High
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution		

<p>(3) Using the information gathered in stages 2 and 3, please describe how the policy/strategy/service will:</p> <ul style="list-style-type: none"> a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic 	<p>The Local Council Tax Reduction (LCTR) policy will aim to eliminate unlawful discrimination, harassment, and victimisation by being designed and implemented with a due regard for the Public Sector Equality Duty (PSED), as required by Section 149 of the Equality Act 2010.</p> <p>The primary way the LCTR policy addresses this is by ensuring that the <i>criteria</i> for receiving the reduction are fair, objective, and apply equally to all eligible residents, regardless of their protected characteristics (age, disability, race, sex, sexual orientation, religion or belief, gender reassignment, pregnancy and maternity, marriage/civil partnership).</p> <p>The new scheme is usually designed to maintain protection for groups legally considered to be particularly vulnerable, such as pension-age claimants and individuals in receipt of certain disability benefits. The scheme ensures these vulnerable groups (who often share a protected characteristic) do not face a greater financial burden, it minimizes the risk of indirect discrimination.</p>
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(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?

1 Low Awareness/Complexity - Many eligible people, particularly working-age households who are new to claiming or migrating from older benefits, do not know they are eligible or that they need to apply *separately* from other benefits like Universal Credit (UC).

Proactive Notification and Partnership: a. Councils must automatically trigger an LCTR application or clearly prompt the claimant as soon as they are notified of a new UC claim. b. Work with local partners (Citizens Advice, food banks, housing associations) to flag the scheme to clients. c. Run public awareness campaigns specifically targeting working-age households.

2 Complex Administration & Evidence - The application process for the previous scheme required a claimant to provide extensive proof of income, savings, and the circumstances of other adults in the household (non-dependants), which can be difficult to gather, especially for vulnerable individuals. Simplify the Application: a. Electronic Data Sharing: Maximise the use of data matching with the Department for Work and Pensions (DWP) to verify income and circumstances automatically, reducing the burden on the claimant. b. Clearer Guidance: Ensure application forms and guidance are written in plain language, avoiding technical jargon. c. Assisted Digital Support: Offer dedicated, one-on-one appointments (in person or by phone) to help vulnerable claimants complete the forms and gather evidence.

3. Non-Dependant Deductions – The original scheme made a deduction (reduction of support) if an adult other than a partner lives in the property, based on the non-dependant's income. This can be complex, punitive, and difficult for the claimant to track, often leading to claim delays or non-take-up. Policy Simplification: a. Remove or Cap Deductions: The new scheme removes non-dependant deductions entirely regardless of the non-dependant's income. b. Focus on the Claimant's Income: Design the scheme to primarily assess the claimant's own financial circumstances, rather than penalising them for other adults in the household.

4. Lack of Backdating Flexibility Unlike the national Pension Age scheme, backdating claims for the working-age LCTR is often limited or non-existent in local schemes. If a claimant applies late (e.g., due to illness or poor advice), they lose out on entitled support.

Standardise Backdating - Align with Pension Age Rules: Adopt a policy that allows for a standard backdating period (e.g., up to 3 or 6 months) to ensure a safety net for vulnerable people who cannot claim immediately

5. Digital Exclusion As more services move online, claimants without internet access, digital skills, or trust in online forms face a significant barrier.

Maintain Accessibility: a. Alternative Channels: Ensure paper application forms are readily available and widely distributed through community hubs. b. Face-to-Face Access: Maintain a physical presence or a dedicated phone line to process applications for those who cannot use digital methods.

(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?

If no Equality Monitoring Data is being collected, why not?

For support with this section, please refer to the Equality Monitoring Guidance.

The data collected will cover the nine **Protected Characteristics** defined in the Equality Act 2010, though the method of collection varies (direct self-declaration, data-matching with DWP, or using proxy indicators).

Age

Direct data from the claim form (date of birth), which is crucial for distinguishing between the protected **Pension Age** claimants and **Working Age** claimants who are most affected by local scheme changes.

Disability

Data on whether the claimant or any member of their household is in receipt of a specific disability benefit (e.g., Personal Independence Payment (PIP), Disability Living Allowance (DLA), or disability premiums).

Sex (Gender)

The registered sex of the main claimant (used to identify disproportionate impact on groups like lone parents, who are overwhelmingly female).

Race/Ethnicity

Self-declared data from the application form, or where unavailable, a comparison of the scheme's caseload profile against local census demographics.

Pregnancy and Maternity

Often tracked via proxy indicators, such as the receipt of certain benefits related to a new baby or a child under a specific age.

Religion or Belief

Self-declared data from the application form (less common for direct service impact but included in demographic cross-referencing).

Sexual Orientation

Self-declared data (often limited or not collected directly in standard benefit forms due to privacy concerns, but a lack of data is itself noted as a barrier to analysis).

Gender Reassignment

Self-declared data (often limited for the same reasons as Sexual Orientation).

Marriage and Civil Partnership

Data on the claimant's household status (e.g., single, cohabiting, married, civil partnership), as this directly affects the financial assessment.

(6) Complete this section if any adverse impacts were identified in 3.1.

Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.

Stage 4 – Action Planning, Review and Monitoring

(1) Data analysis
What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?

The feedback/data should be used to inform your Action Plan in (2)



<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <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>(3) Review and Monitoring</p> <p>State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</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).’

Rugby Borough Council - Council Tax Reduction Scheme 2026-27 Consultation

2. Background to the Council Tax Reduction Scheme consultation

1. I have read the information above about the Council Tax Reduction Scheme: This question must be answered before you can continue.				
Answer Choices			Response Percent	Response Total
1	Yes		99.48%	193
2	No		0.52%	1
			answered	194
			skipped	96

3. Part 1 - Introducing an income banded scheme for all working age applicants

2. Do you agree with introducing an income-based banded discount scheme as shown above?				
Answer Choices			Response Percent	Response Total
1	I agree		61.48%	83
2	I disagree		20.74%	28
3	Don't Know		17.78%	24
			answered	135
			skipped	155

3. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	30
1	While I agree on principle that council tax should be income based for those on low incomes or those that can't work due to no fault of their own, it begs three questions for me. 1. Should council tax as a whole be reviewed so that it's fair for everyone? 2. How will this be managed for people who maybe can work but don't want to? It's unfair to subsidise those that are not working by choice and claiming benefits, to then give them further discount on other things. 3. Where will this deficit be recovered from? Likely from increased council taxes for everyone else, which is wholly wrong.			
2	Full council tax payers will see an increase			
3	We already pay nearly £400 it's too high and we are considering leaving rugby due to this			
4	I believe that this will mean current council tax contributors being made to pay more and after increase after increase I think it's far too much			

3. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

5	I live in an ex-council house which has been banded higher than the homes surrounding me, so band should not be taken into consideration. or the banding should be fairer. I think my home was banded wrongly based on the law of how it should be what the property was worth many years ago, and that would be no different to my neighbours. That puts me in Band3. I can only work 16 hrs due to disability, and support a full time student and another adult on long term inability to work.
6	I would definitely agree with this movement. I am a single mother of 3 children, 2 of which are disabled therefore I cannot work due to their high care needs. This would make a big difference for us if the support with council tax is increased as I am in my financial position until my children are old enough to use assisted living, which is 8 years away for us. Until then, I am on a fixed low income for many years to come and the council tax support would really benefit us.
7	<p>I'm a single parent with 1 child. Looking at my earnings I'd now receive no discount rather than my current 25%. How is this fair? I don't use as much resource as a large family. I'm already at a disadvantage having to pay back some child benefit even though my neighbour has a higher household income and still gets it. So now I'd be losing my 25% and up to half of my child benefit.</p> <p>Surely it's fairer to overhaul the whole system and update the house values used to calculate the bands.</p> <p>Quite simply, I can't afford to pay more.</p>
8	This creates more incentive not to work
9	Encourage people to not work or have better paid job. Penalise people who do work and do well
10	I'm a single male on an ok salary. At 32 I have finally been able to buy a house and live in Rugby. I have a mortgage and bills. I already receive the 25% single person reduction. Currently everything I make is also spent to the last penny each money. My worry is with these changes, you will then have to raise council tax for everyone else not eligible, which means I would then therefore be unable to sustain living in my house. I feel like just because I have worked hard all my life, doing it all on my own, no support and no family help, I shouldn't deserve to then be suffer additional costs. I think its great you want to help people, I am all for it, I'm just worried how it will impact people like me? I can't afford to pay more in bills.
11	we all use council services.
12	Too many people claiming benefits that they have falsely applied for and been given. Having worked all our lives and never claimed any benefits then or now we are entitled to nothing.
13	Yes i disagree because where are the fundings coming from and i don't want my council tax to go up just to pay the households that don't
14	Stop financing people who are sitting on benefits and are not interesting to find a job from taxes of people who are working full time. Where council want find money to cover it? Is it possible from increasing my council taxes? Enough is enough! For example house where working only one person have enough money for 3 weeks holiday if I can not do it (not enough money). Or using 3 cars from one household. Maybe is time to push them to find a job (not sleeping till noon) and pay something to council budget (be part of community not kind of parasites). I understand to help people in real need, but council can not or do not want recognize people who really need help from people who are overusing system.
15	How will the council cover the difference in income? Will it increase council tax more for those paying tax? After all, most council tax goes to cover benefits. Maybe someone will finally pay attention to working people who pay tax and don't receive benefits, who can't afford foreign trips and two or three cars at home, like those who have council-funded homes. I understand helping retirees, but not young, healthy people who know how to cheat the system, and unfortunately, the council is doing nothing to prevent this.
16	How will the council cover the difference in income? Will it increase council tax more for those paying tax? After all, most council tax goes to cover benefits. Maybe someone will finally pay attention to working people who pay tax and don't receive benefits, who can't afford foreign trips and two or three cars at home, like those who have council-funded homes. I understand helping retirees, but not young, healthy people who know how to cheat the system, and unfortunately, the council is doing nothing to prevent this.
17	I live with my adult son both of us are disabled how does this work
18	Due to my disabilities, I get the higher rate £140 ESA, my Banding for single person needs to be 85% for my CT reduction to remain the same. Let alone be 100% as it should be considering this is a disability benefit (as I'd get ts on UC with no disability)!
19	Nothing wrong with present system



4. Do you agree with this proposal?				
Answer Choices			Response Percent	Response Total
1	I agree	<div><div></div></div>	66.67%	84
2	I disagree	<div><div></div></div>	19.05%	24
3	Don't Know	<div><div></div></div>	14.29%	18
			answered	126
			skipped	164

5. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	14
1	Again while I agree on principle, I'm worried that council tax will increase for everyone else.		
2	If there are other adults then they should pay		
3	Bad use of resources and complicated you can't even set up a online account never mind this change		
4	I believe adults in the position to work should not be exempt from council tax, regardless of the household as if they are of working age it shouldn't fall on just the adult named on the property. It takes away available support for people such as myself on benefits with 3 children, with 2 disabled children that prevents me from being able to work.		
5	For points already raised.		
6	Please read above. Lots of people over using plans like this.		
7	How will the council cover the difference in income? Will it increase council tax more for those paying tax? After all, most council tax goes to cover benefits. Maybe someone will finally pay attention to working people who pay tax and don't receive benefits, who can't afford foreign trips and two or three cars at home, like those who have council-funded homes. I understand helping retirees, but not young, healthy people who know how to cheat the system, and unfortunately, the council is doing nothing to prevent this.		
8	plan like this will incraise living cost of people working hard, How will the council cover the difference in income? Will it increase council tax more for those paying tax? After all, most council tax goes to cover benefits. Maybe someone will finally pay attention to working people who pay tax and don't receive benefits, who can't afford foreign trips and two or three cars at home, like those who have council-funded homes. I understand helping retirees, but not young, healthy people who know how to cheat the system, and unfortunately, the council is doing nothing to prevent this.		
9	Should depend on wether non dependants have a work based income.		
10	Yet again if you are working full time no help is given		
11	Samd as last answer		
12	Have to disagree even though it does not affect me. Once again the people who don't work get funded by those that do		
13	According to your table I will be 10% worse off and with everything else i have to pay at the moment I do not see this benefitting myself as well as others in the same predicament		
14	Maintaining status quo serves as a deterrent even if you don't police and enforce it Ideally don't increase the cost of administering the scheme through introducing changes		
		answered	14
		skipped	276

5. Part 3 - Ignoring certain elements of Universal Credit when calculating the household's income

6. Do you agree with this proposal?

Answer Choices		Response Percent	Response Total
1	I agree 	70.94%	83
2	I disagree 	14.53%	17




6. Do you agree with this proposal?

3	Don't Know		14.53%	17
			answered	117
			skipped	173

7. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	12
	1	If costs are going to increase who pays for it		
	2	Complicated and unfair on non benefits families		
	3	This should have been the case from the start		
	4	I agree, having support for disabled children or LCWRA should not be scrutinised and used as leverage to stop council tax support		
	5	Please read above		
	6	How will the council cover the difference in income? Will it increase council tax more for those paying tax? After all, most council tax goes to cover benefits. Maybe someone will finally pay attention to working people who pay tax and don't receive benefits, who can't afford foreign trips and two or three cars at home, like those who have council-funded homes. I understand helping retirees, but not young, healthy people who know how to cheat the system, and unfortunately, the council is doing nothing to prevent this.		
	7	I understand ignoring the Child element of UC due to the extra amount of income allowed for those with children in the banded system. However, I don't agree with using the Childcare element as income. The Childcare element is in essence, state subsidisation of childcare costs. When one qualifies for the childcare element all of that income (plus +15% of their other income) will be paid to the childcare provider. It is not an income that could be used to pay for Council Tax. For example, if you had 2 single parent households, both with 2 children and working part time earning £1,000 per month; 1 of those households can rely on family to look after the children so have no childcare costs and the income taking into account will be the £1,000 per month (plus any standard allowance and child element). The other household doesn't have family to rely on and must make use of a childcare provider and thus qualifies for a childcare element. Childcare is very expensive, so they qualify for, say £1,000 childcare element. Then it would look like this household has £2,000 income (plus any standard allowance and child element). Those households would fall into 2 different bands, with the household who relies on a childcare provider being much worse off when in reality that household would be £150 worse off than the household who has family who can look after their children (as UC only covers up to 85% of childcare costs so they must contribute 15% of their other income to pay the childcare provider). Of the 2 households, you'd be asking the household with less income to pay more. As I hope you'll agree this is not a fair approach.		
	8	You MUST take into account New Style ESA as well.		
	9	That is a lot of money you are disregarding		
	10	Don't understand		
	11	It will help people who need it the most, rob the earners to pay the non earners		
	12	The proposed changes increase the cost of delivering the scheme which means the council will have to cut spending elsewhere		
			answered	12
			skipped	278




6. Part 4 - Replacing the current variable amounts we deduct from earnings with a standard deduction of £25 per week (irrespective of the number of hours worked)

8. Do you agree with this proposal?				
Answer Choices			Response Percent	Response Total
1	I agree		61.95%	70
2	I disagree		14.16%	16
3	Don't Know		23.89%	27
			answered	113
			skipped	177

9. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	8
1	No fair on those paying high rate already			
2	Please read above			
3	How will the council cover the difference in income? Will it increase council tax more for those paying tax? After all, most council tax goes to cover benefits. Maybe someone will finally pay attention to working people who pay tax and don't receive benefits, who can't afford foreign trips and two or three cars at home, like those who have council-funded homes. I understand helping retirees, but not young, healthy people who know how to cheat the system, and unfortunately, the council is doing nothing to prevent this.			
4	£25 p/w is not a job, it's 2hr's at Min wage, less if paid any more. Amount should be £195, which is what I can potentially earn on my New style ESA, before affecting benefit..			
5	I think it would be better if there was an upper limit of earnings this applies to. A £25 deduction for someone who earns £250 a week versus a £25 deduction for someone who earns £500 a week seems an unmanageable idea, as the council will lose out on a significant chunk of income			
6	What about people that can't work for whatever reason. If people are earning money this should be included in their weekly income no matter where it comes from. Or change the income range to add another £25 to it			
7	Don't understand			
8	I don't think this is going to encourage people to work			
			answered	8
			skipped	282

7. Part 5 - Continuing to protect families by ensuring that Child Benefit, Child Maintenance, Guardians Allowance and Foster Allowance are not counted when assessing a person's income




10. Do you agree with this proposal?

Answer Choices			Response Percent	Response Total
1	I agree		75.00%	84
2	I disagree		14.29%	16
3	Don't Know		10.71%	12
			answered	112
			skipped	178

11. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	13
1	It will likely increase the council taxes of everyone else.			
2	proposal could increase the cost of the scheme, WHO IS PAYING THE PRICE FOR THIS? increased bills for those who have no choice but pay!			
3	Too complicated and the rugby account systems and they don't answer phones to change all This			
4	Completely agree, as this is money for our children. This should not be used for council tax purposes. It is to provide for our children, clothes food heating etc			
5	Will this include single people like i stated in my previous comment? To increase my council tax would price me out of my home i have just bought on my own, I can't afford to pay more bills and it scares me			
6	Proposal like this will be over use by lazy people.			
7	How will the council cover the difference in income? Will it increase council tax more for those paying tax? After all, most council tax goes to cover benefits. Maybe someone will finally pay attention to working people who pay tax and don't receive benefits, who can't afford foreign trips and two or three cars at home, like those who have council-funded homes. I understand helping retirees, but not young, healthy people who know how to cheat the system, and unfortunately, the council is doing nothing to prevent this. I have family too, iml don't have money to going three times to holiday how my neighbour who take my benefits, maybe next year some how work in council explaine my children why not going to holiday?			
8	A couple earning a combined income of £120k per year (£60k p/y) still get full child benefit. Where as a coouple on. E rifts if I wage with 3 kids get none. Child benefit Council tax relief should be means/income based.			
9	How much will bills be going up to pay for this. As someone who pays full bill I would be interested to know			
10	Again this is extra income and should be included in the income range or raise the income range for all. It penalises people that are older can't work or don't get any other income it seems unfair to me that the key older pensioners are being penalises			
11	Dong understand			
12	Not including the other income people are getting is a joke, they are still receiving the money. If this is the case you should not include any income and scrap this stupid idea			
13	By increasing the costs of administering the scheme means council has to cut cost elsewhere			
			answered	13
			skipped	277

8. Part 6 - Continuing to ignore certain disability benefits when assessing the income of the household and providing an additional deduction from income of £50 per week where the applicant, partner or dependant has a disability




12. Do you agree with this proposal?				
Answer Choices			Response Percent	Response Total
1	I agree		74.77%	83
2	I disagree		11.71%	13
3	Don't know		13.51%	15
			answered	111
			skipped	179

13. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	9
1	No		
2	Definitely agree, disability should not be affecting council tax as it is for health reasons		
3	Increased costs will mean higher rates for others		
4	Again, please read above.		
5	How will the council cover the difference in income? Will it increase council tax more for those paying tax? After all, most council tax goes to cover benefits. Maybe someone will finally pay attention to working people who pay tax and don't receive benefits, who can't afford foreign trips and two or three cars at home, like those who have council-funded homes. I understand helping retirees, but not young, healthy people who know how to cheat the system, and unfortunately, the council is doing nothing to prevent this.		
6	I can earn £195 p/w on New style ESA without affecting benefit. This needs to remain, as does Min 85% reduction (ideally proposed 100% if not working).		
7	Old age pension is often called a benefit yet you continue to use that as income		
8	Same reason as before people that only get a pension and nothing else are penalised.		
9	This increase cost of the scheme which means cost cutting elsewhere		
		answered	9
		skipped	281

9. Part 7 - Ignoring any Carer's Allowance when calculating the household's income

14. Do you agree with this proposal?




Answer Choices			Response Percent	Response Total
1	I agree		79.09%	87
2	I disagree		8.18%	9
3	Don't know		12.73%	14
			answered	110
			skipped	180

15. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	5
1	Yes carers should not have to pay so much			
2	Will increase costs for others			
3	Again stop financing people who are not interesting to find a job.			
4	How will the council cover the difference in income? Will it increase council tax more for those paying tax? After all, most council tax goes to cover benefits. Maybe someone will finally pay attention to working people who pay tax and don't receive benefits, who can't afford foreign trips and two or three cars at home, like those who have council-funded homes. I understand helping retirees, but not young, healthy people who know how to cheat the system, and unfortunately, the council is doing nothing to prevent this.			
5	Where is your money tree			
			answered	5
			skipped	285

10. Part 8 - Continuing to protect War Pensioners by ignoring any War Pensions or War Disablement pensions in full when calculating the household's income

16. Do you agree with this proposal?




Answer Choices			Response Percent	Response Total
1	I agree		77.27%	85
2	I disagree		7.27%	8
3	Don't know		15.45%	17
			answered	110
			skipped	180

17. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	6
1	I guess this depends on actual service history. I don't know how long someone needs to serve to be entitled to veteran benefits, but I'd be conscious of those who didn't serve for long or weren't on active duty being entitled to benefits for effectively no reason.		
2	Should have been already but again I don't trust the council to make the changes in a cost reflective way		
3	How will the council cover the difference in income? Will it increase council tax more for those paying tax? After all, most council tax goes to cover benefits. Maybe someone will finally pay attention to working people who pay tax and don't receive benefits, who can't afford foreign trips and two or three cars at home, like those who have council-funded homes. I understand helping retirees, but not young, healthy people who know how to cheat the system, and unfortunately, the council is doing nothing to prevent this.		
4	You should include all pensions and income from wherever it comes.		
5	Consideration should also be given to those families in receipt of a medical retirement pension - currently this is counted as income when it is through no fault of their own that the person (s) are no longer able to work. I agree to both being disregarded.		
6	It increases the cost of the scheme which means council has to cut costs elsewhere		
		answered	6
		skipped	284

11. Part 9 - Reducing the capital limit to £6,000

18. Do you agree with this proposal?

Answer Choices			Response Percent	Response Total
1	I agree		57.94%	62
2	I disagree		25.23%	27
3	Don't know		16.82%	18
			answered	107
			skipped	183

19. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	23
1	Pointless paperwork bad use of time chasing this too complicated		
2	If you have 6,000 in savings, you are not vulnerable or in hardship needing support. You have finances you can use to provide for your cost of living		
3	Why should people be penalised for saving?		




19. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

4	On my opinion the limit should be increased in a manner similar to the pension triple lock. Not decreased!
5	Does this affect my 25% single person's discount just because I own my house and therefore have more than £6000 in capital?
6	Why should people be penalised for having savings
7	How will the council cover the difference in income? Will it increase council tax more for those paying tax? After all, most council tax goes to cover benefits. Maybe someone will finally pay attention to working people who pay tax and don't receive benefits, who can't afford foreign trips and two or three cars at home, like those who have council-funded homes. I understand helping retirees, but not young, healthy people who know how to cheat the system, and unfortunately, the council is doing nothing to prevent this.
8	Savings should not be discouraged. With the ever rising costs of living, £10000 does got go as far as it used to, so reducing it seems wrong
9	The limit should be £16k, even if n a sliding scale, like Universal Credit.
10	The limit needs to be higher for those who have saved for funeral expenses for more than 1 person
11	No help if you don't claim benefits but managed to go to work and save for your retirement no incentive to save or work
12	The reduction between 6 and 10k is negligible Why bother? Probably cost as much to implement as would be saved? How do you checkboxes accurately? People will just 'hide' assets legally
13	I totally disagree with this it should remain at £10000.
14	As i get PIP i try and save a bit towards car maintenance, insurance and repairs. As these costs are rising i need to save more. How do you distinguish between PIP and savings?
15	Vulnerable adults such as people with learning difficulties are often placed in shared lives scheme. They don't have the liability for paying council tax yet can accumulate far more than £6k in savings. How is that fair for people who've worked all of their lives to accumulate life savings yet are meant to survive in the meagre state pension
16	Discrimination if you save for your future
17	I think this should be standardized and limit should be £14000 in line with other criteria.
18	This figure is far too low given the current cost of living.
19	I disagree with this. If you have got money saved for your own funeral this will be impacted as the cost of a funeral is over £6000. I do think that is really unfair when your only saving for your burial
20	Assets that don't provide income would have be disposed of.
21	Leave it as it is as people have to save now as future payments and rule changes can suddenly leave you with no money. £10,000 isn't a lot in today's money if for example someone was denied PIP and needed to buy a car
22	At times people need to save for large purchases, furniture, white goods, a funeral, etc, and often to do this they cut down on food for themselves to make this saving ! Then they'll get penalised if the saving goes above £6,000 ? Not very fair.
23	I think you should not change this. Only changes that can benefit applicants should be applied.

	answered	23
	skipped	267

12. Part 10 - Removing the Extended Payment provision.

20. Do you agree with this proposal?

Answer Choices			Response Percent	Response Total
1	I agree		66.36%	71
2	I disagree		11.21%	12
3	Don't know		22.43%	24
			answered	107
			skipped	183

21. If you disagree please explain why. You can also use this space to let us know if you have any alternative suggestions.

Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	6
1	Far to complicated			
2	How will the council cover the difference in income? Will it increase council tax more for those paying tax? After all, most council tax goes to cover benefits. Maybe someone will finally pay attention to working people who pay tax and don't receive benefits, who can't afford foreign trips and two or three cars at home, like those who have council-funded homes. I understand helping retirees, but not young, healthy people who know how to cheat the system, and unfortunately, the council is doing nothing to prevent this.			
3	New style ESA is still a present benefit			
4	!			
5	Why not reduce to two weeks instead. Some people who start work do not get paid for a full month depending on their start date and wages date. This should be taken into account when making this decision			
6	Immediate financial disadvantage to those entering as no employer pays in advance. This is a malicious provision under Universal Credit.			
			answered	6
			skipped	284

13. Your comments and suggestions on the proposed Council Tax Reduction Scheme

22. Please use this space to make any other comments on the proposed scheme or any alternative suggestions you have.

Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	26
1	The actual bill payers will be penalised as usual by increased bills - you don't have any money of your own it comes from those forced to pay the TAX. You might want to remember that when spending OUR money on stupid ideas			
2	Too complicated			

22. Please use this space to make any other comments on the proposed scheme or any alternative suggestions you have.



3	The current system is so outdated and it definitely needs updating me, I personally have been affected by the outdated system and now currently owe thousands due to a system error.
4	Single mother of 3 with 2 disabled children meaning I am a full time carer and unable to work. I am on a fixed low income until they are old enough to live in assisted living, so this proposal would make a big difference to my family
5	I would struggle financially with the loss of my 25% reduction. I'm a single parent to 1 child and I'm expected to now pay full amount for services I don't even use as heavily as larger households. I think council tax should be calculated on current house prices/number of rooms etc.
6	If no changes to costs for others I would support this, but any cost saving will make other areas increase
7	Penalising savers when they hit a hard time is unnecessary. Ideally increase the savings limit in line with inflation, at worst keep it at 10,000 pounds
8	Please consider my previous notes. This has genuinely panicked me just seeing this. Please provide more clarification on how it may affect someone like me. Why does someone like me not matter?
9	Will these changes survive the unitary arrangements due to come into being in 2028? If yes, that will be a saving. If no, has the Council budgeted for further possible changes for eg if the council changes hands politically to a party that is less sympathetic to fair and equal treatment for all?
10	Sorry but council divide people, if you work hard you need pay more more more, if you sit home i do nothing you are poor, you need help, you need holiday, you need support
11	I think as a pensioner i am being penalised for working all my life and saving for my retirement .as only those who are on benefits. Are rewarded with help with living .cost including council tax .so although you say the government provide for pensioners.i don't think the borough could do more .all I get is 25%reduction for being on my own ..
12	Being on new style ESA, my council tax reduction would go down from 85% to 75%. This is not right when UC claimants without disabilities get more.
13	How about giving bigger discount to people living alone or having to use communal bins why are people on benefits the only people that get help
14	I think this is a very well thought out proposal and I agree with the majority of the ideas
15	On a personal note this new proposal can only be a good thing. For someone with a severe life-long disability on UC, any help is very much appreciated.
16	Cut Councillors expenses - most provide very little vfm anyway
17	It is important to recognise that many disabled people are unable to increase their income by working and need to be protected.
18	If I am reading this correctly it does not seem fair and clear across the board. It favours people that can earn extra money or get war pensions. People that have base pensions and a small private pension but can't earn monies elsewhere are penalised as their private pension will be included in the income calculations
19	I unfortunately had a brain/head injury in July 2019 it was undiagnosed or treated for 2 years and suffer still today, it would help if I didn't have to pay poll tax
20	The scheme will not treat all working age applicants equally. How can you say that when the people paying the most income tax will get less of a discount.
21	The largest majority of people living below the poverty line are state pensioners yet there is no mention of them in this survey.
22	Please provide clarification on the number of children over three and the weekly income rates (as per Table in question 1).
23	Assumption that some consequences have been obfuscated.
24	There should be some additional cover for people returning to work. Perhaps payments could continue for 3 months to help people get to grips with their new budgets. I know when I tried to go back to work it was a nightmare getting my budgeting in place and the additional payments would've really helped me.

22. Please use this space to make any other comments on the proposed scheme or any alternative suggestions you have.

25	I thank you for this but not altogether sure on this scheme and how this will effect my reduction with being a pensioner		
26	There needs to be a big media campaign to advertise the 100% CTS scheme and we need to encourage local people to apply. The more people who are eligible to apply and who successfully make the application will secure a better financial future that does not get them into debt. Debt causes mental health issues and this impacts negatively on a person's all round health and wellbeing. This in turn causes pressure on local services such as NHS, Foodbank, Citizens Advice etc. I am certain that local services will help RBC to advertise the new 100% CTS scheme and by working together we can help people apply for this discount. One idea is to advertise it on the side on the waste collection vehicles. Another idea is to have a leaflet made giving information about the CTS scheme and this can put into every Foodbank parcel. Other local services, such as the children's centres will also hand out the leaflets to vulnerable families and they will have support workers who can help people to do the application. You could organise a meeting at the Council and invite the local support service staff and give them a briefing on the scheme, how to apply, how to get accounts set up for people in new build properties while they wait for the VOA banding etc. By increasing knowledge and skills around council tax the CTS scheme can be a great success and relieve more pressure on your small recovery team.		
		answered	26
		skipped	264

14. About you

23. Are you completing this form on behalf of an organisation or group?



Answer Choices			Response Percent	Response Total
1	Yes		0.95%	1
2	No		99.05%	104
			answered	105
			skipped	185

If yes, please tell us the name of the organisation/group.




Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	1
	1	Rugby Foodbank.		
			answered	1
			skipped	289

15. Questions for Individuals




24. Do you live in the Rugby Borough Council area?

Answer Choices			Response Percent	Response Total
1	Yes		97.06%	99
2	No		0.00%	0
3	Prefer not to say		2.94%	3
			answered	102
			skipped	188




25. Do you pay Council Tax?

Answer Choices			Response Percent	Response Total
1	Yes		94.12%	96
2	No		0.98%	1
3	Prefer not to say		4.90%	5
			answered	102
			skipped	188

26. Are you currently receiving Council Tax Reduction?

Answer Choices			Response Percent	Response Total
1	Yes		67.65%	69
2	No		25.49%	26
3	Prefer not to say		6.86%	7
			answered	102
			skipped	188








27. What is your sex?

Answer Choices			Response Percent	Response Total
1	Male		31.37%	32
2	Female		56.86%	58
3	Prefer not say		11.76%	12
			answered	102




27. What is your sex?

	skipped	188
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28. What is your age?

Answer Choices			Response Percent	Response Total
1	0-15		0.00%	0
2	16-24		0.00%	0
3	25-34		10.78%	11
4	35-44		17.65%	18
5	45-59		36.27%	37
6	60-74		17.65%	18
7	75-84		6.86%	7
8	85 or over		0.98%	1
9	Prefer not to say		9.80%	10
			answered	102
			skipped	188



29. Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?

Answer Choices			Response Percent	Response Total
1	Yes		52.94%	54
2	No		33.33%	34
3	Prefer not to say		13.73%	14
			answered	102
			skipped	188









30. If your answer to the previous question (Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more) is 'yes', do any of your conditions or illnesses reduce your ability to carry out day to day activities

Answer Choices			Response Percent	Response Total
1	Yes a lot		59.21%	45
2	Yes a little		7.89%	6

30. If your answer to the previous question (Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more) is 'yes', do any of your conditions or illnesses reduce your ability to carry out day to day activities

3	Not at all		14.47%	11
4	Prefer not to say		18.42%	14
			answered	76
			skipped	214

31. What is your ethnic group?




Answer Choices			Response Percent	Response Total
1	White: English/Welsh/Scottish/Northern Irish/British		73.53%	75
2	White: Irish		0.98%	1
3	White: Gypsy/ Irish Traveller		0.00%	0
4	White: Any other (please specify below)		8.82%	9
5	Black: African		0.00%	0
6	Black: Caribbean		0.98%	1
7	Black: British		0.00%	0
8	Black: Any other (please specify below)		0.00%	0
9	Asian: Indian		1.96%	2
10	Asian: Pakistani		0.00%	0
11	Asian: Bangladeshi		0.00%	0
12	Asian: Chinese		0.00%	0
13	Asian: Any other (please specify below)		0.00%	0
14	Mixed / multiple ethnic group: White and Black Caribbean		0.00%	0
15	Mixed / multiple ethnic group: White and Black African		0.00%	0
16	Mixed / multiple ethnic group: White and Asian		0.98%	1
17	Mixed / multiple ethnic group: Any other (please specify below)		1.96%	2
18	Arab		0.00%	0
19	Prefer not to say		10.78%	11
			answered	102
			skipped	188

31. What is your ethnic group?

If your ethnicity is not listed above please provide a description (6)

1	White British White irish
2	South Indian
3	Latvian
4	Ukrainian
5	Polish
6	White Irish and Black Colonial Islands.

32. Do you look after, or give any help or support to, anyone because they have long-term physical or mental health conditions or illnesses, or problems related to age (exclude anything you do as part of any paid employment).

Answer Choices			Response Percent	Response Total
1	Yes		27.45%	28
2	No		57.84%	59
3	Prefer not to say		14.71%	15
			answered	102
			skipped	188

AGENDA MANAGEMENT SHEET

Report Title: Calendar of Meetings 2026/27

Name of Committee: Cabinet

Date of Meeting: 1 December 2025

Report Director: Chief Officer - Legal and Governance

Portfolio: Finance and Performance, Legal and Governance

Ward Relevance: N/A

Prior Consultation: Leadership Team and key officers

Contact Officer: Linn Ashmore, Democratic Services Officer
linn.ashmore@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):
☐ A Healthier Rugby – To support people to live healthier, longer, and more independent lives.
☐ A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.
☐ A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.
☐ A Fairer Rugby – To reduce inequalities and improve housing across the Borough.
[Corporate Strategy 2025-2035](#)
☒ This report does not specifically relate to any Council priorities but should be considered by Cabinet for the following reason: Cabinet is required, under the Council's Constitution, to fix the dates and times of Council, Cabinet and committee meetings.

Summary: Cabinet is required, under the Council's Constitution, to fix the dates and times of Council, Cabinet and committee meetings each municipal year. The proposed Calendar of Meetings for 2026/27 is attached at Appendix 1.

Financial Implications:	There are no direct financial implications arising from the report.
Risk Management/Health and Safety Implications:	There are no direct risk management or health and safety implications arising from the report.
Environmental Implications:	There are no direct environmental implications arising from the report.
Legal Implications:	There are no direct legal implications arising from the report.
Equality and Diversity:	There are no direct equality and diversity implications arising from the report.
Options:	<p>The Calendar of Meetings for 2026/27, as at Appendix 1 to the report, be approved.</p> <p>Risks: Breach of Council's Constitution. No democratic process without a calendar of meetings.</p> <p>Benefits: Compliance with the Council's Constitution.</p>
Recommendation:	The calendar of meetings for 2026/27, as at Appendix 1 to the report, be approved.
Reasons for Recommendation:	In order to comply with the Council's Constitution.

Cabinet - 1 December 2025

Calendar of meetings 2026/27

Public Report of the Chief Officer - Legal and Governance

Recommendation

The calendar of meetings for 2026/27, as at Appendix 1 to the report, be approved.

1. Executive summary

- 1.1 Cabinet is required, under the Council's Constitution, to fix the dates and times of Council, Cabinet and committee meetings.
- 1.2 The calendar of meetings set out at Appendix 1 takes into account the following requirements:
- five cycles of meetings per year
 - A minimum of five ordinary meetings of Full Council
 - A meeting of Audit and Ethics Committee to be held in September 2026 to consider the approval of the Statement of Accounts including the Annual Governance Statement
 - A meeting of Full Council to be held in February 2027 to consider the Budget Setting
 - Planning Committee to meet on a four-week cycle throughout the year
 - The Annual Meeting of Council to avoid the Annual Meeting of Warwickshire County Council
- 1.3 Appeals Committee, Grievance Committee and Shareholders Committee meets on an ad hoc basis.

2. School Holidays for Warwickshire, LGA Annual Conference and Political Parties' Conferences

- 2.1 Every effort has been made to avoid scheduling meetings during:
- dates of the LGA Annual Conference and Exhibition in Summer 2026;
 - dates of the political parties' conferences in Autumn 2026; and
 - school holidays for Warwickshire.

However, due to the volume of meetings to be incorporated in the calendar, it has not been possible to avoid these dates entirely.

Name of Meeting: Cabinet

Date of Meeting: 1 December 2025

Subject Matter: Calendar of Meetings 2026/27

Originating Department: Legal and Governance

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	

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

Draft Calendar of meetings 2026/27

Appendix 1

Mon	May	25	Bank Holiday	Aug	3	Oct	19	Jan	4	Mar	22	NOTES Meetings of Council commence at 7pm with the exception of the February meeting which will start at 6pm.
Tue		26			4		20		5		23	
Wed		27			5		21		6		24	
Thu		28			6		22		7		25	
Mon	June	1			10		26		11		29	Bank Holiday
Tue		2	Cabinet		11		27		12		30	
Wed		3	Planning		12		28		13	Planning	31	
Thu		4			13		29		14		1	
Mon		8			17	Nov	2		18	Apr	5	
Tue		9			18		3	Cabinet	19		6	
Wed		10			19		4	Planning	20		7	
Thu		11			20		5		21	Scrutiny	8	
Mon		15			24		9		25		12	
Tue		16			25		10		26		13	Cabinet
Wed		17	Council		26		11		27		14	Planning
Thu		18			27		12		28	Audit and Ethics	15	
Mon		22			31	Bank Holiday	16		Feb	1	19	
Tue		23		Sep	1		17		2	Cabinet	20	
Wed		24			2	Planning	18	Council	3		21	
Thu		25			3		19	Scrutiny	4		22	
Mon		29	Cabinet		7		23		8		26	
Tue		30			8	Cabinet	24		9		27	
Wed	July	1	Planning		9		25		10	Planning	28	
Thu		2	Scrutiny		10		26	Audit and Ethics	11		29	
Mon		6			14		30			15		
Tue	LGA	7	Licensing		15		Dec	1	Cabinet		16	
Wed	LGA	8			16		2	Planning		17	Council	
Thu	LGA	9			17	Scrutiny	3			18		
Mon		13		LD	21		7			22		
Tue		14		LD	22		8			23	Licensing	
Wed		15	Council		23	Council	9			24		
Thu		16			24	Audit and Ethics	10			25		
Mon		20		L	28		14		Mar	1		
Tue		21		L	29		15		2	Cabinet		
Wed		22		L	30	Planning	16	Council	3			
Thu		23	Audit and Ethics	Oct	1		17		4			
Mon		27		C	5		21		8			
Tue		28		C	6	Cabinet	22		9			
Wed		29		C	7		23		10	Planning		
Thu		30			8		24		11			
Mon					12		28	Bank Holiday	15			
Tue					13	Licensing	29		16			
Wed					14		30		17	Council		
Thu					1		31		18	Scrutiny		

C = Conservative Party Conference:
04/10/2026 – 07/10/2026

L = Labour Party Conference:
27/09/2026 – 30/09/2026

LD = Liberal Democrat Party Conference:
21/09/2026 – 22/09/2026

LGA = LGA Annual Conference:
07/07/2026 – 09/07/2026

school holidays
Warwickshire

AGENDA MANAGEMENT SHEET

Report Title:	Proposals for Supporting the Community and Voluntary Sector 2026/27 and 2027/28.
Name of Committee:	Cabinet
Date of Meeting:	1 December 2025
Report Director:	Chief Officer - Communities and Homes
Portfolio:	Communities and Homes, Regulation and Safety
Ward Relevance:	All
Prior Consultation:	Warwickshire Community and Voluntary Action (WCAVA), Bedworth, Rugby and Nuneaton Citizens Advice Bureau (BRANCAB) Brownsover Community Association, New Bilton Community Association, Long Lawford Community Association, Overslade Community Association, Newbold on Avon Community Partnership, the Benn Partnership, Rugby Foodbank, recipients of RBC's UKSPF Community Grants. Portfolio Holder for Communities & Homes and Liberal Democrat housing spokesperson.
Contact Officer:	Mary Jane Gunn Communities and Projects Manager maryjane.gunn@rugby.gov.uk
Public or Private:	Public
Report Subject to Call-In:	YesError! Bookmark not defined.
Report En-Bloc:	No
Forward Plan:	Yes

Corporate Priorities:

This report relates to the following priority(ies):

- ☒ A Healthier Rugby – To support people to live healthier, longer, and more independent lives.
- ☒ A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.
- ☒ A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.
- ☒ A Fairer Rugby – To reduce inequalities and improve housing across the Borough.

[Corporate Strategy 2025-2035](#)

Summary:

This report sets out proposals for the Council's continued funding of the local community and voluntary sector for 2026/27 and 2027/28.

Financial Implications:

The financial implications are set out in section 3 of this report.

Risk Management/Health and Safety Implications:

To reduce the risk of non-delivery, officers will continue to work closely, and in a timely way, with all funded organisations and service providers to monitor progress against grant agreements and contracts.

Payments will continue to be made quarterly, subject to satisfactory review meetings.

An annual governance health check of each community association/community partnership will be undertaken by Warwickshire Community and Voluntary Action to help ensure the protection of public funds. The outcome of the Health Checks will be reported to the Audit and Ethics Committee.

Environmental Implications:

The Climate Change and Environmental Impact Assessment (Appendix 1) identified no specific issues

Legal Implications:

The Council has a wide power within section 2 of the Local Government Act 2000. This is known as the "wellbeing power" and seeks to promote or improve the economic, social and environmental wellbeing of the Council's area. This includes the power to provide financial assistance to achieve this purpose.

In addition to the “wellbeing 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.

Community associations and partnerships will enter into appropriate grant agreements specifying the activities and initiatives funded. The grant agreement is at Appendix 2.

Equality and Diversity:

An Equality Impact Assessment has been carried out and is attached at Appendix 3

Options:

Option 1 – Approve the recommendations

- Sets clear budgetary requirements for 2026/27 and 2027/28.
- Providing surety for the community associations, community partnerships and Foodbank in 2026/27 and 2027/28 (subject to budget setting)
- Takes account of work, undertaken in 2025/26 to develop proposals for how the Council commissions the work of the voluntary and community sector, including work with Thriving Places to further understand our most deprived areas.
- Retains the long-standing focus on community associations in the most deprived areas, confirmed again by recent data.
- Introduces additional funding in 2026/27 to strengthen provision in Hillmorton and Admirals Estate.
- Considers further additional funding in 2027/28 for two other areas meeting the deprivation criteria, including Eastlands.

Option 2 – Do not approve the recommendations.

- Creates uncertainty for budget setting in 2026/27.
- Leaves the currently funded organisations without clarity for the year ahead.
- Does not introduce additional funding to strengthen provision in Hillmorton and Admirals Estate in 2026/27 or give consideration to extending support to Eastlands and another deprived area in 2027/28.

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT –

1. Funding continues for the Community Associations/Partnerships operating in the most deprived wards (as confirmed by the latest Thriving Places and Warwickshire County Council's Business Intelligence data) subject to budget setting for 2026/27 and 2027/28.
2. The duration of the Service Level Agreement (SLA) with community associations/partnerships to change from one year to two years.
3. The £65,978 grant funding of the community associations, community partnerships and Rugby Foodbank as detailed in table 1.0 be considered as part of budget setting for 2026/27 and 2027/28.
4. Additional funding of £18,974 in 2026/27, equal to the allocation for two community associations, be provided to strengthen provision in Hillmorton and Admirals Estate
5. Further additional funding in 2027/28 be considered for two other areas meeting the deprivation criteria, including Eastlands, with allocations equal to those provided for Hillmorton and Admirals Estate.
6. Each eligible community association/partnership will continue to be allocated £1,000 to administer, in consultation with local Ward Members, as microgrants (£300 or less) to small grassroots organisations developing initiatives within their ward;
7. A £10,000 Community Supermarket research and development reserve (approved in December 2024), be carried forward to continue work around tackling food insecurity in Rugby;
8. A ringfenced reserve of £10,000 be set aside in 2026/27 and 2027/28 as an enabling budget to help RBC with surveys and research to inform and support the sector; and
9. Delegated authority be given to the Chief Officer for Communities and Homes and the Chief Officer for Legal and Governance to determine final grant terms.

**Reasons for
Recommendation:**

The recommendations present an opportunity for the Council to continue to support the local voluntary and community sector, maintain focus on the most deprived areas, and strengthen provision in Hillmorton and Admirals Estate. They also provide flexibility to address food insecurity and emerging community needs through ringfenced reserves.

The duration of the SLA with community associations/partnerships to change from 1 to 2 years (subject to budget approvals) taking them to the potential vesting date for the new organisation.

A £10,000 allocation, carried forward from 2025/26 is proposed to support wider work on tackling food insecurity/food poverty.

A £10,000 reserve enables the Council to respond flexibly with an enabling budget to help us with surveys and research to support and inform the sector.

Agenda No 13

Cabinet - 1 December 2025

Proposals for Supporting the Community and Voluntary Sector 2026/27 and 2027/28

Public Report of the Chief Officer – Communities and Homes

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT –

- 1 Community association/community partnership funding will continue to be awarded to the organisations operating in the most deprived wards (as confirmed by the latest Thriving Places and Warwickshire County Council's Business Intelligence data) subject to budget setting for 2026/27 and 2027/28.
- 2 The duration of the Service Level Agreement (SLA) with community associations/partnerships to change from one year to two years.
- 3 The £65,978 grant funding of the community associations, community partnerships and Rugby Foodbank for as detailed in table 1.0 be considered as part of budget setting for 2026/27 and 2027/28.
- 4 Additional funding of £18,974 in 2026/27, equal to the allocation for community associations, be provided to strengthen provision in Hillmorton and Admirals Estate.
- 5 Further additional funding in 2027/28 be considered for two other areas meeting the deprivation criteria, including Eastlands, with allocations equal to those provided for Hillmorton and Admirals Estate.
- 6 Each eligible community association/partnership will continue to be allocated £1,000 to administer, in consultation with local Ward Members, as microgrants (£300 or less) to small grassroots organisations developing initiatives within their ward.
- 7 A £10,000 Community Supermarket research and development reserve (approved in December 2024), be carried forward to continue work around tackling food insecurity in Rugby.
- 8 A ringfenced reserve of £10,000 be set aside in 2026/27 and 2027/28 as an enabling budget to help RBC with surveys and research to inform and support the sector.
- 9 Delegated authority be given to the Chief Officer for Communities and Homes and the Chief Officer for Legal and Governance to determine final grant terms.

1 Executive Summary

- 1.1 This report outlines proposals for the financial support of the voluntary and community sector in Rugby, to be considered as part of the budget setting process for 2026/27. In addition, the report outlines proposals for 2027/28.
- 1.2 This report does not cover the funding for BRANCAB and WCAVA as these are contractual, having gone through a formal procurement process. These contracts went live on 1 April 2023 and were for two years, with an option to extend for another two years, with delegated authority having been given to the Chief Officer for Communities and Homes to exercise the option to extend the contracts.
- 1.3 This option was exercised in 2025/26 following consideration of robust business plans for both organisations and it is anticipated that, following assurances that BRANCAB and WCAVA continue to meet their objectives, the Chief Officer for Communities and Homes will exercise their option to extend for the final year, 2026/27.
- 1.4 It should be noted therefore that arrangements will be made in 2026/27 to consider future funding for BRANCAB and WCAVA.
- 1.5 It is proposed that funding for Rugby Foodbank continues into 2026/27 and 2027/28, recognising its contribution to supporting residents experiencing food insecurity and financial hardship.
- 1.6 Community associations/partnerships operating in the Borough's most deprived wards would remain eligible for support. Funding will continue at previous levels and additional funding in 2026/27 will be provided to strengthen provision in Hillmorton, Admirals Estate and further additional funding in 2027/28 will be considered for two other areas meeting the deprivation criteria, including Eastlands, this further additional funding would be subject to the business case being considered and submitted as part of funding proposals for 2027/28.
- 1.7 Each eligible association will also have £1,000 available for distribution, in consultation with Ward Members, as microgrants to grassroots initiatives.
- 1.8 The report proposes:
 - The £65,978 grant funding for community associations/partnerships and Rugby Foodbank, as detailed in Table 1.0, be considered as part of budget setting for 2026/27.
 - The duration of the SLA with community associations will change from one year to two years, providing greater stability, reducing administrative burden and giving consideration of taking them to the potential vesting date for the new organisation.
 - Additional funding of £18,974 in 2026/27, equal to the allocation for community associations, be provided to strengthen provision in Hillmorton and Admirals Estate
 - Further additional funding of £18,974 to be considered in 2027/28 for two other areas meeting the deprivation criteria including

Eastlands, subject to the business case being considered and submitted as part of the funding proposals for 2027/28.

- A £10,000 reserve, as an enabling budget, to help RBC with surveys and research to inform and support the VCS. A reserve was approved in 2025/26 and as of 1 November 2025 has been allocated to support two projects at a cost of approximately £5000:
 - A Feasibility Study into community provision in Coton Park
 - Support for Rugby EcoHub to secure a longer-term base for their activities.
- A £10,000 Community Supermarket research and development reserve (approved in December 2024), be carried forward to continue work around tackling food insecurity in Rugby, including exploring links between existing community food provision and the potential creation of a “Community of Practice” of organisations tackling issues including food insecurity.

2 Background

- 2.1 In December 2024, Cabinet agreed its proposals for the funding of the Community and Voluntary Sector, to take forward to budget setting for 2025/26. These proposals included an undertaking that further work be undertaken during 2025/26 to review how the Council commissions the support of the Voluntary and Community Sector (VCS).
- 2.2 In 2025/26, the Council is continuing to fund WCAVA, BRANCAB, and Rugby Foodbank, alongside six Community Associations and Partnerships. Each Community Association has received core funding, with an optional allocation to administer local microgrants in consultation with Ward Members.
- 2.3 The microgrants support small-scale projects that respond to local needs and strengthen community connections.
- 2.4 In 2024/25 microgrant funded initiatives included ‘Little Squirrels’ Stay and Play sessions for preschool children with additional needs, new kitchen equipment at the Newbold Village Hall, and support for Girl Guiding groups in Overslade to ensure participation was accessible to all families. Seasonal projects, including Christmas lights at Mill Green Care Home and gift bags for isolated residents in Newbold, further contributed to community inclusion and cohesion. In 2025/26, microgrant applications include “Chatterbox”, a service for people with disabilities in Brownsover and “People Enjoying Art Socially” an arts and crafts activity service for people in Benn.
- 2.5 The current funding model has been in place for several years. Whilst it has provided stability for community and voluntary organisations, it now requires updating to ensure that both its design and delivery are aligned with the Council’s new Corporate Strategy.

- 2.6 To inform this review, the Council worked with the Centre for Thriving Places (CTP), an independent research and advisory organisation that helps local authorities and communities use evidence to improve wellbeing and social outcomes.
- 2.7 CTP's analysis drew on the 2024 Thriving Places Index (TPI), a comprehensive framework that combines data from trusted national sources to benchmark the drivers of local wellbeing, including health, environment, economy, education, equality, and community cohesion. This provided comparative insight into how Rugby performs relative to other areas and highlighted specific local needs, the evidence base for support of the VCS is at Appendix 4.
- 2.8 In addition to this evidence base, CTP supported the consultation process with the community and voluntary sector by co-designing a questionnaire consultation undertaken in August 2025 and facilitating a workshop with voluntary, community, faith and social enterprise (VCFSE) organisations in September 2025. These activities involved groups funded through the Council's VCS programme as well as organisations supported through UK Shared Prosperity Fund (UKSPF) grants, generating valuable insight into sector challenges and priorities a summary of the consultation is included as Appendix 5.
- 2.9 Further evidence was drawn from Warwickshire County Council's Business Intelligence Team, who produced the report Hyper-local Need Measure: Rugby (June 2025). This analysis identified patterns of deprivation at ward and sub-ward level, strengthening the evidence base for targeting Council investment. (Included in Appendix 4).

3 Section 3 Proposed funding for 2026/27 and 2027/28

- 3.1 Table 1 sets out the current funding for 2025/26 set against the funding proposed for 2026/27 and 2027/28. It should be noted that the consumer price index (CPI) is assumed to be 3% and will be applied at the rate confirmed in February 2026 and February 2027.

Table 1.0 current and proposed funding for the VCS

VCS Organisation	2025/26 Available Funding £	*3% CP Increase £	**2025/26 Micro Grants £	Movement in Reserve £	2026/27 Proposal	2027/28 Proposal
Foodbank	8,792	264			9,056	9,056
Benn Partnership	8,240	247	1,000		9,487	9,487
Newbold on Avon CP	8,240	247	1,000		9,487	9,487
Overslade CA	8,240	247	1,000		9,487	9,487
Brownsover CA	8,240	247	1,000		9,487	9,487
Long Lawford CA	8,240	247	1,000		9,487	9,487
New Bilton CA	8,240	247	1,000		9,487	9,487
Total	58,232	1,746	6,000		65,978	65,978
Additional Provision for Hillmorton and Admirals Estate	Nil	Nil	Nil		18,974 (9,487 x2)	18,974
Additional Provision for two other areas including Eastlands	Nil	Nil	Nil		Nil	18,974
Total	58,232	1746	6000		84,952	103,926
R&D Community Supermarket to be carried forward to support work to tackle food insecurity	10,000	Nil	-		10,000	10,000
Total	68,232	1746	6000		94,952	113,926
Reserve	10,000				10,000	10,000
Grand Total	78,232	1746	6000		104, 952	123,926

*Based on an assumed CPI increase of 3% which will be confirmed in February 2026. The proposed uplift will therefore increase or reduce in compliance with the confirmed rate.

**£1,000 to be administered as micro grants by each of the eligible Community Associations/Partnerships

4 Rationale for Proposed Funding Model and Adjustments

- 4.1 The proposed funding model and adjustments have been developed to ensure continued support for the voluntary and community sector while aligning with the Council's Corporate Strategy and evidence of local need.
- 4.2 In forming this recommendation, consideration was given to the reports, performance data, and feedback received from funded organisations. These organisations consistently deliver valued services that strengthen community wellbeing and resilience

- 4.3 Analysis from the Centre for Thriving Places and Warwickshire County Council's Business Intelligence Team confirms that previous funding has generally reached the areas of greatest need. Their assessment drew on local wellbeing and deprivation data to identify wards and activities where support could have the most impact. This suggests that funded initiatives have contributed to strengthening community wellbeing by promoting healthier lifestyles, supporting access to employment, enhancing the local environment, and providing assistance to low-income households.
- 4.4 The continuation of the ringfenced reserve is an important element of the Council's funding approach. The £10,000 grant reserve for surveys and research to inform and support the sector and the £10,000 Community Supermarket research reserve, to be utilised in 2026/27 to support work in tackling food insecurity, provide a strategic safety net, enabling the Council to respond to emerging needs and priorities that cannot be met through other funding streams.
- 4.5 This approach balances continuity, strategic targeting, and flexibility, supporting organisations and associations that deliver tangible outcomes for residents across the borough.

5 Strategic Fit

- 5.1 This funding supports delivery of the Council's Corporate Strategy 2025 - 2035 by strengthening trusted local organisations and ensuring resources are targeted where they can make the greatest difference:
- Healthier Rugby – sustaining advice and support services that help residents manage financial pressures and food insecurity.
 - Fairer Rugby – continuing to focus funding on associations rooted in the most deprived communities and extending provision to Hillmorton and Admirals Estate
 - Thriving Rugby – continuing to invest in community associations and partnerships in the most deprived areas, and extending provision to other most deprived areas to support local activities and services that improve wellbeing and strengthen community connections maintaining investment in WCAVA as the borough's VCS infrastructure body, enabling the wider sector to innovate, collaborate and respond to changing local needs, while reinforcing the Council's long-standing partnerships.
 - Greener Rugby – continuing to fund community associations that improve the local environment through activities such as litter picking or gardening.

6 Evidence Base (see Appendix 4 for detailed evidence base)

- 6.1 The Council's funding proposals are supported by evidence from the Centre for Thriving Places, drawing on the 2024 Thriving Places Index (TPI), and from Warwickshire County Council's Business Intelligence Team.
- 6.2 This evidence confirms that Council support has been directed to wards with the highest levels of deprivation and that funded activities contribute to improved community wellbeing.

- 6.3 The findings indicate that Rugby residents benefit most from VCS activities which increase healthy behaviours and reduce risky behaviours, support employment opportunities, and improve the local environment. In the Borough's most deprived neighbourhoods, the evidence further highlights the need for activities that support low-income households (particularly older people and families with children), unpaid carers, and those in poor health.

7 Next Steps

- 7.1 Should Cabinet approve the proposed funding allocations for 2026/27 and 2027/28, these will then be considered as part of the wider budget setting process in February 2026 and February 2027.
- 7.2 Microgrants and ringfenced reserves will continue to support local initiatives and Council-prioritised projects.
- 7.3 Revised SLAs (Appendix 2) will set out the objectives which they are required to deliver, including reporting requirements. This ensures a transparent framework for monitoring both activities and expenditure and creating a consistent basis for assessing future eligibility.

Name of Meeting: Cabinet

Date of Meeting: 1 December 2025

Subject Matter: Proposals for Supporting the Community and Voluntary Sector 2026/27 and 2027/28.

Originating Department: Communities and Homes

DO ANY BACKGROUND PAPERS APPLY

☐ YES

☒ NO

LIST OF BACKGROUND PAPERS

Doc No Title of Document and Hyperlink

Appendix 1 Environmental Impact Assessment

Appendix 2 Community Association Service Level Agreement

Appendix 3 Equality Impact Assessment

Appendix 4 Evidence Base for Support of the VCS

Appendix 5 Voluntary, Community, Faith and Social Enterprise (VCFSE) Consultation Summary

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

Proposals for Support of the VCS 2026/27

Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

In 2019 the UK Parliament set a commitment in law to reach net zero carbon emissions by 2050. Achieving this target will require considerable effort with public bodies, private sector organisations, the third sector and individuals working together to take action.

Rugby Borough Council declared a climate emergency in 2019 and the Council's Corporate Strategy (2025-2035) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions are further defined through the Council's Climate Change Strategy [link](#) and must now be progressed through the decisions which the Council makes.

It is therefore important that Rugby Borough Council gives due regard to climate change when making decisions. In the context of the Council's business, Climate Change includes greenhouse gas emissions, biodiversity, habitat loss and environmental destruction. When putting forward recommendations for decision, officers must assess how these recommendations are likely to influence our climate change commitments by completing the following Climate Change and Environmental Impact Assessment.

To help you complete this assessment, please see the following guidance on SharePoint [here](#).

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to your Chief Officer for approval.

If you require help, advice and support to complete the form, please contact your Chief Officer.

SECTION 1: OVERVIEW

Portfolio and Service Area	Communities and Homes
Policy/Service/Change being assessed	Support of the Voluntary and Community Sector (VCS) 2026/27
Is this a new or existing Policy/Service/Change?	Existing – continuation and adaptation of previous VCS funding programme
If existing policy/service, please state date of last assessment	December 2024
Ward Specific Impacts	Funding directed to community associations and partnerships operating in the Borough's most deprived wards, based on Thriving Places and WCC Business Intelligence Data
Summary of assessment Briefly summarise the policy/service/change and potential impacts	The report proposes continuation of financial support for key VCS partners (WCAVA, BRANCAB, Rugby Foodbank) and community associations. The decision sustains existing service delivery and supports local resilience rather than introducing new activities with significant environmental impact. Potential indirect positive impacts include community-led initiatives that improve local environments, reduce waste, and promote sustainable lifestyles. No direct increase in Council emissions or environmental degradation is anticipated.
Completed By	Aleksandra Kolenda
Authorised By	Mary Jane Gunn, Communities and Projects Manager
Date of Assessment	28/10/2025

SECTION 2: GREENHOUSE GAS EMISSIONS

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Scope 1 Emissions Direct emissions from council owned resources, for example through boilers or vehicles.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No change to Council operations; funding relates to external organisations.	None required	N/A	N/A
Scope 2 Emissions Indirect emissions occurring at the location energy is produced for council activities. For example, electricity generation for council buildings.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No additional Council energy use	None required	N/A	N/A

SECTION 3: CLIMATE CHANGE STRATEGY

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Workplaces and the Economy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Supports VCS organisations delivering local economic and wellbeing benefits, including projects promoting skills and employability, for example ESOL and computer skills workshops.	None required	N/A	N/A
Transport	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No direct transport changes	None required	N/A	N/A
Natural Environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Some funded groups deliver environmental projects (gardening, litter picking). These projects will help to protect and promote the green spaces across the Borough.	Continue to capture and highlight environmental outcomes in SLAs.	Communities and Projects Team	2026/27
Homes and Energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No direct link to housing or energy efficiency measures.	None required	N/A	N/A
Waste, Resources and the Circular Economy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Potential indirect benefits from community reuse or food projects (e.g. Foodbank, potential	None required	N/A	N/A

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				Community of Practice focused on a topics including food insecurity, outcomes will include reducing food waste.			
Climate and Nature Positive Communities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Strengthens community capacity for local environmental action.	None required	N/A	N/A
Adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No direct adaptation measures proposed.	None required	N/A	N/A

SECTION 4: REVIEW

Where a negative impact is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review date	December 2026
Key points to be considered through review	Capture environmental outcomes from funded organisations (particularly those delivering food or sustainability-related projects).
Person responsible for review	Mary Jane Gunn, Communities and Projects Manager
Authorised by	

- b) Provided that the Organisation provides the Services satisfactorily and achieves the specified milestones, and meets the Council's monitoring and reporting requirements, the Council agrees to make the grant payments, in stages, as specified in Appendix 3.
- c) The Organisation will be required to work to quality standards and monitoring and review arrangements, as set out in section 4 and will be required to take part in an annual governance "health check" to ensure compliance with the quality standards. The "health check" will be undertaken by Warwickshire Community and Voluntary Action (WCAVA).

4. Quality Standards, Monitoring and Review

- a) The Organisation will provide the Council with:
 - a copy of the Annual Report
 - independently verified accounts or accounts approved in line with organisational standing orders or constitution
 - a copy of the Public Liability Insurance for each year where funding from RBC is received
 - an invitation to the Council's Communities and Projects Team to its Annual General Meeting
 - reserve documentation, including a completed reserve summary detailing total, restricted, and unrestricted reserves alongside expenditure from the same period.
- b) Mutually acceptable activities and measures of performance are set out in Appendix 1 of this SLA and will form part of this agreement.
- c) There will be quarterly review meetings between the Organisation and officers from the Communities and Projects Team to support the progress of the evolving SLA action plans. The support meetings will be part of the review process which will release subsequent instalments of the grant following an agreement between the Council and the Organisation.

- d) The Organisation will provide evidence, to the satisfaction of the Council, that it has achieved the milestones required to trigger each phased payment of the grant allocation, as specified in appendix 3.
- e) As part of the Annual Review of Governance, the Organisation will provide an annual summary informing of engagement levels within the ward.
- f) The Organisation will provide information reasonably required by the Council, subject to those requirements not being in breach of client confidentiality. If required, the authorised officer of the Organisation shall provide a briefing supported by statistical evidence to the Council's elected members that will assist the members in their gaining knowledge about the Organisation, its progress and its achievements in satisfying local issues and community needs.

5. General Conditions

a) Health and Safety

The Organisation shall have regard for and comply with the requirements of the Health and Safety at Work Act 1974 and all other Acts, Regulations and Directives regarding its employees, volunteers, clients and members of the public.

b) Insurance

The Organisation shall arrange adequate insurance to cover such liabilities as may arise during the course of its work. A copy of the certificate/s of insurance will be provided to the Council on request.

This must include:

Public Liability insurance with a minimum indemnity limit of £5,000,000 (FIVE MILLION POUNDS). For high-risk activities and large contracts, the minimum indemnity limit may need to be increased above this limit

Employers Liability insurance with a minimum indemnity limit of £10,000,000 (TEN MILLION POUNDS). For high-risk activities and large contracts, the minimum indemnity limit may need to be increased above this limit.

c) Confidentiality and Data Protection

The Council and the Organisation agree:-

- (i) to respect and abide by the confidentiality of information concerning any individual or Organisation which may from time to time become available to them and
- (ii) to comply with the provisions of the Data Protection Act 1998 and any re-enactment of that Act by ensuring that any confidential information or Data supplied by the Authority or obtained on behalf of the Authority is kept secure and is not disclosed to any other party without the written consent of the authorised officer of the Council or the Organisation as appropriate.

d) Equal Opportunities

The Organisation will note the Council's current and future obligations under the Data Protection Act 1998, Freedom of Information Act 2000, Human Rights Act 1998 and Equality Act 2010 (all as amended from time to time) any codes of practice and best practice guidance issued by the Government and the appropriate enforcement agencies. The Organisation will comply with the above legislation and facilitate the Council's compliance with its obligations under the legislation.

e) Dispute Resolution

If either party considers the other to be in breach of their duties under this agreement or has a grievance about some aspect of the agreement's operation, the parties shall make every effort to resolve the issue through joint discussions. Where this fails:

- The party wishing to make the complaint should provide the other with written details, including proposals for resolving it;
- A written response should be sent to the initiating party within 14 days;
- If the response is not considered to resolve the issue, the initiating party may request in writing to the contact officer a meeting of the authorised signatories (or their successor);
- Where the meeting does not resolve the complaint, the issue should be considered by the Organisation's management board (or equivalent) or the relevant council committee as a confidential item. Any submissions should be sent in advance to the other party and representation permitted.

- If either party is dissatisfied with the outcome as notified to it in writing, arbitration can be requested, and this will take place with a mutually acceptable external party.

f) Review or Variation Clause

- (i) Any amendments to this agreement will need to be negotiated and agreed in writing by both parties.
- (ii) Grant funding levels agreed by the Council's Cabinet will be maintained during the currency of the agreement. This is subject to the Organisation fulfilling its obligations under the agreement. In the event of the Organisation failing to perform its obligations under the Agreement the Council may terminate the agreement in accordance with paragraph g.
- (iii) Any annual review of the level of Services specified can be requested by either party, and a meeting held as soon as practicable after this. It can take into account changes in community needs, feedback from clients or other stakeholders, changes in the council's corporate objectives and any other relevant factors beyond the control of the Organisation, such as the availability of staff.

g) Termination

Where the obligation of the agreement are not being met or the Organisation cannot deliver the SLA, and this cannot be resolved through discussion or the dispute resolution process, the agreement can be terminated by either party giving the other party 3 months' notice in writing.

h) Default

In the event that either party shall claim that the other is in default of its obligations pursuant to this agreement, the party alleging the default may serve notice upon the other requiring it to remedy the default within such period as may be reasonable. In the event that the default complained of shall not be remedied within such reasonable period as may be specified in such notice the Dispute Resolution procedure shall apply as set out in (e) above

i) Anti-Corruption

The Council may cancel the agreement and recover any resulting losses from the Organisation if the Organisation, its agents or employees with or without its knowledge:

- (i) Offer, give or agree to give anyone any inducement or reward in respect of this or any other council contract (even if the contractor does not know what has been done)
- (ii) Commit an offence under the Prevention of Corruption Acts 1889 to 1916, section 117(2) of the Local Government Act 1972 or the Bribery Act 2010
- (iii) Commit any fraud in connection with this or any other council contract whether alone or in conjunction with Council members, contractors or employees

j) Force Majeure

Neither party shall be in breach of this agreement if there is any total or partial failure of performance by it or its duties or obligations under this agreement occasioned by Act of God, natural disaster, fire, act or intervention of Government or state riot or civil commotion, insurrection or industrial dispute of whatever nature or any other reason beyond the control of either party. If either party is unable to perform its duties or obligations under this agreement as a direct result of the effect of one of the above reasons that party shall give written notice to the other of the inability stating the reason and the operation of this agreement shall be suspended during the period (and only during the period) in which such reason continues. Forthwith upon such reason ceasing to exist the party relying upon it shall give written notice to the other of this fact. If the reason continues for a period of more than 90 days and substantially affects the basis, financial viability or practicality of this agreement the party not claiming relief under this clause shall have the right to terminate this agreement upon giving 30 days written notice of such termination to the other party.

k) Third Parties

The Contracts (Rights of Third Parties) Act 1999 shall not apply to this Agreement

SIGNED on behalf
Of **Rugby Borough Council**

Legal, Democratic and Electoral Services Manager

Witness:

Name:

Address:

Occupation:

SIGNED on behalf
Of **XX**

AUTHORISED OFFICER

Witness:

Name:

Address:

Occupation:

SLA Appendix 1

SLA for the Community Associations/Community Partnerships 2026/27

1.0 Objectives:

The grant funding from the council will be awarded to support the organisation in meeting the following objectives:

1. Understanding the needs of the community they support, for example through community surveys, community consultation and events that engage the local community.
2. Enabling people to take an active role in their community, for example through facilitating neighbourhood watch, residents' groups and gardening projects.
3. Providing / enabling activities and services which contribute to:
 - the well-being of the community
 - tackling issues of isolation and loneliness
 - supporting more vulnerable groups
 - tackling social exclusion
 - tackling issues of financial exclusion
 - combat food poverty
 - working collaboratively with other partners and agencies to deliver the above, avoid duplication as well as ensure the best use of resources
4. Provide activities which recognise Rugby Borough Council's Corporate Strategy 2025-2035:
 - **A Healthier Rugby** - to support people to live healthier, longer and more independent lives.
 - **A Thriving Rugby** - to deliver a thriving economy which brings borough-wide investment and regenerates the town centre
 - **A Greener Rugby** - to protect the environment and ensure the borough adapts to climate change
 - **A Fair Rugby** - to reduce inequalities and improve housing across the borough

The organisation will have at their disposal annually £1000 in order to distribute microgrants to organisations in their ward that support the above objectives. Microgrants to be distributed in line with the criteria agreed by RBC and WCAVA.

2.0 SLA payment triggers:

Payments will be triggered by the following:

- Completion and/or update of the Community Profile document and engagement in quarterly review meetings with officers of the Communities and Projects Team, to discuss progress in achieving the objectives outlined in 1.0. The completion of each review will trigger SLA payment.
- Completion of an annual organisational health review in respect of governance, required policies and insurances. An instalment equivalent to 20% of the annual SLA payment will be triggered by completion of this review.
- Community Associations and Partnerships should not accrue high levels of reserves, for example an unrestricted reserve amount of more than 3 years annual expenditure, we would encourage the organisations to use their reserves as appropriate to support activities in their communities, whilst understanding that, on occasion reserves are accrued for specific future projects.

SLA Appendix 2
MICROGRANT PROGRAMME 2026-27

Aims of the fund – Guidance for Community Associations / Community Partnerships

In response to the consultation with the Grants Working Group undertaken in August 2023, a discretionary fund of £1000 from Rugby Borough Council has been allocated to each of the Community Associations / Community Partnerships in Rugby Borough's most deprived areas: Benn, Brownsover, Long Lawford, New Bilton, Newbold on Avon and Overslade. This will be used to offer microgrants (less than £300) to small grassroots organisations, to help them with development / projects / meaningful activities at a very local level.

The community associations / community partnerships will be supported by their ward councillors in dispersing these funds. Please inform your ward councillors about applications you receive and seek their views and support.

It should be noted that the delivery of the Microgrants Programme is optional.

Available funding

Total fund value: £1,000

Maximum grant award: A maximum of £300 can be awarded per group, with only one grant permitted per group. Depending on the requirement, the grant can be paid in the form of vouchers, in-kind support (e.g. free room hire) or, in the case of specialist equipment, upon receipt of an invoice.

Funding allocation deadline: The fund must be paid out by 31 March 2027

Application process

The closing date for applications is 1 January 2027 or when the Community Association / Community Partnership has allocated the fund. Applications will not be accepted after the closing date or the date when it is announced the fund has been sufficiently oversubscribed. All projects need to be delivered by 31 March 2027.

The application form will be provided by the Communities and Projects team.

Applications will be assessed by the Community Association / Community Partnership and decisions will be made in consultation with Ward Members.

Please ensure that the successful organisations seek prior approval from you, in writing, before making any changes to their project. If you learn that the grant was spent on activities or items/services/works that are different to those stated in the application form, you may ask for the funding to be returned. If you withdraw the grant from an organisation, you may wish to spend it again (before 31 March 2027). Any unspent money must be returned to Rugby Borough Council.

Grant payment

The Community Association / Community Partnership can pay the applying organisation either before or after receiving RBC funds. However, the RBC payment will be processed once the completed application, approved by a councillor, is submitted and authorised. RBC reserves the right to withhold payment if the application does not meet the programme criteria (e.g., projects that do not meet the SLA objectives, projects that do not benefit the communities of the respective wards).

Monitoring and evaluation

Once the organisations, that received the microgrant, have completed their projects, the Community Association / Community Partnership will submit a short evaluation of the grant programme to the Communities and Projects Team, summarising:

- What activities have been delivered – photos can be provided
- How many people have benefited from the project(s) and what impact it has had
- If the project(s) was delivered on time
- If the stated objectives were met
- If the anticipated project costs were accurate

The evaluation form, along with relevant receipts, must be submitted by the Community Association / Community Partnership to RBC by the end of April 2027.

SLA Appendix 3

Funding Schedule 1 April 2026 – 31 March 2027

1. Payment approach

Completion of each review meeting, and the annual governance health check/review and associated Community Organisation Profile update, subject to satisfactory performance.

2. Payment Schedule

Payment trigger		Date	Payment (£)
Quarter 1 review meeting & Community Profile update		30 June 2026	1,697.40
Quarter 2 review meeting & Community Profile update		30 September 2026	1,697.40
Quarter 3 review meeting & Community Profile update		31 December 2026	1,697.40
Quarter 4 review meeting & Community Profile update		31 March 2027	1,697.40
Annual review of governance**		31 December 2027	1,697.40
Total:			8,487.00
Microgrant	To be spent by 31 March 2027		

* Subject to satisfactory performance

** To be carried out by WCAVA

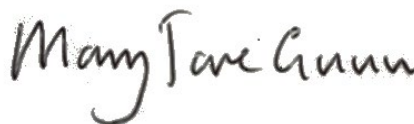
*** To be utilised, in consultation with Ward Members, to support small group development/projects (not exceeding £300 per group) that will benefit the communities of the respective wards. Claims for microgrants must be submitted to the Communities and Projects team, using the application form, which must be assessed and approved by the Community Association / Community Partnership and the Ward Member. RBC reserves the right to withhold payment if the application does not meet the programme criteria.

Proposals for Supporting the Community and Voluntary Sector 2026/27
Appendix 3
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:
Rebecca Ewers
Corporate Equality & Diversity Officer
rebecca.ewers@rugby.gov.uk
01788 533509

Equality Impact Assessment

Service Area	Communities and Homes
Policy/Service being assessed	Proposals for Supporting the Community and Voluntary Sector 2026/27
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	Existing funding scheme – Last assessed December 2024.
EqlA Review Team – List of members	Mary Jane Gunn, Communities and Projects Manager Aleksandra Kolenda, Communities Projects Officer <i>This document was created with the assistance of Artificial Intelligence tools. The content contained with the document may have been written, generated, analysed, reviewed or otherwise assisted using AI. The author has checked and assured this content for accuracy and has edited/revised as necessary.</i>
Date of this assessment	October 2025
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	<p>The funding programme sets out Rugby Borough Council's approach to funding key Voluntary and Community Sector (VCS) partners and community associations in 2026/27. It outlines contractual arrangements with WCAVA and BRANCAB, provides a grant to the Foodbank, and renews Service Level Agreements (SLAs) with community associations operating in the most deprived wards, including proposed support for previously unsupported communities in Hillmorton and Admirals and Cawston Wards.</p> <p>Each eligible association continues to receive an allocation of £1,000 for administering microgrants to support grassroots initiatives within their ward.</p> <p>In addition, a £10,000 fund is proposed to support tackling food insecurity/food poverty and a proposed £10,000 reserve will enable the Council to support surveys and research to support the sector.</p>
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<p>This funding programme directly supports delivery of the Council's corporate priorities - Healthier, Greener, Fairer and Thriving Rugby - by:</p> <ul style="list-style-type: none"> • Healthier: Sustaining advice, support and food provision that improve residents' wellbeing and resilience. • Greener: Supporting local organisations that enable communities to access local services, reducing travel and promoting community-based activity. • Fairer: Targeting funding to organisations in the most deprived wards and to those with fewer reserves, ensuring equity and support for those in greatest need. • Thriving: Empowering local groups and volunteers through microgrants and partnership funding to create strong, connected and active neighbourhoods.

<p>(3) What are the expected outcomes you are hoping to achieve?</p>	<ul style="list-style-type: none"> • Continued delivery of advice, support, and community services through WCAVA, BRANCAB, and the Foodbank. • Fair, transparent allocation of community association funding based on local need. • Continued access to microgrants for small-scale, resident-led projects. • Ongoing ability to support innovative or unfunded projects, particularly those addressing poverty and food insecurity.
<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>Customers - residents accessing advice, community support, food provision or other activities through WCAVA, BRANCAB, the Foodbank, or community associations</p> <p>Employees - RBC employees will monitor the contracts and SLA's and work collaboratively with the funded organisations.</p> <p>Wider community or groups – Voluntary and community organisations including the community associations operating in the most deprived wards</p>
<p>(5) Will the policy or decision involve substantial changes in resources?</p>	<p>No overall substantial increase in funding</p>
<p><u>Stage 2 – Evidence about user population and consultation</u></p>	<p>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>

<p>(1) What does the data tell you about the groups this policy or decision impacts?</p> <p>Possible data sources:</p> <ul style="list-style-type: none"> • national statistics/census data • local statistics • evaluations • analysis of complaints • user feedback • outcomes from consultation/community voice • Council published information, service data • District and Ward Profile – Warwickshire Observatory • Office of National Statistics • Fingertips health profiles • Indices of Multiple Deprivation • RBC Annual Workforce Equality Report 	<p>The report includes Appendix 5, which provides the evidence base for the proposals.</p>
<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>We have consulted and involved those groups that will be affected by this decision.</p> <p>Appendix 4 of the report provides details of the consultation with RBC’s voluntary, community, faith and social enterprise sector partner organisations.</p> <p>We have quarterly meetings with our community associations and community partnerships who report to us on the activities they are delivering to support residents in their localities.</p> <p>We monitor and support the Foodbank through the Rugby Homeless Forum and regular contact with them.</p>

(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.	N/A		
<u>Stage 3 – Analysis of impact</u>			
<p>(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?</p> <p>If yes, identify the groups and how they are affected.</p>	Protected Characteristic	Nature of Impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Age	Positive Older residents and families benefit from advice, community activities, and food support provided by funded partners.	Medium
	Disability	Positive Funded partners provide or support accessible services, advocacy, and community inclusion projects.	Medium
	Sex	Positive Women are overrepresented among community service users, particularly those experiencing poverty or single parenthood.	Medium
	Gender reassignment	Neutral No differential impact identified; services are inclusive.	Low
	Marriage/civil partnership	Neutral No identified impact.	Low

	Pregnancy/maternity	Positive Funded partners (Foodbank, BRANCAB) support families and pregnant women facing hardship.	Medium
	Race	Neutral Funded organisations work with minority ethnic communities, often addressing language and access barriers	Medium
	Religion/belief	Neutral No identified impact, services are inclusive.	Low
	Sexual Orientation	Neutral No identified impact, services are inclusive.	Low
(2) <u>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?	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Positive Funded VCS partners help residents facing financial hardship by providing essential services, advice, and activities that support daily living. This includes initiatives that improve access to food, education, training, and family or social support. As a result, the funding contributes positively to reducing inequalities and enhancing the wellbeing of vulnerable residents.	Medium
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Neutral Funding is aimed at VCS organisations rather than physical infrastructure; there is no direct impact on environmental factors.	Low

<p>(3) Using the information gathered in stages 2 and 3, please describe how the policy/strategy/service will:</p> <ol style="list-style-type: none"> Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic Foster good relations between people who share and people who do not share a relevant protected characteristic 	<ul style="list-style-type: none"> • Eliminates discrimination: Maintains free, inclusive services accessible to residents regardless of background. • Advances equality of opportunity: Directs resources toward areas and organisations with the fewest financial reserves and highest levels of deprivation. • Fosters good relations: Microgrants and food-related initiatives promote collaboration, volunteering, and community connection.
<p>(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?</p>	<p>Capacity within community associations may limit delivery. WCAVA's ongoing support mitigates this through governance advice and capacity-building.</p>
<p>(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?</p> <p>If no Equality Monitoring Data is being collected, why not?</p> <p>For support with this section, please refer to the Equality Monitoring Guidance.</p>	<p>We maintain regular contact with funded partners to discuss the services and activities they provide and the issues they identify in the community. Our funding is already targeted at supporting residents facing hardship, and we expect all funded groups to have equality policies in place to ensure fair and inclusive delivery. Insights from these discussions help us understand the communities being supported and inform any future adjustments to services if needed.</p>

<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.</p>	<p>No adverse impacts have been identified</p>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------

<p><u>Stage 4 – Action Planning, Review and Monitoring</u></p>	
<p>(1) Data analysis What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>	<p>To be reviewed in October 2026 as part of the next VCS funding cycle.</p>

<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1"> <thead> <tr> <th data-bbox="875 349 1120 424">Action</th> <th data-bbox="1120 349 1364 424">Lead Officer</th> <th data-bbox="1364 349 1615 424">Date for completion</th> <th data-bbox="1615 349 1865 424">Resource requirements</th> <th data-bbox="1865 349 2105 424">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>(3) Review and Monitoring</p> <p>State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>																														

Please annotate your policy with the following statement:

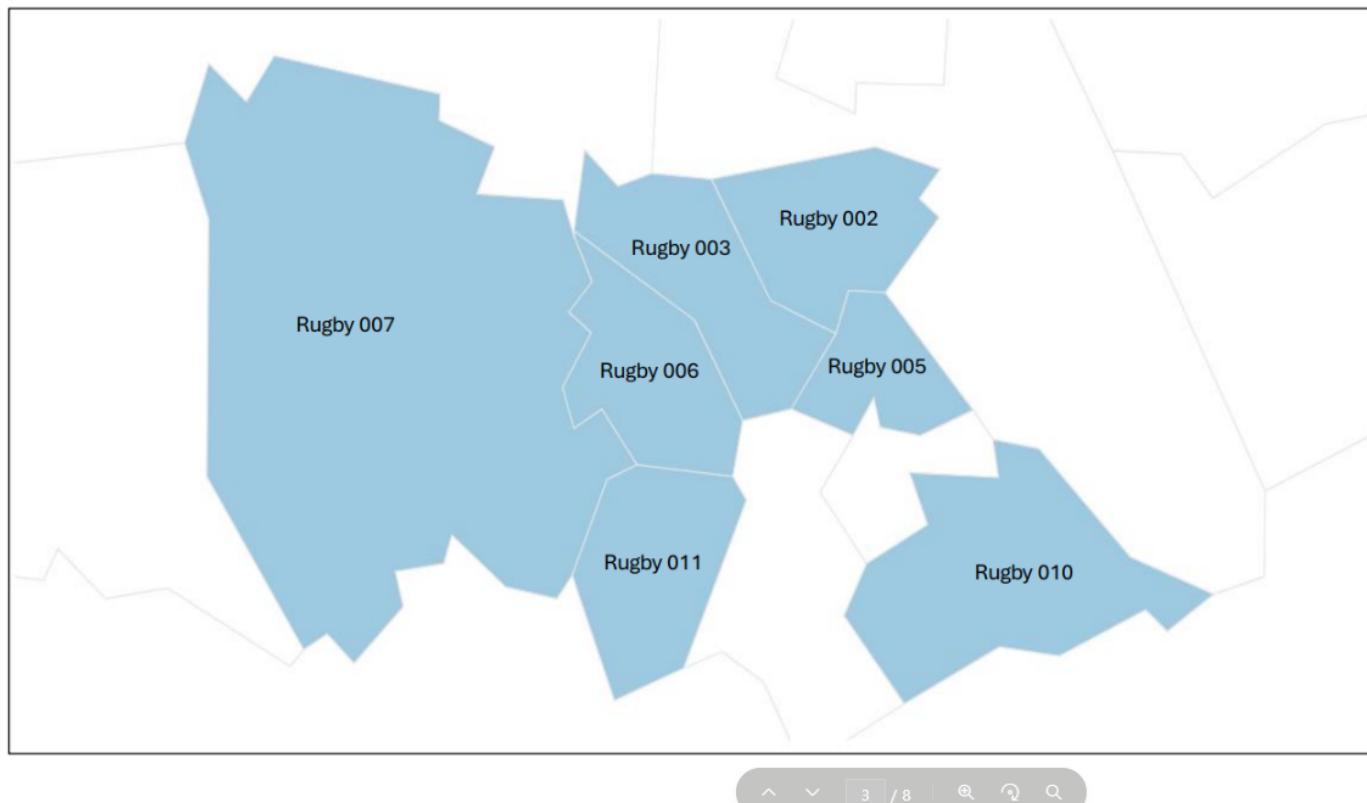
An Equality Impact Assessment on this policy was undertaken on 10 October 2025 and will be reviewed in October 2026.

Appendix 4

Evidence Base for Support of VCS

1. Selected Data Provided by the Centre for Thriving Places

Map of the Middle-layer Super Output Areas (MSOA) in Rugby that encompass the 11 most deprived Lower-layer Super Output Areas

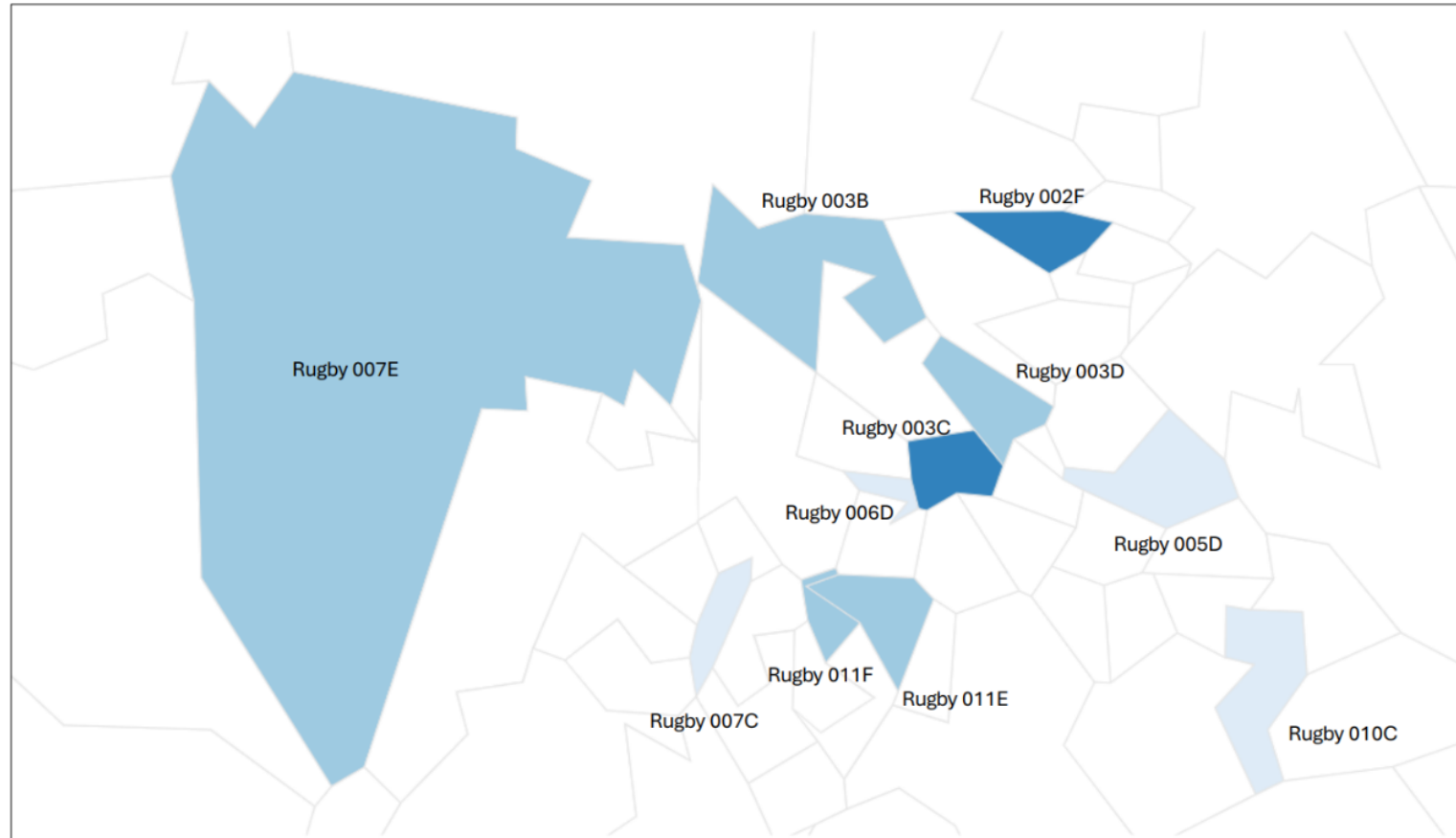


This visual depicts the MSOAs that encompass the 11 most deprived LSOAs in Rugby.

MSOA key

- Rugby 002: Brownsover
- Rugby 003: Town North & Newbold on Avon
- Rugby 005: Town East
- Rugby 006: New Bilton
- Rugby 007: Cawston & Long Lawford
- Rugby 010: Hillmorton
- Rugby 011: Overslade & Bilton

Map highlighting the 11 LSOAs in Rugby by Deprivation Decile



This visual depicts the 11 most deprived LSOAs in Rugby by deprivation decile.

Key

- Decile 2
- Decile 3
- Decile 4

LSOA values

10 most deprived LSOAs in Rugby

[illegible]

2. Selected Data Provided by Business Intelligence Team at Warwickshire County Council

Business Intelligence



Table 2 - 20 LSOAs in Rugby with the highest need according to the Hyper-local Need Measure (1 = highest need; 33,574 = lowest need)

LSOA (WCC) name	Overall Rank (where 1 = highest need)	Kickstart economic growth	Make Britain a clean energy superpower	Take back our streets	Break down barriers to opportunity	Build an NHS fit for the future
Newbold on Avon	7,503	11,112	18,456	10,307	10,570	2,988
Brownsover South - Lake District North	8,695	8,854	27,401	10,042	4,982	11,254
Rugby Town Centre	9,141	8,159	21,952	10,712	14,550	5,124
Overslade North West	9,453	9,120	26,102	6,570	9,486	11,934
Fosse West	9,688	16,397	871	9,441	15,720	12,126
Hillmorton West	9,868	9,458	24,026	9,424	17,257	5,206
Rugby - Cattlemarket	10,511	15,254	14,092	10,416	13,869	5,647
New Bilton East	11,043	10,096	7,262	7,544	15,742	16,485
Overslade North	11,273	12,209	17,254	8,848	11,730	11,521
Church Lawford, Kings Newnham & Long Lawford North	11,500	12,386	22,327	15,408	6,412	11,307
Newbold - Riverside	11,581	19,039	9,202	13,639	16,821	4,733
New Bilton South East	11,845	23,433	4,212	3,502	18,142	20,329
Caldecott North East	13,275	25,950	2,500	3,236	23,244	27,004
Benn West	13,885	17,038	5,631	6,703	15,665	25,614
Whinfield Park	13,939	15,368	5,244	7,693	18,015	22,534
Benn South	15,035	24,905	1,974	7,028	19,276	26,291
Admirals East	15,640	12,073	28,985	13,967	13,727	14,084
Overslade West	17,162	13,045	13,640	20,584	17,731	12,809
Binley Woods - North	17,282	14,492	3,055	16,368	18,516	26,755
Caldecott - Rokeby	17,681	14,051	15,303	18,379	12,678	19,373

	In 10% of LSOAs with the highest need in England
	In 20% of LSOAs with the highest need in England
	In 30% of LSOAs with the highest need in England



Comparing Hyper-local Needs Measure with the Index of Multiple Deprivation 2019

Figure 1 shows a comparison of the number of LSOAs in Rugby Borough within each decile, where decile 1 has LSOAs with the highest need (Hyper-local Need Measure) or deprivation (Index Multiple Deprivation 2019) and decile 10 has LSOAs with the lowest need/ deprivation. Note that IMD 2019 uses 2011 LSOAs whereas Hyper-local Needs Measure uses 2021 LSOAs – following the Census 2021, four LSOAs in Rugby Borough were split due to increasing populations, creating a further six LSOAs (61 to 67). Table 3 shows the ten LSOAs with the highest need and highest deprivation.

Figure 1 – number of LSOAs in Rugby Borough within each decile for the Hyper-local Needs measure and the IMD 2019

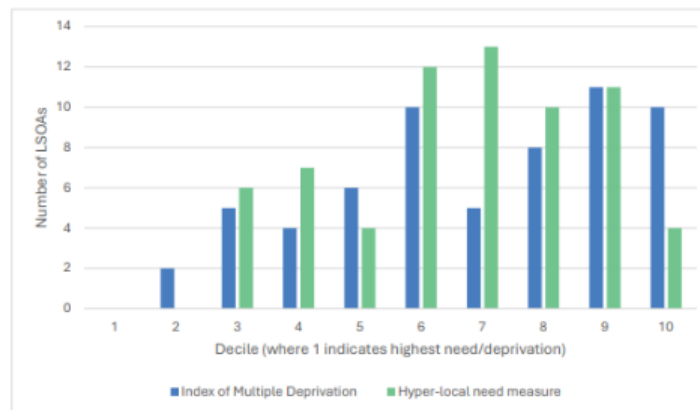


Table 3 – LSOAs in Rugby Borough with highest need and highest deprivation

Hyper-local Needs Measure - LSOAs with highest need (WCC name)	Index of Multiple Deprivation 2019 – LSOAs with highest deprivation
Newbold on Avon	Brownsover South Lake District North
Brownsover South - Lake District North	Rugby Town Centre
Rugby Town Centre	Cattlemarket
Overlade North West	Overlade North West
Fosse West	Church Lawford, Kings Newnham & Long Lawford North
Hillmorton West	Newbold on Avon
Rugby - Cattlemarket	Overlade North
New Bilton East	New Bilton East
Overlade North	Hillmorton West
Church Lawford, Kings Newnham & Long Lawford North	Whinfield Park



Appendix 5

VCFSE Consultation Workshop – Summary Report

Date & Time: Thursday 25 September 2025, 11:30–13:30

Venue: Rugby Art Gallery and Museum (RAGM)

Facilitator: Centre for Thriving Places

Organiser: Rugby Borough Council

Attendees: Partnership organisations from the VCFSE sector currently receiving funding from RBC or recently funded through UKSPF community support grants.

15 organisations invited: WCAVA, BRANCAB, Foodbank, Benn Partnership Community Association, Newbold on Avon Community Partnership, New Bilton Community Association, Brownsover Community Association, Overslade Community Association, Long Lawford Community Association, Rugby Eco Hub, Bradby for Young People, Harvest Centre, Lawford Light House, Rugby Christian Life Centre, Welfare Together

11 organisations attended: WCAVA, Foodbank, Benn Partnership Community Association, Newbold on Avon Community Partnership, New Bilton Community Association, Overslade Community Association, Long Lawford Community Association, Rugby Eco Hub, Harvest Centre, Lawford Light House, Rugby Christian Life Centre)

Purpose of the Workshop

- To explore how the Council's Corporate Strategy 2024–2034 can be realised in collaboration with the VCFSE sector.
- To build on August 2025 written consultation responses.
- To gather practical ideas shaping commissioning arrangements for 2026/27.

Workshop discussion

1. VCFSE Alignment with Corporate Priorities

In the first discussion, groups mapped their activities against the Council's four priorities. What transpired was a clear and strong alignment, with the sector uniquely contributing to all four objectives rather than just one. A strong sense of pride emerged in their role supporting local communities, and the graph below highlights the key points raised by participants.



2. Emerging Themes

Discussions highlighted several themes including:

- **Collaboration, not competition:** Participants noted that past grant systems encouraged competition between organisations, which is not healthy for the sector.
- **Future of funding:** With UKSPF grants now ended and only SLA agreements in place, organisations called for longer-term support and simpler processes that provide stability.
- **Relationships and equality:** Some organisations felt they are not always treated as equal partners; stronger representation and better-quality engagement with the Council would help.
- **Information and visibility:** Request for better links between various Council departments and community organisations.
- **Practical collaboration:** Appetite for Council officers to provide training sessions to VCFSE groups, for example on completing housing application forms.
- **Language:** Preference for using the broader VCFSE acronym to reflect the diversity of organisations.
- **Community of Practice:** The Centre for Thriving Places shared an example from Maldon District Council. There was strong interest in creating a Community of



Practice in Rugby, where groups can share learning, pool resources, and work together on joint solutions such as food poverty, access to green spaces, and inclusion.

3. Priority Ideas and Asks

- **Community of Practice / Collaboration Hub**
 - Council enables collaboration rather than solely commissioning outputs
 - Allows VCFSE groups to work as equal partners, not just contractors
- **Simplified and Longer-Term Funding**
 - Multi-year commitments and reduced bureaucracy.
- **Strengthened Relationships and Communication**
 - Structured engagement across Council departments.
 - Shared representation and clearer collective voice.
 - Centralised information-sharing platform.

4. Next Steps for the Council:

- Explore piloting a Community of Practice model in Rugby.
- Incorporate workshop outputs into the 2026/27 funding arrangements.
- Consider longer-term, simpler funding mechanisms.
- Emphasise equal partnership working.
- Develop centralised communication and collaborative initiatives.
- Respond to appetite for ongoing collaboration; networking lunches, already organised by WCC, are valuable for relationship-building, but additional workshops could further encourage collaborative work and collective solutions.

-

AGENDA MANAGEMENT SHEET

Report Title:	Review of Public Spaces Protection Orders (PSPOs)
Name of Committee:	Cabinet
Date of Meeting:	1 December 2025
Report Director:	Chief Officer - Regulation and Safety
Portfolio:	Communities and Homes, Regulation and Safety
Ward Relevance:	All
Prior Consultation:	Rugby First, Warwickshire Police
Contact Officer:	Paul Pritchett, Environmental Health and Community Safety Manager
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	No
Corporate Priorities:	<p>This report relates to the following priority(ies):</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives.<input checked="" type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.<input checked="" type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.<input type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough. <p>Corporate Strategy 2025-2035</p> <p><input type="checkbox"/> This report does not specifically relate to any Council priorities but</p>
Summary:	To seek Cabinet approval to undertake a six-week public consultation on the proposed re-adoption of the Borough's preceding Public Spaces Protection Orders (PSPOs) following review for continued suitability.

Financial Implications:	Officer time for consultation will be met from existing budgets as part of business-as-usual activity.
Risk Management/Health and Safety Implications:	Re-adoption of the PSPOs helps manage community safety risks associated with anti-social behaviour across the Borough.
Environmental Implications:	Continuation of the PSPOs supports the maintenance of clean and safe public spaces.
Legal Implications:	The consultation and re-adoption process will be undertaken in accordance with the Anti-Social Behaviour, Crime and Policing Act 2014.
Equality and Diversity:	The statutory consultation will provide all residents and stakeholders with an opportunity to comment.
Options:	<input type="checkbox"/> Approve the proposed PSPOs for public consultation. <input type="checkbox"/> Do not approve the consultation and allow the PSPOs to lapse.
Recommendation:	<ol style="list-style-type: none"> 1. The draft public space protection orders (PSPOs) attached as Appendices 1-3 for public consultation be approved; and 2. The draft public space protection orders (PSPOs) in Appendices 1-3 in this report to be circulated for 6 weeks for public consultation, after which the outcome of consultation will be reported back for consideration of formal adoption.
Reasons for Recommendation:	The preceding PSPOs have been reviewed internally and remain fit for purpose; consultation is required before formal re-adoption.

Cabinet - 1 December 2025

Review of Public Spaces Protection Orders (PSPOs)

Public Report of the Chief Officer - Regulation and Safety

Recommendation

1. The draft public space protection orders (PSPOs) attached as Appendices 1-3 for public consultation be approved; and
2. The draft public space protection orders (PSPOs) in Appendices 1-3 in this report to be circulated for 6 weeks for public consultation, after which the outcome of consultation will be reported back for consideration of formal adoption.

1. Summary / Purpose of Report

- 1.1 To seek Cabinet approval to undertake a six-week public consultation on the proposed re-adoption of the Borough's preceding Public Spaces Protection Orders (PSPOs), covering borough-wide Dog Control, Intoxicating Substances, and Newbold Quarry Nature Reserve, following review of suitability in light of operational and local changes.

2. Background

- 2.1 Public Spaces Protection Orders (PSPOs) are made under the Anti-Social Behaviour, Crime and Policing Act 2014 to address behaviours that have a detrimental effect on the quality of life of those in the locality.
- 2.2 The Council previously implemented three PSPOs relating to:
 - **Dog Control (borough-wide)** – covering requirements for dog fouling, dogs on leads, and exclusion from designated areas such as play areas and marked sports pitches.
 - **Intoxicating Substances (Rugby town centre)** – prohibiting the use of intoxicating or psychoactive substances within a defined area.
 - **Newbold Quarry Nature Reserve** – restricting certain behaviours to support public safety and the conservation of the site.
- 2.3 These PSPOs were introduced in 2022 and have recently expired, requiring review and re-adoption to ensure continued coverage of key community safety priorities.

3. Current Position

- 3.1 Before seeking Cabinet approval to consult, officers undertook an internal review of the preceding PSPOs with key strategic and operational partners, including Warwickshire Police and relevant Council services.
- 3.2 Due to the time elapsed since the previous implementation of the PSPOs, and significant changes across Rugby Borough resulting from local development and regeneration, this review assessed the continuing relevance and effectiveness of each Order.
- 3.3 The review addressed:
 - 3.3.1 Dog Control PSPO – Following the expansion of the Borough, the introduction and adoption of greenspaces within new build areas, which include children’s play areas, officers sought to review the ability to include additional areas, including Cawston, to dog control measures. It is noted that the existing phrasing of the PSPO allows for the addition of additional areas, following localised operational steps.
 - 3.3.2 Intoxicating Substances PSPO – a review of the PSPO area alongside up to date partner data and reports of relevant ASB. In previous years, the data review indicated a requirement to expand the PSPO area. It was found that the current data suggests no additional expansion of the current mapped area is required.
 - 3.3.3 Newbold Quarry Nature Reserve – a review of the PSPO has highlighted that whilst the wording of the PSPO is fit for purpose. There is overlap with, now outdated, bylaws related to the use of bicycles. It will be recommended, following public consultation on the PSPOs, that the bylaws be revoked.
- 3.4 Following internal review and partner consultation, it has been determined that, taking account of local changes, the PSPOs remain fit for purpose and continue to address key community safety issues, supported by relevant local data and evidence.
- 3.5 In accordance with statutory requirements, a six-week public consultation must now be undertaken prior to formal re-adoption.

4. Legal Implications

- 4.1 The proposed consultation and re-adoption process will be carried out in accordance with the requirements of the Anti-Social Behaviour, Crime and Policing Act 2014 and associated statutory guidance. No new restrictions or prohibitions are proposed at this stage.

5. Financial Implications

- 5.1 There are no additional financial implications arising directly from this report. Officer time associated with the consultation process will be met from existing budgets as part of business-as-usual activity.

6. Equalities and Consultation

- 6.1 The statutory consultation will ensure that residents, stakeholders, and partners have the opportunity to provide feedback on the proposed re-adoption of the PSPOs.

7. Conclusion

- 7.1 The preceding Public Spaces Protection Orders have been reviewed to ensure they remain proportionate, evidence-based, and aligned with current local needs. Partner feedback and data analysis confirm that the Orders continue to provide an effective framework for addressing key community safety concerns across the Borough.
- 7.2 Re-adoption of the PSPOs will maintain continuity of enforcement and support the Council's wider objectives for safe, clean, and welcoming public spaces. Undertaking the required six-week public consultation represents the next step in the statutory process prior to formal approval.

Appendices

- **Appendix 1** – Draft Public Spaces Protection Order: Dog Control
- **Appendix 2** – Draft Public Spaces Protection Order: Intoxicating Substances
- **Appendix 3** – Draft Public Spaces Protection Order: Newbold Quarry Nature Reserve
- **Appendix 4** – Equality Impact Assessment
- **Appendix 5** – Climate Change and Environmental Impact Assessment

Name of Meeting: Cabinet

Date of Meeting: 1 December 2025

Subject Matter: Public Space Protection Orders

Originating Department: Regulation and Safety

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



**ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014
SECTION 59**

**PUBLIC SPACES PROTECTION ORDER
RUGBY BOROUGH COUNCIL ORDER 2014**

Rugby Borough Council ("the Council") makes the following Order:

This Order shall come into force on [REDACTED] for a period of three years

General provisions:

1. This Order applies to all land in the administrative area of the Council to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission which includes
 - a) All streets and pavements throughout the Borough
 - b) All Council owned land including parks, gardens, recreation and sports grounds, cemeteries, open spaces, car parks and parking places
 - c) All land belonging to County and Parish Councils to which the public have access
 - d) All rights of way that cross land owned by the County, Borough and Parish Councils
2. A person who fails to comply with any obligation imposed by this Order is guilty of a criminal offence by virtue of section 67(1) of the Anti-social Behaviour Crime and Policing Act 2014 and liable to a fine on summary conviction not exceeding level 3 on the standard scale (currently £1000).

Obligations on persons with dogs:

3. Fouling

If a dog defecates at any time on land to which this Order applies a person who is in charge of the dog at the time must remove the faeces from the land forthwith unless

- (a) He has reasonable excuse for failing to do so; or
- (b) The owner, occupier or other person or authorities having control of the land has consented (general or specifically) to his failing to do so

4. Leads by order

A person in charge of a dog on land to which this Order applies must comply with a direction given to him by an authorised officer of the Council to put and keep the dog on a lead unless

- (a) He has reasonable excuse for failing to do so; or
- (b) The owner, occupier or other person or authorities having control of the land has consented (general or specifically) to his failing to do so

An authorised officer may only give a direction under this Order if such restraint is reasonably necessary to prevent a nuisance or behaviour by the dog that is likely to cause annoyance or disturbance to any other person, or to a bird or another animal.

5. Leads

A person in charge of a dog must keep the dog on a lead on the following land:

- a) Caldecott Park
 - b) Rainsbrook Crematorium and Cemetery
 - c) The following cemeteries at Watts Lane, Whinfield, Clifton Road Trinity and Croop Hill
 - d) All public roads, pavements and footways, the pedestrianised roads and allotments within the Borough of Rugby, or any grass verge which is adjacent to the carriageway or footway and is maintainable at public expense
- unless
- (a) He has reasonable excuse for failing to do so; or
 - (b) The owner, occupier or other person or authorities having control of the land has consented (general or specifically) to his failing to do so

6. Exclusion

A person in charge of a dog must not take it into or keep it within a children's play area which are within the administrative area of the Borough of Rugby or any school land which is controlled by the Warwickshire County Council unless

- (a) He has reasonable excuse for failing to do so; or
- (b) The owner, occupier or other person or authorities having control of the land has consented (general or specifically) to his failing to do so

7. Means to pick up

A person in charge of a dog on land to which this order applies must have with him an appropriate means to pick up dog faeces deposited by that dog unless

- (a) he has reasonable excuse for failing to do so: or
- (b) the owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his failing to do so.

The obligation is complied with if, after a request from an authorised officer, the person in charge of the dog produces an appropriate means to pick up dog faeces

8. Fixed Penalty Notice

An authorised person may issue a fixed penalty notice to anyone he or she believes has committed an offence. You will have 14 days to pay the fixed penalty of £100 (discounted to £75 if paid within 10 days).

9. Appeals

Any challenge to this order must be made in the High Court by an interested person within six weeks of it being made. An interested person is someone who lives in, regularly works in, or visits the restricted area. This means that only those who are directly affected by the restrictions have the power to challenge. The right to challenge also exists where an order is varied by the Council.

Interested persons can challenge the validity of this order on two grounds: that the Council did not have power to make the order, or to include particular prohibitions or requirements; or that one of the requirements of the legislation, for instance consultation, has not been complied with.

When an application is made the High Court can decide to suspend the operation of the order pending the Court's decision, in part

10. Exemptions

Nothing in this Order shall apply to a person who –

- (a) Is registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
- (b) A person with a disability affecting their mobility, manual dexterity or ability to lift, carry or move everyday objects and who relies upon a dog trained by a prescribed charity for assistance.

For the purpose of this Order:

- A person who habitually has a dog in his possession shall be taken to be in charge of the dog at any time unless at that time some other person is in charge of the dog;
- Placing the faeces in a receptacle on the land which is provided for the purpose, or for the disposal of waste, shall be sufficient removal from the land;
- Being unaware of defecation (whether by reason of not being in the vicinity of otherwise), or not having a device for or other suitable means of removing the faeces shall not be a reasonable excuse for failing to remove the faeces
- "an authorised officer of the Council" means an employee, partnership agency or contractor of the Council who is authorised in writing by the Council for the purposes of giving directions under the Order

THE COMMON SEAL of Rugby)
Borough Council was hereunto affixed)
the 12 day of [REDACTED] in the)
presence of:-)

[REDACTED]



Legal and Governance Manager

[REDACTED]



ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 SECTION 59

PUBLIC SPACES PROTECTION ORDER RUGBY BOROUGH COUNCIL ORDER 20

RUGBY BOROUGH COUNCIL (“the Council”) make this Order, being satisfied on reasonable grounds that activities in the location described in paragraph 2 (“the restricted area”) of this Order have had or are likely to have a detrimental effect on the quality of life of those in the locality, and that these activities involved various anti-social behaviours. The Council believes that the effect, or likely effect, of the activity described in paragraph 1 of this Order is (or is likely to be) persistent and continuing in nature, such as to make the activity unreasonable and justifies the restriction imposed by this Order.

1. Restrictions

Person(s) within the restricted area shown edged red on the attached plan will not – ingest, inhale, inject, smoke or otherwise use intoxicating substances.

(Intoxicating substances is given the following definition (which includes Alcohol and what are commonly known as ‘Legal Highs’) substances with the capacity to stimulate or depress the central nervous system.

2. Location

This Order applies to the land described in the area shown edged in red on the attached plan, being a public place in the area of the Council, identified for the purposes of Section 59(4) of the Act, and in this Order referred to as the restricted area.

3. Offence/penalties

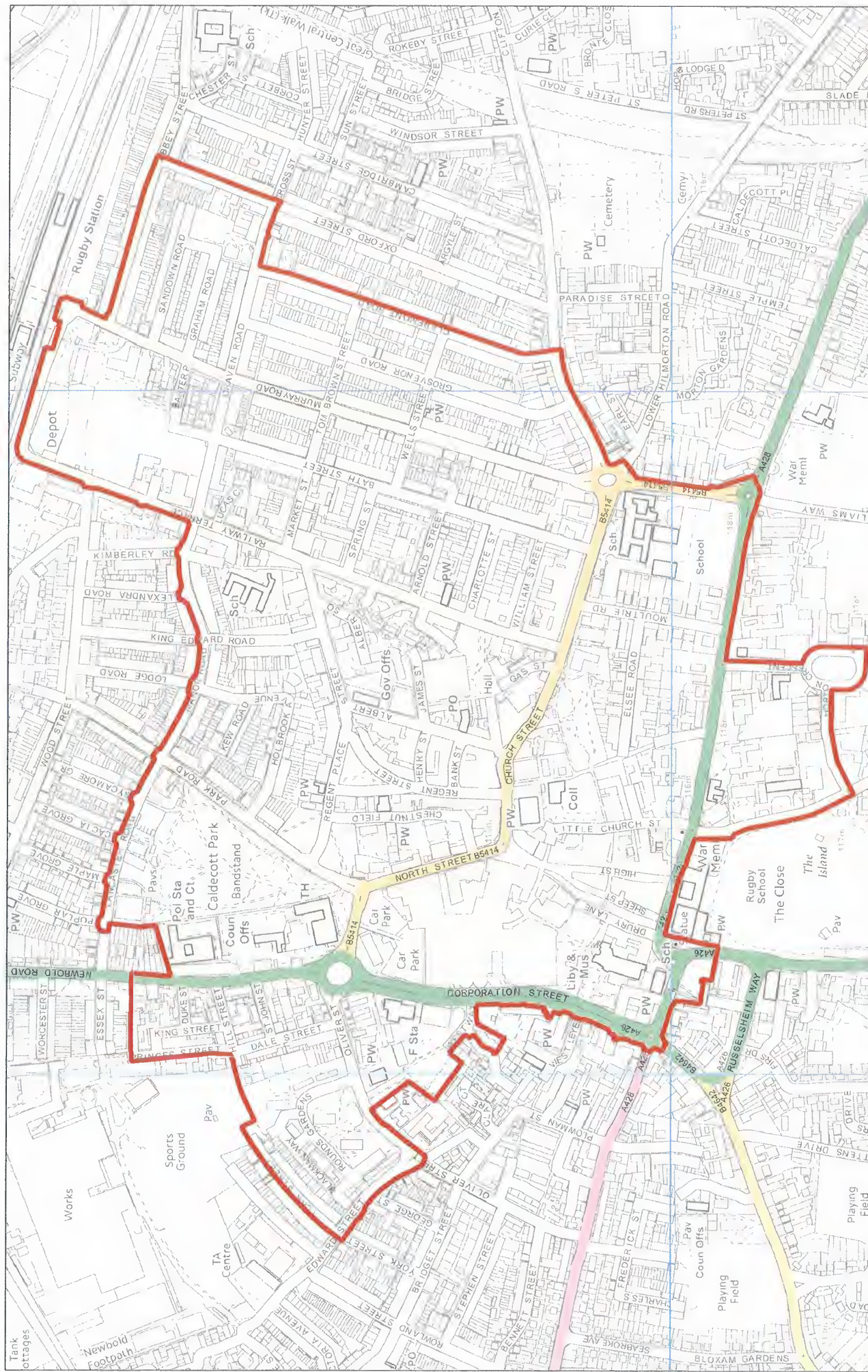
Alcohol – Section 63 of the Act says that where a constable or authorised person reasonably believes that you:

- a) Are or have been consuming alcohol in breach of this Order; or
- b) Intends to consume alcohol in circumstances in which doing so would breach this order

The constable or authorised person may require you –

- a) Not to consume alcohol or anything they believe to be alcohol
- b) To surrender anything in your possession which is or reasonably believed to be alcohol or a container for alcohol.

If without reasonable excuse you fail to comply with a requirement imposed by a constable or authorised person you commit an offence and are liable on summary conviction to a fine not exceeding level 3 on the stand scale (**currently £1000**).



PSPO map- intoxicating substances

		Rugby Borough Council Town Hall, Evreux Way CV21 2RR		©Crown copyright & database rights 2019 Ordnance Survey 100019417	
PSPO map- intoxicating substances		Date March 2019	Scale 17,150 (shown direct scale)		
					

Other substances – Section 67 of the Act says it is an offence for a person without reasonable excuse to

- a) Do anything that is prohibited by the Order
- b) Fail to comply with a requirement imposed by the Order

A person guilty of an offence under this section is liable on summary conviction to a fine not exceeding level 3 on the standard scale (**currently £1000**)

Fixed Penalty Notice

A constable or authorised person may issue a fixed penalty notice to anyone he or she believes has committed an offence. You will have 14 days to pay the fixed penalty of £100 (discounted to £75 if paid within 10 days).

4. Appeals

Any challenge to this order must be made in the High Court by an interested person within six weeks of it being made. An interested person is someone who lives in, regularly works in, or visits the restricted area. This means that only those who are directly affected by the restrictions have the power to challenge. The right to challenge also exists where an order is varied by the Council.

Interested persons can challenge the validity of this order on two grounds: that the Council did not have power to make the order, or to include particular prohibitions or requirements; or that one of the requirements of the legislation, for instance consultation, has not been complied with.

When an application is made the High Court can decide to suspend the operation of the order pending the Court's decision, in part

5. Duration

The Order will come into force on [REDACTED] and remain in place for a period of three years.

THE COMMON SEAL of Rugby)
Borough Council was hereunto)
affixed the [REDACTED])

[REDACTED]

Legal and Governance Manager





**ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014
SECTION 59**

**PUBLIC SPACES PROTECTION ORDER
NEWBOLD QUARRY NATURE RESERVE
RUGBY BOROUGH COUNCIL ORDER 2015**

Rugby Borough Council ('the Council') makes the following Order being satisfied on reasonable grounds that activities at Newbold Quarry Nature Reserve ("the Reserve") have had or are likely to have a detrimental effect on the quality of life of those in the locality, and that these activities involved various anti-social behaviours.

The Council believes that the effect, or likely effect, of the activities described in paragraph 1 of this Order is (or is likely to be) persistent and continuing in nature, such as to make the activities unreasonable and justifies the restriction imposed by this Order.

For the duration of this order the Rugby Borough Council Byelaws for Newbold Quarry Nature Reserve adopted by the Council on 13 December 1994 and confirmed by the Secretary of State on 15 May 1995 so far as it relates to the activities NOT PERMITTED at Newbold Quarry Nature Reserve shall not have effect.

1. Restrictions

- Not allow any dog to disturb, worry, kill, injure or otherwise molest any animal, bird, fish or the nest, eggs, or similar structure/habitat of any living creature.
- Not to take, molest or intentionally disturb, injure or kill any living creature or destroy the eggs, larvae, pupae or other immature stages, or the place used for shelter or protection of any living creature.
- Not to fish in any area where signs erected by an authorised agent and/or officer of the Council, are displayed prohibiting fishing.
- Remove or displace any tree, plant, shrub, fungus or part thereof, or any unfashioned mineral thing including water. Removing any soil, sand, shingle, or rock or defacing any rock.
- Climb or ascend any tree or climb or place a ladder or steps against any tree.

- Engage in any act which pollutes or is likely to pollute any water this includes fouling; obstructing or diverting, any waterway without the consent of the Council.
- No swimming, bathing, wading or water skiing (includes jumping into water, from land or structures, whether man-made or natural) or ice skating.
- Sail or operate any boat, dinghy, canoe, sailboard, inflatable or model boat on any waterway without the consent of the Council.
- Moor, leave, launch or propel (by any means whatever) any boat on an area or stretch of water other than a public waterway.
- Use any device designed or adapted for detecting or locating any metal or mineral.
- Take, disturb, injure or destroy any living creature or its young, eggs or nests, by any means including (but not restricted to) hunting, coursing or shooting or spreading or using a net, or setting or using any lamp, or any trap, snare or lure or discharge any firearm, air weapon or rocket or projecting any missile manually or by artificial means.
- Bring any animal or poultry to feed or graze.
- Remove, cut or damage any plant or vegetation whether living or dead.
- Fly any kite, hang glider, rocket, model aircraft, drone or any similar aerial device.
- Erect any post, rail, fence, pole, or other structure.
- Play any game likely to cause a disturbance to wildlife or to persons in the locality or hold any sports or public meeting.
- Affix or cause to be fixed any poster or placard, notice or advertisement to any wall, fence, building, barrier, railing, post or seat.
- Light any fire, stove, heater, barbeque or other appliance capable of causing a fire, or letting fall or throw any lit match or substance in a manner to cause a fire.
- Ride, drive, park, leave, land or propel any mechanically propelled vehicle (including aircraft or hovercraft) on any part.
- Erect, leave, occupy or use any tent or other structure for the purpose of habitation. No person shall sleep in area either in the open air or in a fixed structure.

- Not to use any apparatus for transmission, reception, reproduction or amplification of sound or speed by electrical or mechanical means to the annoyance or disturbance of other persons.
- Not to sell, offer or expose for sale or let or expose for hire any commodity or article or sell or offer for sale any service.
- Not to deposit any litter or refuse.
- Not to bring on any living creature, egg of any living creature, or any plant, or seed or any other part of a plant likely that such creature or plant will reproduce or propagate itself, or egg will hatch or see germinate.
- Wilfully obstruct or disturb a warden or other authorised agent of the Council in the proper execution of his duty or any other person employed by the Council in the execution of any work connected with the maintenance or control of the area.
- Any person shall stop drinking alcohol, or hand over any containers (sealed or unsealed) which are believed to contain alcohol, when a constable or authorised person has directed them to do so, in the reasonable belief that such a direction is necessary to prevent public nuisance, public disorder or anti-social behaviour.
- Any person shall hand over any containers (sealed or unsealed) which are believed to contain psychoactive substances, when required to do so by a constable or authorised person in order to prevent public nuisance or public disorder or anti-social behaviour.

1.1 Dogs

All dogs to be kept on a lead and under proper control at all times.

1.2 Nuisance or anti-social behaviour

Not to behave in a manner that causes or is likely to cause nuisance, harassment, alarm or distress to any other person.

1.3 Direction to Leave

Any person, when directed to do so by a constable or authorised person in order to prevent public nuisance or disorder, shall leave the designated area.

2.

A person who fails to comply with any obligation imposed by this Order is guilty of a criminal offence by virtue of Section 67(1) of the Anti-social Behaviour Crime and Policing Act 2014 and liable to a fine on summary conviction not exceeding level 3 on the standard scale (currently £1000).

3. Fixed Penalty Notice

An authorised person may issue a fixed penalty notice to anyone he or she believes has committed an offence. You will have 14 days to pay the fixed penalty of £100 (discounted to £75 if paid within 10 days).

4. Appeals

Any challenge to this order must be made in the High Court by an interested person within six weeks of it being made. An interested person is someone who lives in, regularly works in, or visits the restricted area. This means that only those who are directly affected by the restrictions have the power to challenge. The right to challenge also exists where an order is varied by the Council.

Interested persons can challenge the validity of this order on two grounds: that the Council did not have power to make the order, or to include particular prohibitions or requirements; or that one of the requirements of the legislation, for instance consultation, has not been complied with.

When an application is made the High Court can decide to suspend the operation of the order pending the Court's decision, in part.

5.

It has had particular regard to the rights of freedom of expression and freedom of assembly set out in Articles 10 and 11 of the European Convention on Human Rights.

6. Duration

The Order will come into force on [REDACTED] and remain in place for a period of three years

THE COMMON SEAL of)
Rugby Borough Council was)
hereunto affixed this [REDACTED] day of)
[REDACTED] in the presence of:)



[REDACTED]

[REDACTED]

Legal and Governance Manager

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:
Rebecca Ewers
Corporate Equality & Diversity Officer
rebecca.ewers@rugby.gov.uk
01788 533509

Equality Impact Assessment

Service Area	Regulation and Safety
Policy/Service being assessed	<p>PSPO A – Dog Control (Borough-wide), Order 2022 (in force from 3 Oct 2022 for 3 years; borough-wide scope & specified places; FPN £100/£75 early; assistance-dog exemptions).</p> <p>PSPO B – Intoxicating Substances (Restricted Area), Order 2022 (in force from 3 Oct 2022 for 3 years; ban on ingesting/using intoxicating substances; alcohol powers under s63; FPN £100/£75 early; area “edged red” on map attached to the order).</p> <p>PSPO C – Newbold Quarry Nature Reserve, Order 2022 (in force from 3 Oct 2022 for 3 years; extensive wildlife/public-safety restrictions incl. no swimming/fires/vehicles; dogs on leads at all times; direction-to-leave power; FPN £100/£75 early; express regard to ECHR Articles 10 & 11).</p>
Is this a new or existing policy/service?	New
If existing policy/service please state date of last assessment	
EqlA Review Team – List of members	Paul Pritchett – Environmental Health & Community Safety Manager
Date of this assessment	12/11/2025
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	<p>To implement/renew three Public Spaces Protection Orders (PSPOs) to tackle persistent behaviours that have a detrimental effect on public spaces, using clear, proportionate, behaviour-based rules and fair enforcement (“engage–explain–encourage–enforce”).</p> <ul style="list-style-type: none"> • PSPO A – Dog Control (borough-wide, 2022): dog-fouling removal/carry-bags, dogs on leads in specified places/all highways, dog-free play areas, exemptions for assistance-dog users. • PSPO B – Intoxicating Substances (restricted area, 2022): no ingesting/using intoxicating substances in the edged-red area; alcohol surrender/no-drinking requirements; FPN regime. • PSPO C – Newbold Quarry (2022): public-safety and conservation rules incl. no swimming/fires/vehicles, dogs on leads at all times, alcohol/psychoactive container surrender when required.
(2) How does it fit with Rugby Borough Council’s Corporate priorities and your service area priorities?	Supports safer, healthier, inclusive public places; protects children and vulnerable residents; sustains town-centre vitality and park accessibility; and delivers fair, transparent enforcement consistent with the Public Sector Equality Duty.
(3) What are the expected outcomes you are hoping to achieve?	Supports safer, healthier, inclusive public places; protects children and vulnerable residents; sustains town-centre vitality and park accessibility; and delivers fair, transparent enforcement consistent with the Public Sector Equality Duty.

<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<ul style="list-style-type: none"> • Residents, visitors, businesses, event organisers using the town centre, parks, play areas and Newbold Quarry. • Children/parents & carers (playground exclusions; safer spaces). • Disabled and older people (assistance-dog exemptions; cleaner/less intimidating routes). • Dog owners/handlers (lead/fouling rules; specified places). • People whose behaviour is impacted by the orders (e.g., street drinking/intoxicant use; vehicle or water-related risk-taking at the Quarry) engagement and support-first approach applies. • Staff/partners: Community Wardens, Police, CCTV/DPO, Parks, Legal, Comms, Housing/Outreach.
<p>(5) Will the policy or decision involve substantial changes in resources?</p>	<ul style="list-style-type: none"> • One-off and ongoing signage & mapping (accessible formats; entrances/desire lines; QR links). • Officer briefings/training on vulnerability triage, reasonable adjustments, bias-aware enforcement; body-worn video/CCTV process refresh. • Comms & engagement (plain-English, pictograms, easy-read; non-digital channels). • Equality monitoring & review (quarterly dashboard for engage/warn/FPN, 6-month EqIA review). <p>Costs to be contained within existing Community Safety/ASB budgets no change to statutory partner duties.</p>
<p><u>Stage 2 – Evidence about user population and consultation</u></p>	<p>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>

(1) What does the data tell you about the groups this policy or decision impacts?

Possible data sources:

- national statistics/census data
- local statistics
- evaluations
- analysis of complaints
- user feedback
- outcomes from consultation/community voice
- Council published information, service data
- [District and Ward Profile – Warwickshire Observatory](#)
- [Office of National Statistics](#)
- [Fingertips health profiles](#)
- [Indices of Multiple Deprivation](#)
- [RBC Annual Workforce Equality Report](#)

Children and families (positive impact): Dog-fouling complaints and playground contamination reports are concentrated around play areas and school routes. Quarry incident logs show seasonal peaks in risky water activity among teens/young adults; prohibitions/supportive comms reduce harm to children and bystanders.

Disabled people & people with health conditions (positive, with safeguards): Wheelchair users, people with visual impairment, and assistance-dog users benefit from cleaner, obstruction-free paths and on-lead rules in specified locations. Exemptions for assistance dogs avoid adverse impact.

Older people (positive): Perception-of-safety feedback and Warden/Police intel show that street drinking/intimidating gatherings and vehicle nuisance deter older residents from town-centre use at peak times; alcohol/intoxicant controls reduce those barriers.

Women and girls (positive): Night-time economy feedback links alcohol-related ASB with avoidance of certain streets after dark; orders addressing those behaviours are associated with improved confidence in those areas.

Dog owners/handlers (managed impact): Most owners are compliant, but rules change behaviours in specific places (leads in parks, cemeteries, highways; dog-free play areas). Clear signage and “warn–educate–enforce” reduce friction; exemptions cover assistance-dog handlers.

People who use intoxicants in public / those experiencing homelessness or addiction (risk of disproportionate contact if unmanaged): Town-centre data show that alcohol/intoxicant-related ASB is concentrated within the edged-red area; enforcement contact will therefore be higher for this cohort. A support-first pathway (warnings, referrals to Housing/Public Health/Drug & Alcohol services) is required to avoid adverse equality impacts.

Young people (mixed): Presence in parks/town centre means greater likelihood of interaction with *Intoxicating Substances* and *Quarry* rules during evenings/holidays. Youth engagement and objective, behaviour-based enforcement mitigate perceived targeting.

Residents and businesses near hotspots (positive): Complaints cluster around specific streets, play spaces (dog issues). Orders target these hotspots, reducing nuisance, littering and noise.

Ethnically diverse groups and other protected characteristics (neutral to positive, with monitoring): No inherent restriction by protected characteristic, but enforcement disproportionality is a known risk in any ASB control. Equality monitoring (engage/warn/FPN outcomes) and bias-aware training are therefore built in.

<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>Initial roll-out (2022): A statutory/public consultation was carried out prior to making the 2022 Orders (Dog Control; Intoxicating Substances; Newbold Quarry). It included a public survey and targeted stakeholder engagement (e.g., Police, BID/businesses, assistance-dog interests, youth/outreach partners, Parks). Feedback informed final boundaries, clarified exemptions (especially assistance dogs), and shaped comms/signage.</p> <p>Ongoing listening (2022–2025): Wardens/Police intel, complaints, and partner feedback have been considered as part of routine review and will be summarised in the consultation materials.</p>		
<p>(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	<p>A renewal/implementation consultation will run before the PSPOs go live again this year, following Cabinet. It will:</p> <ul style="list-style-type: none"> • Publish the draft Orders, maps and rationale at a formative stage, allow adequate time, and explain proposals and evidence; responses will be conscientiously considered (Gunning principles). • Include: borough-wide online survey; paper copies in libraries; letters/emails to statutory consultees and key stakeholders (Chief Constable/Police, Police & Crime body, landowners where relevant, BID/business groups, assistance-dog organisations, youth groups, homelessness/outreach partners, Parks, County Highways for vehicle-related issues). • Provide accessible comms (plain English, pictograms, large-print PDFs, easy-read summary; non-digital routes), and targeted sessions in or near affected areas/times (evenings/weekends). • Close with a consultation report setting out who responded, key themes, equality considerations, and any changes (e.g., boundary tweaks, signage wording, exemptions/emphasis) to inform the final decision and EqIA review. 		
<p><u>Stage 3 – Analysis of impact</u></p>			
<p>(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified</p>	<p>Protected Characteristic</p>	<p>Nature of Impact Positive, Neutral, Adverse (explain why)</p>	<p>Extent of impact Low, medium, high</p>

<p>for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	Age	<p>Positive overall. Safer play areas/paths via Dog Control (<i>PSPO A</i>). Reduced intimidation/noise in town centre via Intoxicating Substances (<i>PSPO B</i>). Reduced water/vehicle/fire risks at Newbold Quarry (<i>PSPO C</i>). Potential perception of targeting of teens/young adults in town centre/Quarry evenings.</p>	<p>Youth-friendly comms; behaviour-based enforcement; outreach/diversion in hotspots; signposting to youth services.</p>
	Disability	<p>Positive with safeguards. Cleaner routes and on-lead rules improve accessibility; explicit assistance-dog exemptions in <i>PSPO A</i>. Sensory-friendly benefits from reduced sudden noise/large gatherings (<i>B/C</i>). Risk of adverse impact if reasonable adjustments are not made during enforcement.</p>	<p>Emphasise exemptions on signage/officer cards; reasonable-adjustment protocol; vulnerability triage; large-print/easy-read comms.</p>

	Sex	Positive (esp. women at night). Orders addressing street drinking linked to improved safety perceptions; Quarry rules reduce harassment/intimidation reports. Quarry rules help to protect males (statistics show 83% accidental drownings are male)	NTE-timed patrols; bystander info; publish data on outcomes by time/place; body-worn video oversight.
	Gender reassignment	Neutral direct impact; risk lies in interaction quality if stops/checks occur.	Respectful engagement training; accurate recording; complaints route clearly signposted.
	Marriage/civil partnership	Neutral.	None specific beyond fair enforcement standards.
	Pregnancy/maternity	Positive. Dog fouling reduction and lead rules improve pram access; Quarry safety rules reduce risk around water/steep paths; town-centre nuisance controls aid comfort and access.	Step-free signage placement; pram-route mapping in comms.
	Race	Neutral policy, but risk of perceived/actual disproportionality in ASB enforcement in <i>PSPO B</i> areas with diverse street populations. Monitor engage/warn/FPN outcomes	Bias-aware training; quarterly disproportionality review; community liaison in hotspot streets.

	Religion/belief	Neutral. Ensure consultation/engagement doesn't clash with major festivals; Quarry prohibitions apply uniformly.	Schedule outreach around faith calendars; offer alternative channels for feedback.
	Sexual Orientation	Neutral direct impact; indirect positive via safer shared spaces/night-time economy.	Inclusive comms imagery/language; monitor complaints for harassment motifs.
(2) Cross cutting themes (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Mixed. <i>PSPO B</i> may increase contact with people experiencing homelessness/addiction; if unmanaged, could widen inequalities. <i>A/C</i> provide uniform public-health/safety benefits	"Engage—explain—encourage—enforce"; alternatives to FPN where inappropriate; referral pathways (Housing, D&A services, PH).

	<p>Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution</p>	<p><i>PSPO A (Dog Control)</i> reduces fouling and contamination on paths/greenspaces, improving hygiene and accessibility; on-lead rules near sensitive areas lower wildlife disturbance. <i>PSPO B (Intoxicating Substances)</i> reduces litter (cans, bottles, nitrous canisters), odours, and street-noise linked to intoxication. <i>PSPO C (Newbold Quarry)</i> cuts water pollution, fire risk, habitat damage, and noise; dogs-on-lead protects fauna.</p>	<p>displacement of litter/noise to adjacent streets if not monitored. Med–High (High for A & C on local environmental quality; Med for B on litter/noise) Bin placement and cleansing schedules at hotspots; clear pictogram signage (no glass/BBQs); seasonal safety/wildlife comms; joint patrols with Parks; monitor displacement and adjust boundaries/deployment if needed; link to water-safety and habitat-protection messaging.</p>
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(3) Using the information gathered in stages 2 and 3, please describe how the policy/strategy/service will:

- a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act
- b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic
- c. Foster good relations between people who share and people who do not share a relevant protected characteristic

(a)

The PSPOs set behaviour-based rules applied to all users regardless of protected characteristic, with explicit safeguards to avoid discriminatory impact. In Dog Control, assistance-dog exemptions are written into the Order so disabled people are not disadvantaged. Alcohol/intoxicant controls and Newbold Quarry rules target specific behaviours (e.g., intimidating drinking, risky water use, fires), reducing harassment/intimidation experienced by women and older/disabled residents in affected spaces. Delivery will follow a “engage—explain—encourage—enforce” approach with reasonable adjustments, vulnerability triage and alternatives to FPN where appropriate, to prevent indirect discrimination in enforcement.

(b)

The Orders improve safe access to public spaces that are disproportionately avoided by some groups: (i) Dog Control reduces fouling and requires leads in specified places (parks, cemeteries, highways), which benefits wheelchair users, people with visual impairment and parents with prams; (ii) Intoxicating Substances reduces concentrations of intimidating street-use in the edged-red town-centre area, supporting older/disabled people to use those routes; (iii) Newbold Quarry restrictions (e.g., no swimming/fires; dogs on leads at all times) reduce hazards for families and people with sensory sensitivities. Accessible signage (plain English, pictograms, large-print), non-digital comms, and officer reasonable adjustments further reduce barriers for protected groups.

(c)

By clarifying standards and addressing behaviours that generate fear, nuisance and conflict, the PSPOs help different users share spaces more confidently (e.g., families, older/disabled residents, dog owners, young people, businesses/visitors). The Quarry Order records regard to ECHR Articles 10 and 11, reinforcing proportionate, rights-aware practice; combined with bias-aware training, transparent complaints routes and equality monitoring of engage/warn/FPN outcomes, this supports trust and understanding between the public and enforcement partners and reduces perceptions of disproportionate targeting.

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

Potential barriers

- Communication & information: Members of the public may not know the rules/exemptions (e.g., assistance-dog exemptions; edged-red area for intoxicating substances; Quarry prohibitions). Digital-only messaging could exclude some users.
- Physical/location: Signage missing at desire-lines/step-free entries; maps not visible where decisions are made (e.g., town-centre approaches; Quarry access paths).
- Sensitivity/time: Engagement/enforcement not timed for when affected groups are present (evenings/weekends; school runs; prayer times).
- Understanding/rights: Risk that users don't understand officer powers (e.g., alcohol/psychoactive container surrender; direction to leave at Quarry) leading to conflict or non-compliance.

How we will overcome them

- Accessible comms: Plain-English wording, pictograms, large-print/easy-read PDFs, and non-digital routes (posters, libraries, ward members). Include a one-page "at-a-glance" for each PSPO; add QR codes to maps/order text.
- Signage plan: Install at entrances and desire-lines, step-free points, transport nodes, and play-area boundaries; show edged-red map for the town-centre PSPO; highlight assistance-dog exemptions on Dog Control signs.
- Timing & channels: Evening/weekend pop-ups near hotspots; avoid clashes with major faith festivals; targeted outreach to youth/assistance-dog users/outreach partners.
- Officer briefings: Consistent "engage—explain—encourage—enforce," with script cards explaining powers (alcohol/containers; direction-to-leave at Quarry).

(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?

If no Equality Monitoring Data is being collected, why not?

For support with this section, please refer to the Equality Monitoring Guidance.

Data to collect (operational, each encounter):

- Location & context: PSPO, hotspot, date/time, incident type (e.g., fouling, dog on lead, intoxicant use, Quarry prohibition breached).
- Officer action: Engage / Warn / FPN / Prosecution; whether container surrender or direction-to-leave used.
- Equality fields (voluntary where lawful/practicable): Age band; perceived sex; voluntary ethnicity/disability; vulnerability flag; assistance-dog handler status (where relevant).
- Referrals & outcomes: Housing/Drug & Alcohol/Public Health referral made; acceptance of support; complaint received/resolved.

How it will be used:

- Quarterly disproportionality review of outcomes (engage/warn/FPN) by location/time and equality fields; compare to baseline footfall/complaints.
- Adjustments to deployment, signage, and comms where data shows barriers or disproportionality.
- Transparency: Headline summaries in Cabinet updates/website; feed into the 6-month EqIA review and annual monitoring.

<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.</p>	<p>Adverse-risk themes identified</p> <ul style="list-style-type: none"> • Disproportionate enforcement contact with young people and with people experiencing homelessness/addiction in the intoxicating-substances area. • Confusion or anxiety among disabled people/assistance-dog users if exemptions and reasonable adjustments are not clear (Dog Control). • Displacement of litter/noise from the town-centre boundary or Quarry to adjacent streets. <p>Mitigations/actions</p> <ul style="list-style-type: none"> • Support-first pathway (B): Written protocol for warnings, referrals to Housing/Drug & Alcohol/Public Health, and alternatives to FPN where vulnerability is identified; partnership patrols with outreach/youth services. • Bias-aware practice: Refresher training; body-worn video and CCTV oversight; quarterly disproportionality review (see 3(5)). • Exemptions & adjustments (A): Prominent assistance-dog exemptions on all Dog Control comms/signage; officer pocket-cards; reasonable-adjustment checklist. • Targeted comms: Youth-friendly NTE messaging in the edged-red area; family/safety messaging for Quarry; multi-language/plain-English assets. • Environment/displacement: Extra bins/cleansing at boundary streets; seasonal patrols; review maps/deployment if displacement is evidenced. • Rights & proportionality (C and cross-cutting): Officer briefings to record rationale when using direction-to-leave or surrender powers; maintain regard to ECHR Arts 10–11 noted in the Quarry Order.
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<p><u>Stage 4 – Action Planning, Review and Monitoring</u></p>	
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<p>(1) Data analysis What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>																														
<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) 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>Initial actions are agreed subject to data</p> <p>EqIA Action Plan</p> <table border="1" data-bbox="875 644 2114 874"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <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>(3) Review and Monitoring State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>																														

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on (12/11/2025) and will be reviewed on (12/05/2026).’

Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

In 2019 the UK Parliament set a commitment in law to reach net zero carbon emissions by 2050. Achieving this target will require considerable effort with public bodies, private sector organisations, the third sector and individuals working together to take action.

Rugby Borough Council declared a climate emergency in 2019 and the Council's Corporate Strategy (2025-2035) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions are further defined through the Council's Climate Change Strategy [link](#) and must now be progressed through the decisions which the Council makes.

It is therefore important that Rugby Borough Council gives due regard to climate change when making decisions. In the context of the Council's business, Climate Change includes greenhouse gas emissions, biodiversity, habitat loss and environmental destruction. When putting forward recommendations for decision, officers must assess how these recommendations are likely to influence our climate change commitments by completing the following Climate Change and Environmental Impact Assessment.

To help you complete this assessment, please see the following guidance on SharePoint [here](#).

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to your Chief Officer for approval.

If you require help, advice and support to complete the form, please contact your Chief Officer.

SECTION 1: OVERVIEW

Portfolio and Service Area	Regulation and Safety – Environmental Health and Community Safety
Policy/Service/Change being assessed	Implementation/renewal of three Public Spaces Protection Orders (PSPOs): • Dog Control (borough-wide) • Intoxicating Substances (restricted town-centre area, edged-red) • Newbold Quarry Nature Reserve (site-specific)
Is this a new or existing Policy/Service/Change?	Existing – renewal/implementation in 2025 (Orders originally made October 2022).
If existing policy/service please state date of last assessment	2022 PSPO decision set; EqIA refreshed 2025 alongside renewal. (Climate assessment now completed for 2025 decision.)
Ward Specific Impacts	Borough-wide (Dog Control); town-centre restricted area (Intoxicating Substances); Newbold Quarry Local Nature Reserve (Newbold/adjacent wards).
Summary of assessment Briefly summarise the policy/service/change and potential impacts	Overall positive environmental/climate impacts: cleaner public realm (reduced dog fouling and litter), reduced noise/air quality disbenefits from vehicle/intoxicant-linked ASB, and strong positive biodiversity, wildfire and water-safety outcomes at Newbold Quarry. Minor negative /negligible carbon impacts arise from signage manufacture/installation and routine patrol mileage—these are mitigated through consolidated installs, use of existing patrol patterns/low-emission fleet, and recycled/repairable signage stock. A 6-month review will confirm outcomes and any adjustments.
Completed By	Paul Pritchett
Authorised By	David Burrows
Date of Assessment	12/11/2025

SECTION 2: GREENHOUSE GAS EMISSIONS

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Scope 1 Emissions Direct emissions from council owned resources, for example through boilers or vehicles.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Routine Community Warden patrols already occur; PSPOs may slightly alter patterns rather than add mileage.	Align deployments with existing beats; group site visits and consolidate signage installs ; prioritise low-emission/EV pool vehicles; avoid duplicate patrols with partners.	Community Safety (CS) with Fleet/Facilities.	Before go-live; review at 6 months.
Scope 2 Emissions Indirect emissions occurring at the location energy is produced for council activities. For example, electricity generation for council buildings.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	PSPOs do not materially change building energy use.	N/A (monitor within corporate energy programme).	Facilities/Property.	BAU.

SECTION 3: CLIMATE CHANGE STRATEGY

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Workplaces and the Economy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Safer, cleaner town-centre/public spaces support footfall and trading, with knock-on benefits for sustainable town-centre economies	Coordinate with BID/business comms; keep wayfinding/"rules at a glance" digital to minimise print runs.	CS + Comms	Ongoing
Transport	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Reduced vehicle nuisance and anti-social meets improve local air/noise environment; patrol mileage change is minimal.	Use EV/low-emission vehicles; joint ops to avoid duplicate trips; time patrols with existing shifts.	CS + Fleet	6 month review
Natural Environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Dog fouling reduction protects soils and waterways; Newbold Quarry rules protect habitats, reduce wildfire risk, prevent pollution (no fires/BBQs/swimming/vehicles), and reduce wildlife disturbance (dogs on leads).	Seasonal habitat/water-safety comms; ranger/warden joint patrols; refresh damaged signs promptly.	CS + Parks	Ongoing
Homes and Energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No changes to housing energy use or retrofit.	NA	NA	NA
Waste, Resources and the Circular Economy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Less litter (bottles/cans/nitrous canisters), less dog waste; small material footprint from producing/installing signs.	Use recyclable substrates , modular/repairable sign hardware, and minimal printing; place recycling bins at hotspots; monitor displacement and adjust bin locations.	CS + Parks + Waste/Street Scene	Quarterly

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Climate and Nature Positive Communities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Behaviour standards and outreach foster community stewardship of shared spaces; supports inclusive access (families, older/disabled residents).	Co-design messages with youth/assistance-dog groups; easy-read/large-print, pictograms; non-digital routes.	CS + Comms	Quarterly
Adaptation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Newbold Quarry prohibitions reduce wildfire and water-related harm during hotter/drier summers; reduced glass/BBQs lowers accidental fire risk; clearer evacuation/direction-to-leave powers aid response.	Add seasonal warnings (heatwaves/drought); maintain clear access for emergency services; review after each summer	CS + Parks + Resilience	Seasonal

SECTION 4: REVIEW

Where a negative impact is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review date	1/5/26
Key points to be considered through review	<ul style="list-style-type: none"><input type="checkbox"/> Patrol mileage vs. baseline (fleet reports) and opportunities to further decarbonise.<input type="checkbox"/> Litter/dog-fouling trends at hotspots and any displacement to adjacent streets; recycling capture rates where bins are added.<input type="checkbox"/> Seasonal wildfire/water safety incidents at Newbold Quarry; condition of habitat/paths.<input type="checkbox"/> Signage condition and material reuse/repair performance.<input type="checkbox"/> Any emerging negative impacts (e.g., excess print/signage) and mitigations taken.
Person responsible for review	EHCS Manager
Authorised by	David Burrows

AGENDA MANAGEMENT SHEET

Report Title: Fire Safety Upgrade Works

Name of Committee: Cabinet

Date of Meeting: 1 December 2025

Report Director: Chief Officer - Communities and Homes

Portfolio: Communities and Homes, Regulation and Safety

Ward Relevance: All wards

Prior Consultation: Leadership Team, Portfolio Holder, Legal Services, Financial Services

Contact Officer: Peter Nicholas (Asset Manager)
peter.nicholas@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: No

Corporate Priorities: This report relates to the following priority(ies):
☐ A Healthier Rugby – To support people to live healthier, longer, and more independent lives.
☐ A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.
☐ A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.
☐ A Fairer Rugby – To reduce inequalities and improve housing across the Borough.
[Corporate Strategy 2025-2035](#)
☒ This report does not specifically relate to any Council priorities but

Summary: This report outlines a strategic investment of a recurring capital budget of £0.075m for ongoing fire safety compliance of the Town Hall.

The overarching goal is to ensure the building remains a safe while fulfilling statutory duties.

Financial Implications:	A recurring General Fund capital budget of £0.075m per annum to be added to the capital programme from 2025/26 onwards to fund the rolling fire safety programme is requested to be approved. Further details can be seen in Section 3
Risk Management/Health and Safety Implications:	<p>The plans proactively address and mitigate health and safety risks.</p> <p>The proposed fire safety work includes the installation of fire-alarm interlocked hold-back devices on lift lobby doors to support fire safety. e, the second programme is entirely dedicated to a rolling fire safety initiative, which includes regular fire risk assessments and remedial actions such as fire door upgrades, improved detection systems, and enhanced compartmentation to ensure a safe environment for all building users and maintain compliance with relevant regulations.</p>
Environmental Implications:	The proposed fire safety works are of a compliance and maintenance nature and are not expected to have any significant environmental impact. Where possible, materials and equipment will be procured in line with the Council's sustainability principles, supporting energy efficiency and responsible waste management.
Legal Implications:	The recommendations made will ensure compliance with the requirements of the Regulatory Reform (Fire Safety) Order 2005 and the Fire Safety (England) Regulations 2022.
Equality and Diversity:	The proposed works are focused solely on statutory fire safety compliance and have no negative equality or diversity implications. All measures will continue to ensure the building remains safe and accessible for all users. See Appendix 1 - Equality Impact Assessment - Fire Safety upgrade works.
Options:	<ol style="list-style-type: none"> 1) Approve the £0.075m recurring capital budget for fire safety compliance works. 2) Approve a reduced allocation, limiting the scope of works to essential fire safety measures only. 3) Reject the proposal which would result in non-compliance with statutory fire safety duties and increased operational risk.

Recommendation:

- 1) A recurring General Fund supplementary capital budget of £0.075m per annum be approved and added to the capital programme from 2025/26 onwards to fund a rolling programme of mandatory fire safety work; and
- 2) Delegated authority be given to the Chief Officer (Communities & Homes) to implement the approved works.

**Reasons for
Recommendation:**

To ensure continued compliance with statutory fire safety legislation, safeguard the health and safety of all building users, and provide a structured, recurring funding mechanism for ongoing risk assessments and associated remedial works.

Cabinet - 1 December 2025

Fire Safety Upgrade Works

Public Report of the Chief Officer - Communities and Homes

Recommendation

- 1) A recurring General Fund supplementary capital budget of £0.075m per annum be approved and added to the capital programme from 2025/26 onwards to fund a rolling programme of mandatory fire safety work; and
- 2) Delegated authority be given to the Chief Officer (Communities & Homes) to implement the approved works.

1.0 Executive Summary

- 1.1 This report seeks approval for the establishment of a recurring capital budget of £0.075m to support mandatory fire safety compliance works within the Town Hall.
- 1.2 The funding will provide for an ongoing programme of fire risk assessments, remedial actions, and related improvements to maintain compliance with the Regulatory Reform (Fire Safety) Order 2005 and the Fire Safety (England) Regulations 2022.

2.0 Proposed fire safety scope of works

- 2.1 These are to support the Council's legal duty under the Regulatory Reform (Fire Safety) Order 2005 and the Fire Safety (England) Regulations 2022.
- 2.2 The proposal includes provision for regular fire risk assessments and associated remedial actions.
- 2.3 Works will cover fire door upgrades, improved detection and emergency lighting, compliant signage, enhanced compartmentation, and appropriate fire extinguisher provision.
- 2.4 These actions aim to reduce fire risks, ensure safety, meet insurance conditions, and maintain compliance.

3.0 Financial Implications

3.1 A recurring General Fund supplementary capital budget of £0.075m per annum is requested for approval from 2025/26 onwards for the rolling programme of mandatory fire safety work.

3.2 It is proposed that the budget is funded via borrowing, as there are insufficient General Fund capital receipts available at the time of writing the report. The actual financing of the capital programme will be finalised at year-end and the financing method may change subject to agreement of the Section 151 Officer.

3.3. The financial implications of borrowing are Minimum Revenue Provision (MRP) i.e. repayment of the loan principal, plus interest. Based on current PWLB rates of 4.96% over an assumed 10-year period, average MRP of £0.08m and interest of £0.04m would be payable annually. The actual costs would vary depending on the interest rates at the time and the length of the loan

4.0 Risk Management / Health and Safety implications

4.1 The works funded by this programme will directly mitigate identified health and safety risks.

4.2 They will include regular fire risk assessments, fire door upgrades, improved detection and alarm systems, enhanced compartmentation, emergency lighting, and compliant signage.

4.3 These actions ensure that the Council meets statutory fire safety obligations and protects building users.

5.0 Legal Implications

5.1 The Council has a statutory duty to comply with the Regulatory Reform (Fire Safety) Order 2005 and the Fire Safety (England) Regulations 2022, which impose legal obligations on the “responsible person” to ensure that premises are safe from the risk of fire. Failure to maintain compliance with these requirements could result in enforcement action by the Fire and Rescue Authority, including the issuance of enforcement or prohibition notices, prosecution, and significant financial penalties.

5.2 The proposed recurring capital allocation of £0.075m supports the Council’s legal responsibility to implement and maintain suitable fire precautions, including regular fire risk assessments, remedial works, and ongoing monitoring. This investment is essential to demonstrate that the Council has taken all reasonable steps to manage and reduce fire risks, thereby mitigating potential liability in the event of a fire-related incident.

5.3 In addition to statutory compliance, the works will support the Council’s duties under health and safety legislation, including the Health and Safety at Work etc. Act 1974, by protecting staff, visitors, and contractors from foreseeable risks. Ensuring continued compliance will also help the Council meet insurance requirements and uphold its duty of care as an employer and property owner.

6.0 Conclusion

- 6.1** The establishment of a recurring capital allocation of £0.075m is both necessary and prudent to ensure the Council's ongoing compliance with statutory fire safety legislation. The proposed programme of works will enable the timely completion of essential fire risk assessments, remedial actions, and safety improvements, thereby safeguarding building users and reducing legal and financial exposure.
- 6.2** By proactively investing in fire safety compliance, the Council demonstrates its commitment to maintaining a safe and legally compliant environment within the Town Hall, fulfilling its statutory duties under the Regulatory Reform (Fire Safety) Order 2005 and the Fire Safety (England) Regulations 2022.
- 6.3** Approval of this funding will ensure a sustainable and structured approach to managing fire safety obligations, supporting both the Council's corporate responsibilities and its wider health and safety objectives.

Name of Meeting: Cabinet

Date of Meeting: 1 December 2025

Subject Matter: Fire Safety Upgrade Works

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 (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:
Rebecca Ewers
Corporate Equality & Diversity Officer
rebecca.ewers@rugby.gov.uk
01788 533509

Equality Impact Assessment

Service Area	Communities and Homes, Asset Maintenance
Policy/Service being assessed	Fire Safety upgrade works
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	New proposal for a strategic, recurring capital budget of £0.075m for ongoing fire safety compliance of the Town Hall to ensure the building remains safe, safeguard building users, and fulfil statutory fire safety duties.
EqlA Review Team – List of members	Peter Nicholas, Rebecca Govier.
Date of this assessment	17/11/2025
Signature of responsible officer (to be signed after the EqlA has been completed)	Michelle Dickson

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	To establish a recurring capital budget of £0.075m per annum for ongoing fire safety compliance of the Town Hall. The overarching goal is to ensure the building remains safe while fulfilling statutory duties. The work will cover regular fire risk assessments and associated remedial actions
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	The report relates to the Corporate Priority "A Healthier Rugby" – To support people to live healthier, longer, and more independent lives. The work is essential for health and safety compliance
(3) What are the expected outcomes you are hoping to achieve?	To ensure continued compliance with statutory fire safety legislation, safeguard the health and safety of all building users, and provide a structured, recurring funding mechanism for ongoing risk assessments and associated remedial works
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	Customers - Yes - They use the Town Hall for services. Employees – Yes - They work in the Town Hall. Wider community or groups - Yes - By maintaining a safe, accessible public building

<p>(5) Will the policy or decision involve substantial changes in resources?</p>	<p>The policy does involve a change in resources, specifically the establishment of a new, recurring capital budget.</p> <p>The substantial changes in resources are:</p> <ul style="list-style-type: none"> • Recurring Capital Budget: The proposal involves a recurring General Fund supplementary capital budget of £0.075 million per annum to be added to the capital programme from 2025/26 onwards. • Revenue Cost (Borrowing): The budget is proposed to be funded via borrowing, which has associated annual revenue costs. <ul style="list-style-type: none"> ○ Based on current Public Works Loan Board (PWLB) rates, this is estimated to incur an average annual cost of £0.08 million for Minimum Revenue Provision (MRP) and £0.04 million for interest, resulting in a total approximate annual revenue cost of £0.12 million (or £120,000).
<p><u>Stage 2 – Evidence about user population and consultation</u></p>	

<p>(1) What does the data tell you about the groups this policy or decision impacts?</p> <p>Possible data sources:</p> <ul style="list-style-type: none"> • national statistics/census data • local statistics • evaluations • analysis of complaints • user feedback • outcomes from consultation/community voice • Council published information, service data • District and Ward Profile – Warwickshire Observatory • Office of National Statistics • Fingertips health profiles • Indices of Multiple Deprivation • RBC Annual Workforce Equality Report 	<p>The information indicates the Council has a statutory duty to comply with fire safety legislation. The proposed works are mandatory in nature and are required to mitigate identified health and safety risks for all users of the building. The focus is on compliance with the Regulatory Reform (Fire Safety) Order 2005 and the Fire Safety (England) Regulations 2022. Data will be gathered from fire risk assessments funded by this proposal, to inform works and ensure compliance.</p>
<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>Groups Involved: Prior consultation was conducted internally with the Leadership Team, Portfolio Holder, Legal Services, Safety and Resilience and Financial Services. Views and Influence: The consultation was essential to confirm the statutory obligations and establish the financial framework for the decision. The Legal Services team confirmed the duty to comply with the Regulatory Reform (Fire Safety) Order 2005, while the Financial Services team helped structure the request for a recurring capital budget of £0.075 million. These views directly influenced the final recommendation to approve the funding to ensure legal compliance and mitigate health and safety risks.</p>

<p>(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	<p>Community consultation was not carried out for this decision. However Safety and Resilience will be consulted.</p> <p>Reasons for why this is not necessary:</p> <ul style="list-style-type: none"> • Urgent Decision & Risk Mitigation: The decision to approve the funding was made as an urgent decision to ensure the Council could proactively address and mitigate health and safety risks to building users immediately. • Mandatory Statutory Compliance: The proposal is focused solely on fulfilling mandatory statutory fire safety duties. Consultation on the requirement to comply with the law is not necessary. • Universal Benefit: The works are universal safety measures (e.g., fire door upgrades, improved detection) 		
<p><u>Stage 3 – Analysis of impact</u></p>			
<p>(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?</p> <p>If yes, identify the groups and how they are affected.</p>	<p>Protected Characteristic</p>	<p>Nature of Impact Positive, Neutral, Adverse (explain why)</p>	<p>Extent of impact Low, medium, high</p>
	<p>Age</p>	<p>Positive</p>	<p>High. The safety upgrades benefit all age groups equally, including older people and children who may be more vulnerable in an emergency.</p>
	<p>Disability</p>	<p>Positive</p>	<p>High. By ensuring compliance, the works specifically address safety for people with disabilities, particularly regarding accessible evacuation and safe refuge areas, thereby advancing equality of opportunity.</p>

	Sex	Neutral	None (No adverse impact identified). The works are entirely neutral in their application.
	Gender reassignment	Neutral	None (No adverse impact identified). The works are entirely neutral in their application.
	Marriage/civil partnership	Neutral	None (No adverse impact identified). The works are entirely neutral in their application.
	Pregnancy/maternity	Positive	Medium. The provision of a compliant and safer environment reduces risks for all building users, including this vulnerable group.
	Race	Neutral	None (No adverse impact identified). The works apply to the fabric of the building and affect all users equally.
	Religion/belief	Neutral	None (No adverse impact identified). The works are entirely neutral in their application.
	Sexual Orientation	Neutral	None (No adverse impact identified). The works are entirely neutral in their application.
(2) Cross cutting themes (a) Are your proposals likely to impact on social inequalities e.g. child poverty,	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high

geographically disadvantaged communities? If yes, please explain how?	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Positive	Maintains access to essential Council services and resources delivered from the Town Hall for all residents, including those facing socio-economic disadvantages.
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Positive	Ensures the primary public service location remains safe and legally compliant, directly supporting the community's access to services and facilities (access to services/geography).

(3) Using the information gathered in stages 2 and 3, please describe how the policy/strategy/service will:

- a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act
- b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic
- c. Foster good relations between people who share and people who do not share a relevant protected characteristic

a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act

The policy eliminates unlawful conduct by ensuring the Council meets its statutory duties under the Regulatory Reform (Fire Safety) Order 2005 and the Fire Safety (England) Regulations 2022. Failure to comply with these duties exposes the Council to legal action and creates an unsafe environment, which could amount to unlawful conduct or negligence, particularly if non-compliance disproportionately harmed a protected group (e.g., people with disabilities). By funding these essential works, the Council removes the risk of such failure and eliminates potential unlawful conduct.

b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic

The policy advances equality of opportunity by:

- Removing Disadvantage: The works are designed to ensure the Town Hall's infrastructure (e.g., fire doors, alarms, emergency lighting) is safe for all users. This is critical for groups such as people with disabilities or older persons who may face greater disadvantages in an emergency or evacuation scenario. The funding ensures these disadvantages are removed or minimised.
- Meeting Different Needs: The statutory compliance works must consider the diverse needs of all users (e.g., visual/audible alarms, accessible means of escape, and refuge areas), ensuring that the safety needs of persons with protected characteristics are met, particularly where they are different from the needs of other people.

c. Foster good relations between people who share and people who do not share a relevant protected characteristic

While fire safety works are neutral, they contribute to fostering good relations by:

- Promoting a Shared Sense of Safety: By making a prominent public building safe and accessible for all, the Council demonstrates its commitment to the well-being of the entire community. This shared benefit reinforces trust and cohesion among different user groups.
- Tackling Prejudice: Ensuring all required safety features are in place for groups with specific needs (like disability) normalises the consideration of difference and promotes understanding and respect for the diverse needs of the community.

<p>(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?</p>	<p>No. The proposal is for the strategic funding of essential, mandatory statutory compliance works. The funding's purpose is to maintain and improve the building's infrastructure to ensure it is safe and legally compliant for all users.</p>
<p>(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?</p> <p>If no Equality Monitoring Data is being collected, why not?</p> <p>For support with this section, please refer to the Equality Monitoring Guidance.</p>	<p>No specific external equality monitoring data will be collected as part of this decision. Reason: The policy is not a change to service delivery, criteria, or staffing that would differentially impact service uptake or satisfaction. It is an internal financial decision to fund statutory compliance work. The impact is universally positive for all building users. Monitoring: Impact will be monitored through Health and Safety Compliance data, specifically the outcomes of the regular Fire Risk Assessments funded by this budget, to ensure the works continue to provide a safe environment for all building users, including those with protected characteristics like disability.</p>
<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.</p>	<p>N/A - No adverse impacts were identified in Section 3.1. The proposal has a universally positive impact on all protected characteristics by guaranteeing a safer, legally compliant public building. No mitigating actions are required.</p>

<p><u>Stage 4 – Action Planning, Review and Monitoring</u></p>	
-----------------------------------------------------------------------	--

<p>(1) Data analysis What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>	<ul style="list-style-type: none"> 																													
<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) 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"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <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>(3) Review and Monitoring State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>	<ul style="list-style-type: none"> 																													

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on (30/07/25) and will be reviewed on (30/07/28).’

AGENDA MANAGEMENT SHEET

Report Title: Food Waste Staffing and Resources

Name of Committee: Cabinet

Date of Meeting: 1 December 2025

Report Director: Chief Officer - Operations and Traded Services

Portfolio: Operations and Traded Services

Ward Relevance: All

Prior Consultation: Leadership Team, Elected Members, Waste Operations Staff

Contact Officer: Andy Kelly Project Manager Food Waste

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):
☒ A Healthier Rugby – To support people to live healthier, longer, and more independent lives.
☐ A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.
☒ A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.
☐ A Fairer Rugby – To reduce inequalities and improve housing across the Borough.
[Corporate Strategy 2025-2035](#)
☐ This report does not specifically relate to any Council priorities but

Summary: This report is the latest of a series of reports for the introduction of a new food waste service. Last year the main report (Appendix 3) laid out the statutory reasoning for the service, with subsequent reports for capital purchasing of new vehicles and containers, alongside major investment in restructuring the existing depot area to address the

increased resources and health and safety matters.

This latest report seeks approval for the release of DEFRA Transitional Funding to support the delivery of food waste containers ahead of the commencement of the new service.

It also requests additional funding, and the establishment of new staff posts to facilitate the implementation of the service. It is anticipated that DEFRA revenue funding from April 2026 will offset these costs; however, this has not yet been confirmed.

Financial Implications:

An increase of £1.064m million in the revenue budget for 2026/27 is required to cover the costs of the new food waste service, as outlined in Section 3. This will be partially offset by a one off £0.148m of DEFRA grant funding.

This does not adversely impact the Medium-Term Financial Plan (MTFP) position, as an allowance of £1.000m had already been assumed for the forthcoming year

Additional DEFRA revenue grant funding is expected to offset these costs; however, any amount has yet to have been confirmed.

The delivery of a balanced MTFP requires the general fund to deliver cost reductions and increased income, the funding of this scheme will be met from balancing the overall position for the year.

Risk Management/Health and Safety Implications:

Implementation of the food waste collection service is a statutory requirement under the Government's Simpler Recycling legislation and is funded by DEFRA. Failure to implement the service would expose the Council to the risk of non-compliance with statutory obligations and associated sanctions.

Although DEFRA has allocated some funding, including for container delivery, the full extent of revenue support remains unconfirmed and may not fully cover service delivery costs. This poses a financial risk requiring careful monitoring and mitigation through budget planning.

Transitional funding has been secured to cover the costs associated with container delivery.

Environmental Implications:

Climate Impact Assessment-see Appendix 1:
As the Waste Collection Authority, the Council anticipates a rise in carbon emissions due to the expansion of its diesel-powered vehicle fleet. However, these new vehicles are smaller and more fuel efficient than standard waste collection vehicles. A comprehensive route optimisation programme will further enhance efficiency by minimising road miles and maximising fuel use. The service is also exploring alternative fuels for the fleet though this is work in progress.

Environmental benefits will also be realised at the disposal stage. It is expected that there will be a reduction in residual waste tonnages with the added capture of biogas generated through the anaerobic digestion of food waste. This biogas can be used to power vehicles or be injected into the national grid, while the liquid digestate by-product will serve as a sustainable fertiliser for local farmland.

Legal Implications:

The introduction of a new weekly food waste collection service for all households is a statutory requirement under the Simpler Recycling provisions, introduced through the Environment Act 2021.

Equality and Diversity:

Equalities Impact Assessment-see Appendix 2:
The service will continue to promote an inclusive, respectful, and equitable workplace culture. The Waste Services team will ensure that the food waste collection service is accessible to all residents and designed to accommodate individuals with additional or specific needs, supporting fair and equal access to the service across the community.

Options:

1. To approve the revenue budget of £0.916m increase for 2026/27 for the new food waste collection service and for the additional staff to be added to the Council's establishment.
2. Do nothing. To take no action would risk non-compliance with the Government's Simpler Recycling legislation, delay the delivery of containers, and compromise the operational capacity and effectiveness of the new service.

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT -

- (1) A General Fund revenue budget of £0.916m for 2026/27, as detailed within section 3 and inclusive of the DEFRA grant funding, for the new food waste collection service, be approved; and
- (2) additional staff be added to the Council's establishment. The new service will require 9x Drivers, 9x Loaders, a Supervisor and a Workshop Fitter.

**Reasons for
Recommendation:**

Delivery of the new food waste service is a statutory requirement. Although government funding has not yet been confirmed, recruitment must begin to ensure that container deliveries and service implementation can be completed within the required timescales.

Cabinet - 1 December 2025

Food Waste Staffing and Resources

Public Report of the Chief Officer - Operations and Traded Services

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT -

- (1) A General Fund revenue budget of £0.916m for 2026/27, as detailed within section 3 and inclusive of the DEFRA grant funding, for the new food waste collection service, be approved; and
- (2) additional staff be added to the Council's establishment. The new service will require 9x Drivers, 9x Loaders, a Supervisor and a Workshop Fitter.

1. Executive Summary

- 1.1 This report is the latest in a series of reports for the introduction of a new food waste service. Last year the main report 'Food Waste Collections' (Appendix 3) laid out the reasoning for the service, with subsequent reports for capital purchasing of new vehicles and containers, alongside major investment in restructuring the existing depot area to address the increased resources and health and safety matters.
- 1.2 This report seeks approval to use the transitional funding received for container delivery and requests additional revenue funding to secure the operational resources required to deliver the service in 2026, including staffing and vehicle running costs.

2. Background

- 2.1 The introduction of a new weekly food waste collection service for all households is a statutory requirement under the Simpler Recycling provisions, introduced through the Environment Act 2021.
- 2.2 Capital funding has been received from DEFRA and used for the procurement of new food waste collection vehicles and containers.
- 2.3 Capital funding for the reconfiguration of the waste depot has been approved, and the project is now underway. The works will enhance health and safety standards and provide capacity to accommodate the additional food waste collection vehicles and skips.

- 2.4 Transitional revenue funding of £0.303m has been received from DEFRA to support communications, project management, container deliveries, and procurement activities. Funding allocations have been approved for the Project Officer role and for Communications and Engagement initiatives.
- 2.5 Revenue funding for the delivery of the service has not yet been confirmed by DEFRA, with confirmation expected in November 2025. However, planning for the full implementation of the food waste collection service must continue in advance of this confirmation to ensure delivery within the required timescales.

3. Implementation

- 3.1 To ensure delivery of the service to schedule, recruitment and induction activities must commence in January 2026, enabling new staff to start in April 2026. The initial phase will focus on container distribution, providing staff with valuable operational experience and familiarity with the new collection rounds before the service becomes fully operational.
- 3.2 Additional vehicles will be hired for the delivery of the containers to residents for a period of up to two months.
- 3.3 To support the increase in staff and vehicles required for the new service, an additional Supervisor and Workshop Fitter are needed to ensure effective management and to maintain health and safety standards.

4. Financial Implications

- 4.1 An annual net revenue budget of £0.916m (see Table 1) will be required to deliver the weekly food waste collection service from 2026/27.

Table 1

Expenditure			
Staff costs	Quantity	Annual cost 26/27 £000	Total £000
Salaries- Refuse Driver	9	41	369
Salaries- Refuse Loader	9	34	306
Salaries -Supervisor	1	44	44
Salaries- Vehicle Fitter	1	48	48
Salaries –Contractual Overtime/Bank Holidays	1	65	65
Agency Cover	1	50	50
Employee insurance	20	0.1	2
Personal Protective Clothing	20	0.75	15
Training-General	20	0.1	2
Training-Drivers only	9	0.3	3
Staff costs total			904
Vehicle running costs	Quantity	Annual cost 26/27 £000	Total £000
Standing costs (tax, insurance)	10	1.5	15
Repairs and Running costs	10	4	40
Fuel	8	12	96
Operator's Licence Fee (one-off)	1	1	1
Increased Water & Interceptor Costs	1	8	8
Vehicle running costs total			160
Total Expenditure			1,064
Income		Annual cost 26/27 £000	Total £000
DEFRA transitional funding for container deliveries		148	148
Total Income			148
Net expenditure (Exp less Income)			916

- 4.2 The transitional revenue funding already received from DEFRA of £0.148m for deliveries will fund the staff and vehicles for the delivery of containers prior to the service commencing; this has been included as income in Table 1.
- 4.3 It is hoped that DEFRA will provide new burdens revenue grant funding to support the ongoing operation of the service. As of the date of this report, the Council has not received confirmation of the funding amount.
- 4.4 An amount of £1.000m has already been included in the MTFP to reflect estimated growth for the food waste service from 2026/27. Once further DEFRA grant income is confirmed to offset this growth, it will also be incorporated into the MTFP during the budget-setting process. It is important to note that, although delivery of this service is a statutory responsibility, the scheme is not cost neutral. The Council will therefore

need to identify cost reduction and income generating measures to ensure a balanced MTFP.

- 4.5 If approved, the draft budget report to be presented to Cabinet in January will include this scheme along with all measures required to align the organisation's costs with available funding.

5. Risk

- 5.1 A delay in initiating the recruitment process will jeopardise the timely delivery of containers, potentially affecting the implementation of the service.
- 5.2 The level of government funding via New Burdens remains unconfirmed. If funding is insufficient, the Council may need to absorb additional service costs, presenting a potential financial risk to the MTFP.
- 5.3 The level of resident participation is uncertain. Service delivery has therefore been modelled using the national average participation rate, with an initial allocation of eight vehicles. Should actual participation exceed this estimate, additional staff and vehicles may be required to maintain full service coverage.

6. Legal Implications

- 6.1 The introduction of a new weekly food waste collection service for all households is a statutory requirement under the Simpler Recycling provisions of the Environment Act 2021. As this service is mandated by legislation, appropriate revenue funding will be required to support staffing, operational costs, and the implementation of the new collection arrangements.

7. Conclusion

- 7.1 Implementation of the food waste collection service will require staff recruitment to commence in early 2026, enabling timely container delivery and the subsequent rollout of the service.
- 7.2 Release of transitional funding is required to support the hire of additional vehicles and the staffing necessary for the effective distribution of containers.
- 7.3 In order to meet its statutory obligations, the Council will require additional revenue funding to operate the service. Confirmation of this funding is not available at the time of writing.
- 7.4 Therefore, it is requested that Council approve the recommendations set out in this report.

Name of Meeting: Cabinet

Date of Meeting: 1 December 2025

Subject Matter: Food Waste Staffing and Resources

Originating Department: Operations and Traded Services

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	Climate Change and Environmental Impact Assessment-Food Waste Staffing and Resources
2	Equalities Impact Assessment-Food Waste Staffing and Resources
3	Food Waste Report

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

Climate Change and Environmental Impact Assessment

CONTEXT

In 2019 the UK Parliament set a commitment in law to reach net zero carbon emissions by 2050. Achieving this target will require considerable effort with public bodies, private sector organisations, the third sector and individuals working together to take action.

Rugby Borough Council declared a climate emergency in 2019 and the Council's Corporate Strategy (2025-2035) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions are further defined through the Council's Climate Change Strategy [link](#) and must now be progressed through the decisions which the Council makes.

It is therefore important that Rugby Borough Council gives due regard to climate change when making decisions. In the context of the Council's business, Climate Change includes greenhouse gas emissions, biodiversity, habitat loss and environmental destruction. When putting forward recommendations for decision, officers must assess how these recommendations are likely to influence our climate change commitments by completing the following Climate Change and Environmental Impact Assessment.

To help you complete this assessment, please see the following guidance on SharePoint [here](#).

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to your Chief Officer for approval.

If you require help, advice and support to complete the form, please contact your Chief Officer.

SECTION 1: OVERVIEW

Portfolio and Service Area	Operations and Traded Services, Waste Services
Policy/Service/Change being assessed	Food Waste Collection Service
Is this a new or existing Policy/Service/Change?	New weekly food waste collection service, change from existing fortnightly garden and food waste collection service
If existing policy/service please state date of last assessment	Last assessment date not known.
Ward Specific Impacts	All
Summary of assessment Briefly summarise the policy/service/change and potential impacts	<p>The government has mandated that all local councils implement a weekly food waste collection service for all residents. Although this is a new service, food waste is currently collected with garden waste, which is a subscription based, opt-in service. Residents who do not subscribe currently dispose of food waste in their general refuse bins.</p> <p>Through the introduction of this new service there would be an increase in RBC operational staff, additional vehicles and an increase in energy usage at the Hunters Lane Waste Depot site.</p> <p>Although the additional diesel vehicles will increase emissions across the borough, the smaller food waste vehicles produce less pollution than standard refuse trucks. Diverting food waste from landfill or incineration to anaerobic digestion provides environmental benefits: the biogas generated can power vehicles or feed into the energy grid, and the remaining material is used as a nutrient rich fertilizer on local farmland.</p>
Completed By	Andy Kelly
Authorised By	Claire Owen
Date of Assessment	30/10/2025

SECTION 2: GREENHOUSE GAS EMISSIONS

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Scope 1 Emissions Direct emissions from council owned resources, for example through boilers or vehicles.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There would be an overall increase of 10, small diesel powered food waste collection vehicles on the roads within the borough.	Specification and procurement of 'Euro-6' emissions level vehicles, the current standard for diesel powered vehicle emissions. Restructuring collection routes to minimise mileage and fuel use, combined with the removal of food waste from the residual stream, is expected to reduce reliance on larger diesel powered waste collection vehicles.		Ongoing
Scope 2 Emissions Indirect emissions occurring at the location energy is produced for council activities. For example, electricity generation for council buildings.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increase in the numbers of operational staff using the depot facilities with increased usage in electricity, water and gas. This could result in an increase in Scope-2 emissions, but this is likely to be minimal.	Ensure council continues to use sustainable energy sources within the depot		Ongoing

SECTION 3: CLIMATE CHANGE STRATEGY

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Workplaces and the Economy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The new service will create additional jobs within the Council, giving staff the opportunity to contribute to Rugby's local economy.</p> <p>Waste management is a key component of the green economy, and this service will support the Council's objectives in this area. This includes a reduction in the borough-wide emissions (e.g., limiting the methane emitted from food waste as it biodegrades). The food collection scheme will also reduce the amount of waste sent to landfill or incineration and will result in the creation of a renewable biofuel.</p>			Ongoing
Transport	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There will be an increase in the numbers of collection staff by 20, needing to get to the depot for work.	Actively promote sustainable travel options, cycle-to-work scheme and car share to staff		Ongoing

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				There would be an overall increase of 10, small diesel-powered food waste collection vehicles on the roads within the borough.	Please see mitigation comments for Scope1 emissions.		
Natural Environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Reduction of residual waste going into refuse (black) bins	<p>In 2023/24 around 9% of the Borough's waste was sent to landfill. The food waste collection service should reduce the amount of waste going into general refuse, which would lower the demand for land for landfill.</p> <p>Decomposing organic material also contributes to leachate, a toxic liquid that if not managed properly can cause environmental harm. Reducing the amount of organic matter going to landfill through this service, should reduce both the volume and toxicity of leachate produced.</p>		Ongoing
Homes and Energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Waste, Resources and the Circular Economy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The new Service is expected to focus resident's attention and drive a reduction on food			Ongoing

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				<p>waste overall, through a very visible realisation of the amount of food waste being thrown away.</p> <p>This will then impact on the wider Warwickshire County reducing its impact on waste disposal through the diversion of food waste into energy recovery.</p>			
Climate and Nature Positive Communities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The new food waste service cuts emissions, generates renewable energy, and enriches farmland, supporting climate-friendly, nature-positive communities.			Ongoing
Adaptation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<p><u>Negative:</u> Increase in vehicle emissions affecting local air quality levels.</p> <p><u>Positive:</u> The Service will be delivered during aspects of inclement or extreme weather, such as are as likely to be experienced in coming decades, wherever possible and in line with current health and safety guidelines.</p>	<p>Specification and procurement of 'Euro-6' emission level vehicles, the current standard for diesel powered vehicle emissions.</p> <p>A potential reduction in larger diesel powered waste collection vehicles will be seen following the thorough restructuring of current collection routes to minimise mileage and fuel usage across the service.</p>		Ongoing

SECTION 4: REVIEW

Where a negative impact is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review date	29/10/2026
Key points to be considered through review	The review should assess how the food waste collection service reduces landfill emissions, generates renewable energy and fertilizer, supports soil health and biodiversity, and delivers community and operational benefits, while evaluating vehicle emissions, route efficiency, contamination risks, and overall service effectiveness.
Person responsible for review	Waste Services Manager/s
Authorised by	Claire owen

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:

Rebecca Ewers
Corporate Equality & Diversity Officer
rebecca.ewers@rugby.gov.uk
01788 533509

Equality Impact Assessment

Service Area	Waste Services
Policy/Service being assessed	New Weekly Food Waste Collection Service
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	New Service
EqlA Review Team – List of members	
Date of this assessment	30/10/2025
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	<p>The introduction of a mandatory weekly food waste collection service to domestic residences within the borough. Domestic-premises food-waste collections were declared mandatory upon their inclusion in The Environment Act 2021. Introduced to help improve recycling across England and remove food waste disposal from landfill.</p> <p>The new service is intended to promote and support the increase in recycling for councils and will contribute towards the council achieving its net-zero targets through improved recycling, better utilisation and recovery of resources and reduced unnecessary disposal costs.</p>
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<p>The service manager will work closely with the team and others to ensure the following priorities are met:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives. <input type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre. <input checked="" type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change. <input type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough. <p>Corporate Strategy 2025-2035</p> <p><input type="checkbox"/> This report does not specifically relate to any Council priorities but</p>
(3) What are the expected outcomes you are hoping to achieve?	<p>The successful design, implementation and delivery of a new food-waste collection service will help reach climate targets, and foster equality, diversity, and inclusion within the workforce and the broader community.</p> <p>The new service will ensure compliance with statutory service provision while creating more local jobs.</p>

Appendix 2

<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>The decision will affect:</p> <p>Employees: Rugby Council values diversity and promotes inclusive practices within the waste services team and the wider council staff. They ensure equal opportunities for all staff members, regardless of their background, fostering a respectful and supportive work environment.</p> <p>Customers: Waste Services Team understands the importance of engaging with a diverse community. They actively seek input and feedback from residents of different ethnicities, ages, genders, and backgrounds, ensuring that waste services meet the needs of all community members.</p> <p>Wider community: The Council are obligated to offer the new food-waste collection service to all its residents within the borough.</p>
<p>(5) Will the policy or decision involve substantial changes in resources?</p>	<p>The new service will require an increase in operational staff by 20 FTE's, an increase in the number of collection vehicles and a restructure of the current depot space to accommodate this increase, as well as an increase in staff parking area.</p>
<p><u>Stage 2 – Evidence about user population and consultation</u></p>	<p>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>

<p>(1) What does the data tell you about the groups this policy or decision impacts?</p> <p>Possible data sources:</p> <ul style="list-style-type: none"> • national statistics/census data • local statistics • evaluations • analysis of complaints • user feedback • outcomes from consultation/community voice • Council published information, service data • District and Ward Profile – Warwickshire Observatory • Office of National Statistics • Fingertips health profiles • Indices of Multiple Deprivation • RBC Annual Workforce Equality Report 	
<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>A simple residents participation survey was carried out to initially gauge the potential for uptake of the new service and sought to determine what factors may discourage or prevent participation.</p>

Appendix 2

<p>(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	<p>The new food waste service is a mandatory inclusion, and consultation with residents will not change this outcome.</p> <p>All residents in Rugby will be able to participate in the new service.</p> <p>Engagement will be in the forms of roadshows, community forums and contact, bespoke written communications to allow full inclusion.</p> <p>The Officer will become a primary point of contact for the new service during the run-up, roll-out and initial stage of the new service.</p>		
<p><u>Stage 3 – Analysis of impact</u></p>			
<p>(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?</p> <p>If yes, identify the groups and how they are affected.</p>	<p>Protected Characteristic</p>	<p>Nature of Impact Positive, Neutral, Adverse (explain why)</p>	<p>Extent of impact Low, medium, high</p>
	<p>Age</p>	<p>Residents will have the option to seek assistance with container movements from their properties to the collection point as with other waste collection services</p>	<p>Low</p>
	<p>Disability</p>	<p>Residents will have the option to seek assistance with container movements from their properties to the collection point as with other waste collection services</p>	<p>Low</p>
	<p>Sex</p>		
	<p>Gender reassignment</p>		

Appendix 2

	Marriage/civil partnership		
	Pregnancy/maternity	Residents will have the option to request assistance with the movement of waste containers on based on specific eligibility criteria	Low
	Race		
	Religion/belief		
	Sexual Orientation		
(2) <u>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?	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	No impact	
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	<p>The increase in the number of vehicles may affect air-quality, the Council is in the early stages of exploring low-emissions fuel options to address this.</p> <p>The service will utilise more mileage and fuel-efficient routing to minimise this impact.</p>	Low

Appendix 2

<p>(3) Using the information gathered in stages 2 and 3, please describe how the policy/strategy/service will:</p> <ul style="list-style-type: none"> a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic 	<p>N/A</p>
<p>(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?</p>	<p>The new service will be available to all residents within Rugby</p>
<p>(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?</p> <p>If no Equality Monitoring Data is being collected, why not?</p> <p>For support with this section, please refer to the Equality Monitoring Guidance.</p>	<p>The new service will be available to all residents within Rugby</p>

<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.</p>	N/A
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<p><u>Stage 4 – Action Planning, Review and Monitoring</u></p>	
<p>(1) Data analysis What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>	

<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <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>(3) Review and Monitoring</p> <p>State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>	<p>The service delivery will be monitored in accordance with existing council policies and procedures, and measured against existing KPI criteria</p>																													

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on 30/10/2025 and will be reviewed on 29/10/2026’

AGENDA MANAGEMENT SHEET

Report Title	Food Waste
Name of Committee:	Cabinet
Date of Meeting:	2 December 2024
Report Director	Chief Officer – Operations and Traded Services
Portfolio:	Operations and Traded Services
Ward Relevance:	All
Prior Consultation:	Portfolio Holder, Shadow Portfolio holder, Budget Working Group, Finance and Human Resources
Contact Officer:	Andy Kelly – Project Manager, Food waste
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):
(C) Climate	<input checked="" type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C)
(E) Economy	<input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E)
(HC) Health and Communities	<input type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC)
(O) Organisation	<input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024
	<input type="checkbox"/> This report does not specifically relate to any Council priorities but
Summary:	This report seeks approval to spend Capital Funding grant from the Department for Environmental, Food and Rural Affairs and begin procuring food waste collection

vehicles and caddies. This is time sensitive due to Appendix 3 protracted lead times for new vehicles and food caddies because of all local authorities embarking on similar exercises which will exert pressure on the supply chain.

Financial Implications:

Subject to approval within this report, capital budgets totalling £1.684m will be added to the GF capital programme for 2025/26 for food waste vehicles and caddies as detailed within Section 3. This will be financed by capital grants and internal borrowing.

Risk Management Implications:

There is a likelihood of procurement bottlenecks which could create supply delays and impact the implementation timescales of a new service. Recent changes to the procurement legislation may have unknown impact on procurement process or the suppliers speed of processing.

The national recycling rate target of 65% is ambitious and it is unclear what, if any, sanctions there will be on local authorities that fail to achieve this level of recycling.

Environmental Implications:

Please refer to the Climate Impact Assessment as per Appendix 2

Legal Implications:

The implementation of a new, weekly food waste collection service to all households was deemed mandatory under legislation introduced through the Environment Act 2021, with an implementation date of 1st April 2026.

All procurements will follow and adhere to current guidance and legislation.

Equality and Diversity:

Please refer to the Equalities Impact Assessment as per Appendix 1.

Options:

1. To provide the service as outlined in the report.
2. Defer a decision to a later date.

Recommendations:

IT IS RECOMMENDED TO COUNCIL THAT:

1. A general fund capital budget of £1.265m for the purchase of food waste vehicles be approved and added to the capital programme for 2025/26 to be financed by capital grants and internal borrowing as detailed in section 3 of the report; and
2. A general fund capital budget of £0.419m for the purchase of food waste caddies be approved and added to the capital programme for 2025/26 to be financed by capital grants and internal borrowing as detailed in section 3 of the report.

**Reasons for
Recommendation:**

To ensure compliance with the Environment Act 2021, the Council must prioritise the implementation of mandatory weekly food-waste collections.

To defer this decision to provide the service may attract yet unknown consequences from Defra and while these may incur fines or other sanctions there remains a risk of potential damage to the Council's reputation.

Cabinet – 2 December 2024

Food Waste

Public Report of the Chief Officer – Operations and Traded Services

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT -

- (1) a general fund capital budget of £1.265m for the purchase of food waste vehicles be approved and added to the capital programme for 2025/26 to be financed by capital grants and internal borrowing as detailed in section 3 of the report; and
- (2) a general fund capital budget of £0.419m for the purchase of food waste caddies be approved and added to the capital programme for 2025/26 to be financed by capital grants and internal borrowing as detailed in section 3 of the report.

Executive Summary

This report seeks approval to allocate capital funding and secure additional resources for the implementation of a weekly food waste collection service, as mandated by the Environment Act 2021. This is the first in a series of reports that will outline key components of the project, including a Communications Plan, details of revenue funding, and the necessary investment to reconfigure the depot to support the new food waste vehicles. This is a significant initiative requiring collaboration across multiple Council departments to ensure successful delivery.

This new legislation requires all councils to introduce a dedicated, weekly food-waste collection by 31 March 2026, with the goal of increasing recycling rates to the national target of 65% by 2035. Currently, Rugby Borough Council collects around 43,500 tonnes of waste annually, achieving a recycling rate of 43%, below the current national average of 46%. A targeted food waste service is expected to significantly reduce landfill contributions and increase recycling rates.

The Council's Waste Services team currently operates 14x collection rounds across 51,563 households and adding a food waste service will require additional vehicles, staff, and collection rounds. Initial funding from Defra of £1.070m has been allocated to support the capital costs of vehicles and food caddies. However, this funding does not fully cover all expected costs. Conversations with DEFRA on this are continuing and evidence has been provided to them demonstrating the need, but no response has been forthcoming to date.

This initiative will require an ongoing communications strategy to inform and engage residents across diverse communities, emphasising the benefits of the food waste collection service. Effective public engagement will be critical to the service's success.

The Council's mandatory obligation under the Environment Act 2021 necessitates swift action to meet the Government's deadlines and avoid potential penalties. Delays in procurement and high demand for waste collection resources present risks, including increased costs. Nonetheless, the Council's plan aims to ensure compliance, improve recycling performance, and meet statutory requirements by the target date of April 2026.

This project has been subject to numerous uncertainties around legislation, funding levels, a requirement for new waste collection routes and new collections staff, the need for a major logistical exercise for container distribution. These are issues which need to be managed in the project.

1. Background

- 1.1 Rugby borough has a current property count of 51,563 domestic properties. Waste Services operate 14x collection rounds comprising of 6x residual black bins rounds, 5x recycling blue bin rounds and 3x garden and food green bin rounds. These are operated by 14x drivers and 28x loading operatives. Residents currently have three separate waste containers; the food waste service will add another two, one indoor and one outdoor food caddy.

Table 1

Service	'Urban' households	'Rural' households	Total households
Residual waste	44,617	6,946	51,563
Dry recycling	47,926	3,160	51,086
Mixed food & Garden waste	25,000 subscriptions across the borough		25,000

- 1.2 The Council collects around 43,500 tonnes of waste each year and recycle around 19,700 tonnes or 43%. The national recycling rate is 46%.
- 1.3 The Environment Act 2021 was a response to a series of consultations around improving recycling in England and introduced several measures to raise the level of recycling to 65% by 2035.
- 1.4 As part of this regime councils must introduce a domestic weekly food waste collection by 1st April 2026 and have received a level of capital funding (Table 1) to support this.
- 1.5 This funding has been provided for the purchase of food waste collection vehicles and food waste containers. Further funding for transitional costs will be made available, but these funding levels are yet not known. Transitional funding will not cover changes such as depot design or layout. Further funding has been declared for the ongoing revenue costs of operating these new services and are expected from April 2026, but levels are not yet known.
- 1.6 To determine the levels of capital funding for each council, the Department for Environment, Food and Rural Affairs (Defra) used a calculation that considered the numbers of properties, existing food waste collections and predetermined vehicle collection capacities to calculate the number of vehicles needed and how many food caddies will be required.

- 1.7 This determined that Rugby Borough Council would require x7 additional food waste vehicles and provided capital funding accordingly. This number was arrived at using calculations from the 'Local Authority Portal' property-count, existing food-waste collections within the borough and performance figures from councils already collecting food waste but was less than the requirement shown by our own modelling.
- 1.8 Capital funding was also allocated to provide two food caddies to all properties. This initial funding was challenged by officers and an increase was granted by Defra.

Table 2

Funding from DEFRA for capital £	Received
-£0.967m	11/04/24
-£0.102m	01/05/24
-£1.070m	

- 1.9 To challenge the calculations that Defra based their funding on, RBC utilised an external company, Waste and Resources Action Programme (WRAP) non-government organisation (NGO) that provide support to local authorities.
- 1.10 WRAP's calculations using their inhouse Kerbside Analysis Tool (KAT) determined that the council would need x9 food waste vehicles with a further x1 maintenance-spare in reserve. This was confirmed by using a specialised route-optimisation software company 'WebAspx' who created a set of new food waste collection routes that maximised efficiencies through the most productive way of completing rounds and minimising fuel usage to contribute to the council's carbon reduction.
- 1.11 The figures provided by Defra were challenged on the Council's behalf which outlined the shortfall in funding. An initial challenge generated additional funding which was insufficient and was challenged again. This second challenge has to date remained unanswered by Defra.

2. Implementation

- 2.1 A dedicated Project Manager has been appointed to deliver the project. There may be a further need for additional support in the communications plan delivery and this will be determined accordingly.
- 2.2 Delivering a separate weekly food waste collection is a significant service change impacting all residents. Whilst the consequences of not delivering the project by 1st April 2026 are unknown, the feasibility and financial implications of introducing a new service by April 2026 are a challenge and represents a corporate risk. It is anticipated that the project will take a minimum of 18months from point of approval to initial service rollout.

3 Financial Implications

3.1 Capital requirements

- 3.1.1 For the x9 new food waste collection rounds, x10 vehicles will need to be purchased: x1 for each round plus a spare vehicle. Caddies will also need to be purchased for both inside and outside of the properties. Estimated costings for these are shown below, which include a 10% contingency to allow for expected increases in vehicle and caddy costs due to the increase in demand.

Table 3

Item	Total cost £000	Notes
7.5 tonne vehicles	1,265	x9 Vehicles for new rounds plus x1 spare required
Kitchen Caddy	142	x1 per property (for inside) based on number of properties in 26/27 (53,500 +10% spares)
Kerbside Caddy	277	x1 per property (for outside), based on number of properties in 26/27 (53,500 + 10% spares)
Total	1,684	

- 3.1.2 Capital budgets of £1.684m will be required to purchase vehicles and caddies, as included within the recommendations of this report for approval. £1.070m of funding has been received from Defra in capital grants, leaving a shortfall of £0.614m which will be funded via internal borrowing.
- 3.1.3. Based on internal borrowing for the £0.614m, over a 7-year period, this would result in in MRP and interest of approximately £0.689m in total. This is significantly less than it would cost to externally borrow via a PWLB loan.
- 3.1.4. Under the Council's Capital Strategy, the Section 151 Officer will, at the end of the financial year, review the funding of the capital programme to utilise funding in the most efficient and beneficial way for the Authority.

3.2 Revenue requirements

3.2.1 Weekly food collections

To deliver the weekly food collections, it is anticipated that x10 drivers, x10 loaders and x1 supervisor would need to be recruited on a permanent basis to cover the x9 rounds, including pool staff.

- 3.2.2 An expected annual revenue budget of around £1m is required to run the weekly food collection service. This revenue cost is not confirmed and options to reduce revenue costs are being explored.
- 3.2.3 There will be no disposal costs for the Council as this will be paid by Warwickshire County Council, however, Rugby Borough Council will also not receive any recycling credit income for food waste. At this time, it is expected there will be some funding towards revenue costs however Rugby has not received notification from Defra at this stage of how much this will be.

4 Risk

- 4.1 There is a risk that if the Council does not progress the project in good time, then it will not be able to meet statutory duties within the specified timescale.
- 4.2 There remains a risk that government funding through new burdens may not cover the full additional net cost of these services.
- 4.3 There could be yet undefined financial penalties from Government for failure to commence the food waste collections service by the declared start date of 31 March 2026.

- 5.1 This Council has a mandatory obligation under the Environment Act 2021 to provide a weekly food waste collection to residents. Defra have provided capital funding for the procurement of collection vehicles and food waste containers; however, this funding has been demonstrated to be insufficient to cover all costs and will require further monies from the Council.
- 5.2 It has been made clear that the supply chain for food waste vehicles and food containers (caddies) is experiencing unprecedented demand and delays are inevitable, with risk of increasing costs through such demand.
- 5.3 While it is unknown at this time what potential repercussions from not implementing this new service may be, it is possible that the government may impose fines upon Councils that are unable to demonstrate an acceptable level of progress towards doing so.
- 5.4 It is therefore recommended that the capital funding is approved to ensure timely procurement of the necessary vehicles and caddies. Further reports on communication, collection-methodology, recruitment, revenue-costs, depot-restructuring and progress will follow in due course.

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:

Aftab Razzaq
 Chief Officer for Legal and Governance
aftab.razzaq@rugby.gov.uk
 01788 533521



Equality Impact Assessment

Service Area	Waste Services
Policy/Service being assessed	New Food Waste Collection Service
Is this a new or existing policy/service? If existing policy/service, please state date of last assessment	New service
EqlA Review Team – List of members	
Date of this assessment	14/11/2024
Signature of responsible officer (to be signed after the EqlA has been completed)	Claire Owen

A copy of this Equality Impact Assessment report, including relevant data and information to be forwarded to the Chief Officer for Legal and Governance.

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>The introduction of a mandatory weekly food waste collection service to domestic residences within the borough. Domestic-premises food-waste collections were declared mandatory upon their inclusion in The Environment Act 2021. Introduced to help improve recycling across England and remove food waste disposal from landfill.</p> <p>The new service is intended to promote and support the increase in recycling for councils and will contribute towards the council achieving its net-zero targets through improved recycling, better utilisation and recovery of resources and reduced unnecessary disposal costs.</p>
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<p>The service manager will work closely with the team and others to ensure the following priorities are met:</p> <p>Climate:</p> <ul style="list-style-type: none"> • reduce residents and businesses impact on the environment and help them adapt to the consequences of climate change. <p>Organisation:</p> <ul style="list-style-type: none"> • Set robust, comprehensive and achievable budgets, exploring all avenues of income to meet our financial targets. • Ensure that our organisational structure and methods of working are agile, efficient and effective. • Treat taxpayers' money with respect and ensure that our high-quality services demonstrate value for money. • Make best use of data and customer insight to design services and interventions


(3) What are the expected outcomes you are hoping to achieve?	<p>The successful design, implementation and delivery of a new food-waste collection service will help reach climate targets, and foster equality, diversity, and inclusion within the workforce and the broader community.</p> <p>The new service will ensure compliance with statutory service provision while creating more local jobs.</p>
<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>The decision will affect:</p> <p>Employees: Rugby Council values diversity and promotes inclusive practices within the waste services team and the wider council staff. They ensure equal opportunities for all staff members, regardless of their background, fostering a respectful and supportive work environment.</p> <p>Customers: Waste Services Team understands the importance of engaging with a diverse community. They actively seek input and feedback from residents of different ethnicities, ages, genders, and backgrounds, ensuring that waste services meet the needs of all community members.</p> <p>Wider community: The Council are obligated to offer the new food-waste collection service to all its residents within the borough.</p>
<u>Stage 2 - Information Gathering</u>	<p><i>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</i></p>
(1) What does the information tell you about those groups identified?	

(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?	The introduction of this new service is a mandatory requirement under the Environment Act 2021 and is not influenced by views of the Public or the Council.
(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.	The introduction of a food waste collection service is a mandatory requirement and will not adversely affect individual communities directly; therefore, no consultation was not considered necessary.
Stage 3 – Analysis of impact (1) Protected Characteristics From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination? If yes, identify the groups and how they are affected.	No impact from this service
	RACE
	DISABILITY
	GENDER
	MARRIAGE/CIVIL PARTNERSHIP
	AGE
	GENDER REASSIGNMENT
	RELIGION/BELIEF
	PREGNANCY MATERNITY
	SEXUAL ORIENTATION



<p>(2) <u>Cross cutting themes</u></p> <p>(a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	No
(3) If there is an adverse impact, can this be justified?	N/A
(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?	<p>As a Statutory service this collection service will be offered to all residents, who may choose to participate or decline involvement. In doing so will not affect their inclusion in any other element of waste collections within the borough.</p> <p>The Communications Plan will be aimed at promoting participation across all aspects of residents within Rugby, lines of support for those that may need assistance in order to participate. This will include specifics on Houses of Multiple Occupancies (HMO's), language-based challenges and cultural differences.</p>
(6) How does the strategy/service/policy promote good relations between groups? If not, what can be done?	N/A

(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	Access to the new service will as per other elements of waste collections within the borough, including residents with assistance-needs in presenting any waste containers for collection. This will be accessible through the councils existing 'assisted collections' service and subject to the same eligibility criteria.
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<u>Stage 4 – Action Planning, Review and Monitoring</u>					
If No Further Action is required then go to – Review and 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
	Comms Plan	Andy Kelly / Matthew Deaves	1 st April 2025		The Comms plan will draw upon national and industry guidance to ensure all parts of the community are included
(2) Review and Monitoring State how and when you will monitor policy and Action Plan	The new service will be monitored and reviewed to consider any need to revisit communications and engagement, or service-level adjustments as necessary.				
					

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).’



Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

In 2019 the UK Parliament set a commitment in law to reach net zero carbon emissions by 2050. Achieving this target will require considerable effort with public bodies, private sector organisations, the third sector and individuals working together to take action. Rugby Borough Council declared a climate emergency in 2019, in doing so committed to:

- To move the Council's operations towards Carbon Neutrality by 2030.
- To establish action to tackle climate change as a key driver of all decision-making.
- To provide community leadership in reducing the impact of Climate Change.
- To take action to mitigate the impact of climate change on a Borough wide basis and beyond, through adaptation.

The Council's Corporate Strategy (2021-2024) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions must now be progressed through the decisions which the Council makes.

It is therefore important that Rugby Borough Council gives due regard to climate change when making decisions. In the context of the Council's business, Climate Change includes carbon emissions, biodiversity, habitat loss and environmental destruction. When putting forward recommendations for decision, officers must assess how these recommendations are likely to influence our climate change commitments by completing the following Climate Change and Environmental Impact Assessment.

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to the Deputy Chief Executive.

If you require help, advice and support to complete the form, please contact Dan Green, Deputy Chief Executive.

SECTION 1: OVERVIEW

Portfolio and Service Area	Operations and Traded Services, Waste Services
Policy/Service/Change being assessed	Food Waste Collection Service
Is this a new or existing Policy/Service/Change?	New Service
If existing policy/service please state date of last assessment	Existing Garden Waste & Food Waste collection service – last assessment date not known.
Ward Specific Impacts	All
Summary of assessment Briefly summarise the policy/service/change and potential impacts	Through the introduction of this new service there would be an increase in RBC operational staff, additional vehicles and an increase in energy usage at the Hunters Lane Depot site. The increase in diesel vehicles will increase vehicle-based emissions across the borough.
Completed By	Andy Kelly
Authorised By	Claire Owen
Date of Assessment	14/11/2024

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increase in the numbers of operational staff using the depot facilities	Ensure council continues to use sustainable energy sources within the depot	Assets Dept.	Ongoing
Fleet usage	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There would be an overall increase in the number of diesel-powered food-waste collection vehicles on the roads within the borough	Specification and procurement of 'Euro-6' emissions-level vehicles. A potential reduction in the number of diesel-powered waste collection vehicles subject to a reduction in the collection-frequency for residual black bins	Transport Manager	Ongoing
Sustainable Transport/Travel (customers and staff)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There will be an increase in the numbers of collections staff needing to get to the depot for work.	Actively promote sustainable travel options, cycle-to-work scheme and car-share to staff	Waste Services Manager	Ongoing
Sustainable procurement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Two procurement exercises would be required for new food-waste collection vehicles and new food caddies (containers)	Service to ensure future procurement is sustainable, where possible	Waste Services Manager	Dec-24 to Feb-25 tbc
Community leadership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Working to improve recycling performances		Claire Owen	Ongoing

Version date: 21 November 2022

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				and reduce waste across the borough			
Biodiversity and habitats	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Emissions can damage plants by clogging their leaves and affecting photosynthesis. Research has shown that highly urbanised areas near busy roads suffer from decreased biodiversity as nitrogen-tolerant plants replace more delicate species".	Fleet decarbonisation works and the use of biofuels	Claire Owen	Ongoing
Adaptation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increase in vehicle emissions affecting local air quality levels	Consider the use of biofuels in vehicles, including any drawn directly or indirectly from the anaerobic digestion disposal facilities used. Consider carbon offsetting through local tree-planting initiatives	Claire Owen	Ongoing
Impact on other providers/partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 3: REVIEW

Where a negative impact is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review date	13/11/2025
Key points to be considered through review	
Person responsible for review	Andy Kelly
Authorised by	Claire Owen