

CABINET – 6 DECEMBER 2021

A meeting of Cabinet will be held at 6.00pm on Monday 6 December 2021 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.

Mannie Ketley
Executive Director

A G E N D A PART 1 – PUBLIC BUSINESS

1. Minutes.

To confirm the minutes of the meeting held on 8 November 2021.

2. Apologies.

To receive apologies for absence from the meeting.

3. Declarations of Interest.

To receive declarations of –

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

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

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

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

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

4. Question Time.

Notice of questions from the public should be delivered in writing, by fax or e-mail to the Executive Director at least three clear working days prior to the meeting (no later than Tuesday 30 November 2021).

Growth and Investment Portfolio

Nothing to report to this meeting.

Leisure and Wellbeing Portfolio

Nothing to report to this meeting.

Finance, Performance, Legal and Governance Portfolio

5. Calendar of Meetings 2022/23.

Communities, Homes, Digital and Communications Portfolio

6. Council Tax Reduction Scheme 2022/23.

7. Draft Housing Revenue Account Capital and Revenue Budget 2022/23 (report to follow).

8. Department for Levelling Up, Housing and Communities (DLUHC) Local Digital Fund - Round 5 Bid Submission.

Regulation and Safety Portfolio

Nothing to report to this meeting.

Change and Transformation Portfolio

Nothing to report to this meeting.

Operations and Traded Services Portfolio

Nothing to report to this meeting.

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

9. Urgent Decision under Delegated Powers - Consultation for South Warwickshire Council Proposal (report to follow).

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

To consider the following resolution:

“under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of information defined in paragraphs 1, 2 and 3 of Schedule 12A of the Act.”

PART 2 – EXEMPT INFORMATION

Growth and Investment Portfolio

1. Planning Services – Additional Resources.

Leisure and Wellbeing Portfolio

Nothing to report to this meeting.

Finance, Performance, Legal and Governance Portfolio

Nothing to report to this meeting.

Communities, Homes, Digital and Communications Portfolio

Nothing to report to this meeting.

Regulation and Safety Portfolio

Nothing to report to this meeting.

Change and Transformation Portfolio

Nothing to report to this meeting.

Operations and Traded Services Portfolio

Nothing to report to this meeting.

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

2. Write Offs.

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

The Reports of Officers are attached.

Membership of Cabinet:

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

CALL-IN PROCEDURES

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

If you have any general queries with regard to this agenda please contact Claire Waleczek, Democratic 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: Calendar of Meetings 2022/23

Name of Committee: Cabinet

Date of Meeting: 6 December 2021

Report Director: Chief Officer - Legal and Governance

Portfolio: Finance, Performance, Legal and Governance

Ward Relevance: All wards

Prior Consultation: Leadership Team and other council officers involved in meetings

Contact Officer: Veronika Beckova
Democratic Services Officer
01788 533591, veronika.beckova@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):
 Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C)
 Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E)
 Residents live healthy, independent lives, with the most vulnerable protected. (HC)
 Rugby Borough Council is a responsible, effective and efficient organisation. (O)
[Corporate Strategy 2021-2024](#)
 This report does not specifically relate to any Council priorities but 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 2022/23 is attached at Appendix 1.

Financial Implications:

No response received.

Risk Management Implications:

There are no risk management implications arising from this decision.

Environmental Implications:

No response received.

Legal Implications:

No response received.

Equality and Diversity:

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

Options:

The Calendar of Meetings for 2022/23 be approved.

Risks: Breach of council's Constitution. No democratic process without a calendar of meetings.

Benefits: Compliance with the council's Constitution.

Recommendation:

- (1) The Calendar of Meetings for 2022/23, as at Appendix 1 to the report, be approved; and
- (2) delegated authority be given to the Chief Officer for Legal and Governance, in consultation with all Group Leaders, to reschedule any meetings if required.

Reasons for Recommendation:

In order to comply with the council's Constitution.

Cabinet - 6 December 2021

Calendar of Meetings 2022/23

Public Report of the Chief Officer - Legal and Governance

Recommendation

- (1) The Calendar of Meetings for 2022/23, as at Appendix 1 to the report, be approved; and
- (2) delegated authority be given to the Chief Officer for Legal and Governance, in consultation with all Group Leaders, to reschedule any meetings if required.

1. Introduction

- 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:
 - a) 5 cycles of meetings per year
 - b) 5 ordinary meetings of Council
 - c) A meeting of Audit and Ethics Committee to be held in September 2022 to consider the approval of the Statement of Accounts including the Annual Governance Statement
 - d) A special meeting of Council to be held in February 2023 to consider the Budget Setting
 - e) Planning Committee to meet on a 4-week cycle throughout the year
 - f) The annual meeting of Council to avoid the annual meeting of Warwickshire County Council

Appeals Committee and Grievance Committee meet on an ad hoc basis.

2. School Holidays for Warwickshire and Political Parties' Conferences

- 2.1 Every effort has been made to avoid scheduling meetings during school holidays for Warwickshire and the dates of the political parties' conferences in 2022. 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: 6 December 2021
Subject Matter: Calendar of Meetings 2022/23
Originating Department: Legal and Governance

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

Calendar of Meetings 2022/23

Mon	May	23		Aug	8		Oct	24		Jan	9	Cabinet		Mar	27	Scrutiny
Tue		24			9			25			10				28	
Wed		25	Planning		10			26			11	Planning			29	
Thu		26			11			27			12				30	Audit and Ethics
Mon		30			15			31	Cabinet		16			Apr	3	
Tue		31			16		Nov	1			17				4	
Wed	June	1	Bank Holiday		17	Planning		2			18				5	
Thu		2	Bank Holiday		18			3			19				6	
Mon		6	Cabinet		22			7			23				10	Bank Holiday
Tue		7			23			8			24				11	
Wed		8			24			9	Planning		25				12	
Thu		9			25			10			26				13	
Mon		13			29			14			30	Scrutiny			17	Cabinet
Tue		14			30			15			31				18	
Wed		15			31			16		Feb	1				19	Planning
Thu		16		Sep	1			17			2	Audit and Ethics			20	
Mon		20			5			21			6	Cabinet			24	
Tue		21			6			22			7	Special Council			25	
Wed		22	Planning		7			23	Council		8	Planning			26	Council
Thu		23			8			24			9				27	
Mon		27	Cabinet		12			28	Scrutiny		13					
Tue		28			13			29			14					
Wed		29			14	Planning		30			15					
Thu		30			15		Dec	1	Audit and Ethics		16					
Mon	July	4			19			5	Cabinet		20					
Tue		5			20			6			21					
Wed		6			21	Council		7	Planning		22	Council				
Thu		7			22			8			23					
Mon		11		L	26	Cabinet		12			27					
Tue		12	Licensing	L	27			13			28	Licensing				
Wed		13		L	28			14	Council		Mar	1				
Thu		14			29	Audit and Ethics		15			2					
Mon		18	Scrutiny	Oct C	3	Scrutiny		19			6					
Tue		19	Council	C	4			20			7					
Wed		20	Planning	C	5			21			8					
Thu		21			6			22			9					
Mon		25			10			26	Boxing Day		13					
Tue		26			11			27	Substitute Day		14					
Wed		27			12	Planning		28			15	Planning				
Thu		28	Audit and Ethics		13			29			16					
Mon	Aug	1	Cabinet		17		Jan	2	Substitute Day		20	Cabinet				
Tue		2			18	Licensing		3			21					
Wed		3			19			4			22					
Thu		4			20			5			23					

NOTE:

Meetings of Council commence at 7pm.

Meetings of Cabinet and committees commence at 6pm with the exception of meetings of Planning Committee which commence at 5.30pm.

C = Conservative Party Conference:
02/10/2022 – 05/10/2022

L = Labour Party Conference:
24/09/2022 – 28/09/2022

LD = Liberal Democrat Party Conference:
TBC

school holidays
Warwickshire

AGENDA MANAGEMENT SHEET

Report Title: Council Tax Reduction Scheme 2022/23

Name of Committee: Cabinet

Date of Meeting: 6 December 2021

Report Director: Chief Officer - Communities and Homes

Portfolio: Communities, Homes, Digital and Communications

Ward Relevance: All

Prior Consultation: Chief Officer - Communities and Homes
Portfolio Holder - Communities, Homes, Digital and Communications
Senior Management Team

Contact Officer: David Wortley
Community Advice and Support Team Manager
01788 533440, david.wortley@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: No

Report En-Bloc: No

Forward Plan: Yes

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

Summary: To recommend to Council the adoption of a Council Tax Reduction Scheme for 2022/23.

Financial Implications:	Funding for the provision of a Local Council Tax Reduction Scheme is no longer separately identified within the Revenue Support Grant. The cost of awards are met by the major preceptors, however the cost of administering a scheme is borne by Rugby Borough Council.
Risk Management Implications:	There is a statutory requirement to adopt a Local Council Tax Reduction Scheme.
Environmental Implications:	There are no environmental implications for this report.
Legal Implications:	The recommendations within this report are governed by Section 13A and Schedule 1A of the Local Government Finance Act 1992 (as amended by the Local Government Finance Act 2012). Section 5(2) of Schedule 4 of the Local Government Finance Act 2012, which inserts Schedule 1A to the Local Government Finance Act 1992 requires the Council to set its Council Tax Reduction Scheme by 31 January preceding the start of the financial year in which it is to apply. This has been further amended by Regulation 2 of The Council Tax Reduction Schemes (Amendment) (England) Regulations 2017 to 11 March.
Equality and Diversity:	The current Equality Impact Assessment has been reviewed and the Council has duly considered its obligations in accordance with the Equality Act 2010. A copy is attached at Appendix 1.
Options:	<ol style="list-style-type: none"> 1. Recommend Full Council to approve the proposed scheme. 2. Reject the proposed scheme and subject any amendments to public consultation.
Recommendation:	IT BE RECOMMENDED TO COUNCIL THAT the Council Tax Reduction Scheme for 2021/22 be adopted as the Council's Local Council Tax Reduction Scheme for 2022/23.
Reasons for Recommendation:	To enable the Council to deliver a Council Tax Reduction Scheme for 2022/23.

Cabinet - 6 December 2021

Council Tax Reduction Scheme 2022/23

Public Report of the Chief Officer - Communities and Homes

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT the Council Tax Reduction Scheme for 2021/22 be adopted as the Council's Local Council Tax Reduction Scheme for 2022/23.

1. Background

- 1.1 The Local Government Finance Bill 2012 requires Local Authorities to design and implement a Local Council Tax Reduction scheme for 2022/23 by 11 March 2022.
- 1.2 The scheme only impacts customers who are of working age. Council Tax Reduction for customers of pensionable age is calculated in accordance with a national scheme and therefore not affected by proposals contained in this report.
- 1.3 Rugby Borough Council, as the Billing Authority, takes the lead in designing and implementing the local scheme but is required to consult with major precepting authorities (i.e. Warwickshire County Council and Warwickshire Police and Crime Commission), if any changes are proposed to a scheme.

2. Review of the Scheme for 2021/2022

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

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

- 2.3 A Discretionary Council Tax Reduction Scheme is also available to all residents who are liable to pay council tax. This is to provide additional financial support to those with exceptional circumstances, or those who require additional support for a short period of time.
- 2.4 The current scheme is flexible and takes into account the individual circumstances of households and any changes in the circumstances that may occur.

3. Proposed Scheme for 2022/23

- 3.1 It is proposed to carry forward the current scheme for 2021/22 without amendment.

4. Financial Impact

- 4.1 It is anticipated that Council Tax Reduction awarded during the current financial year will be approximately £5.5m and this amounts to around 6.5% of the Council Tax due.
- 4.2 Although the cost of administration falls to Rugby Borough Council, only around 10% of the cost of awards falls to the Council with the remainder shared amongst other preceptors.

5. Equality Impact Assessment

- 5.1 The Equality Impact Assessment prepared in November 2020 has been reviewed but no changes are required. The Council has duly considered its obligations in accordance with the Equality Act 2010. A copy is attached at Appendix 1.

6. Climate Change and Environmental Impact Assessment

- 6.1 An assessment of the scheme has been undertaken and no impacts have been identified. A copy is attached at Appendix 2.

Name of Meeting: Cabinet
Date of Meeting: 6 December 2021
Subject Matter: Council Tax Reduction Scheme 2022/23
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

Service Area	Communities and Homes
Policy/Service being assessed	Council Tax Reduction Scheme 2022/23
Is this is a new or existing policy/service?	Annual adoption of Council Tax Reduction Scheme by Council
If existing policy/service please state date of last assessment	November 2020
EqlA Review team – List of members	David Wortley
Date of this assessment	22 October 2021
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	The adoption of the Council Tax Reduction Scheme will enable Rugby Borough Council to provide financial support to assist residents with payment of their council tax bill
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<ul style="list-style-type: none"> • Optimise income and identify new revenue opportunities • Ensure that the council works efficiently and effectively
(3) What are the expected outcomes you are hoping to achieve?	The adoption of the Council Tax Reduction Scheme will assist residents with the payment of their council tax bill.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	The scheme will affect customers
<u>Stage 2 - Information Gathering</u>	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).
(1) What does the information tell you about those groups identified?	We have household composition and financial information relating to our existing customers and therefore are able to assess the impact of any changes within the scheme.

(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?	No consultation has been undertaken due to no changes to the existing scheme being proposed.		
(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.	No consultation has been undertaken due to no changes to the existing scheme being proposed.		
<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.	RACE No	DISABILITY Yes - income from disability living allowance and personal independence payments will be disregarded when calculating entitlement	GENDER No
	MARRIAGE/CIVIL PARTNERSHIP No	AGE Yes – only working age claimants will be affected	GENDER REASSIGNMENT No

	RELIGION/BELIEF No	PREGNANCY MATERNITY Yes - Customers who had/have a third child since April 2017 receive less financial support compared to a similar customer already in receipt of benefit as at 31 March 2017.	SEXUAL ORIENTATION No
<p><u>(2) Cross cutting themes</u></p> <p>(a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	The scheme will provide financial support to assist with the payment of their council tax bill and therefore releasing income for other expenses.		
(3) If there is an adverse impact, can this be justified?	The Council Tax Reduction Scheme takes into account the circumstances of the applicant and household to ensure that applicants receive financial support based on their individual needs.		
(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.)	A discretionary hardship fund will be available to provide additional support in appropriate cases.		
(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?	N/A		

(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?	N/A
(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	None

<u>Stage 4 – Action Planning, Review & Monitoring</u>																										
<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqIA Action Plan</p> <table border="1" data-bbox="875 834 2119 1066"> <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																						
(2) Review and Monitoring State how and when you will monitor policy and Action Plan	The Council Tax Reduction Scheme is subject to adoption by Council on an annual basis.																									

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

TEMPLATE - SEPTEMBER 2021

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 the Deputy Executive Director.

If you require help, advice and support to complete the forms, please contact Dan Green, Deputy Executive Director.

SECTION 1: OVERVIEW

Portfolio and Service Area	Communities, Homes, Digital and Communications
Policy/Service/Change being assessed	Council Tax Reduction Scheme 2022/2023
Is this a new or existing Policy/Service/Change?	Existing
If existing policy/service please state date of last assessment	None
Ward Specific Impacts	None
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	To enable the Council to adopt a council Tax reduction Scheme for 2022
Completed By	David Wortley
Authorised By	Dan Green
Date of Assessment	18 November 2022

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"/>				
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Community leadership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Biodiversity and habitats	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
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	December 2022
Key points to be considered through review	None
Person responsible for review	David Wortley
Authorised by	Dan Green

AGENDA MANAGEMENT SHEET

Report Title: Department for Levelling Up, Housing and Communities (DLUHC) Local Digital Fund - Round 5 Bid Submission

Name of Committee: Cabinet

Date of Meeting: 6 December 2021

Report Director: Chief Officer - Digital and Communications

Portfolio: Communities, Homes, Digital and Communications

Ward Relevance: All Wards

Prior Consultation: Legal Services, Finance Services. Notification of bid submission.

Contact Officer: Mike Connell
Chief Officer - Digital and Communications
01788 533466, mike.connell@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):
 Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C)
 Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E)
 Residents live healthy, independent lives, with the most vulnerable protected. (HC)
 Rugby Borough Council is a responsible, effective and efficient organisation. (O)
[Corporate Strategy 2021-2024](#)
 This report does not specifically relate to any Council priorities but

Summary: The report requests a capital budget for 2021/22 is created to administer the incoming DLUHC grant funds for the successful Local Digital Fund submission. This budget will be funded by the

incoming DLUHC Local Digital Fund grant (of up to £0.350m). The net budget will be zero.

Financial Implications:

The cost of the scheme is £0.350m but the expenditure is being fully met by a grant from the DLUHC.

Risk Management Implications:

The key risks are considered to be non-compliance with the terms and conditions of the funding and non-delivery of the project outcomes. A project risk register will be developed with support from the Corporate Assurance team, which will document the arrangements for managing these risks.

Environmental Implications:

There are no environmental considerations arising from this report.

Legal Implications:

There are no legal considerations arising from this report.

Equality and Diversity:

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

Options:

To establish the budget and undertake the scheme or reject the proposal and repay the grant to DLUHC Local Digital Fund project team.

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT a supplementary capital budget of £0.350m is established for the delivery of the DLUHC Local Digital Fund Scheme.

Reasons for Recommendation:

As the lead authority on the successful DLUHC Local Digital Fund project, administration of the incoming funds would make this lead role more efficient.

Cabinet - 6 December 2021

**Department for Levelling Up, Housing and Communities (DLUHC)
Local Digital Fund - Round 5 Bid Submission**

Public Report of the Chief Officer - Digital and Communications

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT a supplementary capital budget of £0.350m is established for the delivery of the DLUHC Local Digital Fund scheme.

1. Introduction

- 1.1 On Friday 24 September, a bid was submitted by Rugby Borough Council to the DLUHC (Department for Levelling Up, Housing and Communities) Local Digital Fund entitled “Exploring the use of an open source low code digital platform to develop user centred digital services for Waste Services” (see Appendix 1).
- 1.2 We will be leading this work with four local authority partners in Dorset Council, Royal Borough of Kingston, London Borough of Sutton and Northumberland County Council. We will be using our experience of improving our waste management processes to share best practice development with our local authority partners.
- 1.3 The fund will allow us and our authority partners to simplify the way we offer our waste services to residents. Whilst fit for purpose, the way that our Waste Management System integrates with our website, customer portal and back-office systems is inefficient and over complicated. Simplifying these services will allow greater reliability and resilience and allow us to offer more services as they become available such as live responses to missed bin queries and live waste calendars.

2. Summary

- 2.1 Rugby Borough Council has successfully bid for £0.350m from the DLUHC Local Digital Fund round 5. We are the only council in Warwickshire to have been awarded Local Digital Funding as a lead council since the fund launched in 2018.
- 2.2 In line with the local digital declaration, the digital team have made huge progress in the past two years integrating our waste services, and this funding will allow us to make further improvements to better serve the residents of Rugby. Whilst improvement will be across all of our waste services, an example of improvements would be allowing residents to order replacement garden waste stickers without any manual intervention from business

services, and our bulky waste operatives not relying on an unreliable emailed report from our PowerBi system for their daily pickups.

- 2.3 The £0.350m funded project will present Rugby Borough Council and the project partners as innovative leaders to the local authority digital community and bring them on the journey to a better way to use waste management systems.
- 2.4 Rugby Borough Council will benefit from more resilient digital waste services, increased efficiency and better communication to residents who access those services.

3. Background

- 3.1 The total funding applied for was £0.350m to take digital waste services from how it currently works within Rugby Borough Council through to further development incorporating other waste management systems currently used by our partner authorities, simplifying the onboarding, and ensure all services are as efficient and accessible as possible. This development will also share the findings of previous work with a wider audience through creation of a microsite, promotion of the work being completed and final sharing of the project outputs and documentation worldwide.
- 3.2 Two other bids were also submitted by partner authorities for alternative projects, with Rugby Borough Council as partners rather than leads. These were unsuccessful.
- 3.3 On Friday 8 October, Rugby Borough Council received notification that the bid had been shortlisted by DLUHC and there would be an interview stage on Wednesday 13 October. On Monday 25 October 2021 Rugby Borough Council were informed that the bid was successful.

4. Implications

- 4.1 As the lead authority on the successful bid, it makes operational sense for us to control the finances of the project. Our expectation is that alongside our own internal recharging for project time, our four partner authorities and Digital Place (PlaceCube) will also require payment from the budget. This will be undertaken in our usual method and tracked in our financial systems.

5. Conclusion

- 5.1 The DLUHC funding will drive forward our own Digital Place development, bring a variety of enhancements to our waste management system integration and raise the profile of Rugby Borough Council nationally.
- 5.2 The bid centres on transparency of the journey which Rugby Borough Council and our partner authorities take during the project, allowing other local authorities to be better prepared for their own journey. Creation of a microsite, a specific Twitter account, source code repository and other profile-raising activities supported by DLUHC form part of the expectation during the project.

5.3 This considerable funding brings with it an expectation of delivery of the project within a short time scale and as such it is imperative we make things as efficient as possible. Creation of this budget and administration of the funding will contribute greatly to this.

Name of Meeting: Cabinet

Date of Meeting: 6 December 2021

Subject Matter: Department for Levelling Up, Housing and Communities (DLUHC) Local Digital Fund - Round 5 Bid Submission

Originating Department: Digital and Communications

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	Local Digital Fund Appendix 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

MHCLG Local Digital Fund - Round 5

Application for **BETA** project funding under Theme 1

[View the web application form](#)

1. Introduction

MHCLG are funding projects that aspire to solve shared local service problems in a common way, in keeping with the principles of the [Local Digital Declaration](#).

Complete this form to apply for up to £350,000 of funding to do a [beta](#) project through the [Local Digital Fund](#), under **Theme 1: Development Platforms** - modern user-friendly development platforms that enable councils to design and build different types of front facing services. This may include low code platforms, open source technology, or similar solutions aimed at end to end service transformation.

How to complete this form

1. Project partners are not mandatory for applications under Theme 1
2. A lead council should submit the application on behalf of any project partners.
3. Any project partners, including the lead authority, must have signed the [Local Digital Declaration](#).
4. The lead authority must have senior stakeholder commitment (Head of Service or equivalent) to the project.
5. Make sure you complete all sections of this form, referring to [Local Digital Fund Prospectus 2021/2022](#) and eligibility criteria (Annex A) for further guidance.
6. All applications must be submitted, via this form, by 11:59pm on 26 September 2021.
7. Questions marked with an asterisk (*) are required.

If you have any questions regarding the Local Digital Fund application process please contact fund@localdigital.gov.uk.

2. Lead authority details

2.1 Lead authority name *
Rugby Borough Council

2.2 Name of person leading this application **Single point of contact, must be from the lead authority*

Name	Mike Connell
Role	Chief Officer - Digital and Communications
Email	mike.connell@rugby.gov.uk
Phone number	01788 533466

2.3 Senior stakeholder from lead authority *

Name	Mike Connell
Role	Chief Officer - Digital and Communications
Email	mike.connell@rugby.gov.uk

2.4 Section 151 Officer from lead authority *

Name	Jon Illingworth
Role	Chief Officer - Finance and Performance
Email	Jon.Illingworth@rugby.gov.uk

3. Project details**3.1 Project title ****Suggested title format: "Exploring [insert proposed ideas] to address [insert problem area]"***Exploring the use of an open source low code digital platform to develop user centred digital services for Waste Services****3.2 Project description ****Write a statement about your proposed project that could be shared publicly in the event that you are selected.**Please include a description and the benefit it will bring.*

(word count guide: 100 words)

Existing Waste Management systems require considerable process analysis, design and implementation to effectively integrate into a user focussed front end which automates back office processes as well as provide user simplicity and reassurance when services are accessed.

By conducting best in class discovery and design and by implementing these in a live service on an open platform, we would not only improve the user experience of residents in our boroughs, we would also help other authorities to have a head-start in delivering high quality digital services to their users.

By incorporating multiple widely used Waste Management System integration connectors into a single platform, users will be able to access a range of standard waste services such as “look up your collection day”, green waste subscription payment & reminders, “assisted collections” request, email/SMS notification of service requests and missed bin enquiries simply and effectively.

3.3 Tell us about the development platform you are intending to use

*3.3.1 The platform name and company (word count guide: 100) **

Placecube’s Digital Place for Local Public Services is an open digital platform designed for making and reusing services with local government. Based on the open source Liferay DXP, Placecube have co-designed and developed “cubes” or building blocks to address user needs of residents, businesses and council staff. Placecube was founded to offer an alternative to existing proprietary, closed, platforms, inspired by the spirit of the Local Digital Declaration. Digital Place is intended to provide councils with the flexibility and control that they require as the demands of social, economic and political change influence changes in their operating models. The platform includes “full code” development tools, low-code forms, workflows and case management modules, and no-code drag and drop configuration of the CMS.

*3.3.2 Do you have the platform already or do you have approval to procure the platform? For example, you have written a business case and the business case has been approved **

- Yes
- No

*3.3.3 Does the platform have a library to share modules/code that other councils can access? **

- Yes
- ~~No~~

All new modules are pushed into customers' instances of Digital Place as part of the SaaS subscription. Non-customers will be able to access the source code for modules from Placecube's public repository

If yes, please tell us the URL: <https://bitbucket.org/pfiks/>

3.4 Describe the problem that the development platform will address *

Please tell us:

- *Your vision for the development platform - what outcomes do you want to achieve?*
- *Which front end service(s) do you want to use the development platform to build or improve?*
- *How the service(s), or part of the service, can be improved within the beta phase*

(word count guide: 400)

A number of councils have selected Digital Place as a single platform to replace several legacy products, mostly proprietary and with limited integration between them.

These legacy products had been used to digitise services by combining separate web CMS, e-forms and workflow or case management systems. This combination of products limited councils' ability to design services that meet user needs effectively, reduce administrative burdens within the council, control software license costs and provide the flexibility to redesign and improve services as needs changed. These limitations, and the desire to work with a supplier that shared the vision and principles embodied in the Local Digital Declaration led to the choice of Digital Place as a replacement platform.

Digital Place provides a full Java development platform based on Liferay, and Placecube's developers have built a number of well-designed digital services in larger councils that were comfortable with a "full code" approach. Recognising that a much larger number of councils will never have the internal capacity to create full development teams, Placecube have been adding low-code features to Digital Place, giving councils more freedom and flexibility to build on and reuse modules within the platform. As we have adopted the platform, several councils have identified a number of priorities for further development of low-code features that will help us to accelerate our migrations away from proprietary forms and workflow products. These developments will provide a low-code open source platform that is accessible for the majority of councils in the UK, not just the large Unitaries

and London Boroughs that can invest in development teams and run open source platforms for themselves.

A major priority for several councils using Digital Place is to digitise the services related to Waste Services. A Discovery and Alpha phase of work has already been done in Rugby Borough Council, creating a number of waste services including “Subscribe to Garden Waste collections” and “Book a Bulky Waste Collection” with an integration connector for the Webaspx Waste Management system, and a bookings service that integrates with the Microsoft 365 calendar API.

This Beta phase would undertake user research, design and development of a Waste Services platform which would integrate with a variety of Waste Management Systems using their standard APIs. We would create new integration connectors to the Waste Management systems in the other councils partnering on this bid (WebAspx,Echo,Bartec), and design the services so that they “do the hard work to make things simple” for the front end user as well as simplify, reassure and automate the back office stakeholders. A “Book a Bulky Waste Collection” workflow will also be integrated using standard Microsoft APIs to integrate into the Bookings service.

Using these integration connectors, a series of front end modules would be created which allowed simple access to the information required or processes requested by the user. Whether accessing the information anonymously or integrating directly into their user account information, modules would provide simple and effective initiation to resolution workflows using the most effective methods available to the integrations established.

From the front end modules, back end processes would provide auditable, reportable and reconcilable workflows which will be developed from the baseline Alpha research.

An example of this is a Green Waste Subscription workflow which will:

- Inform the user of their current subscription status from the Waste Management System integration
- Provide accurate pricing if a purchase is available.
- Integrate into payment and/or Direct Debit services through a configurable connector (that could use GOV.UK Pay or other third party systems), and once payment is successful, notifies the user via a configurable SMS/Email integration (e.g. Gov Notify, FastSMS)
- Activate a purchased subscription within the Waste Management System.
- Load subscription data into a cloud hosted data repository
- Provide subscription data via a secure API to inform third party or internal business services for physical sticker processing

Another example of a simpler process would be a missed bin enquiry:

- User registers a missed bin enquiry from the front end
- Using either logged in address data (UPRN) or manual request, the query is

passed to the Waste Management System integration

- Waste Management System passes back the information to either reject, inform or begin a process to resolve the query from the information already available from the live in cab system

3.5 Tell us about your users *

Prompts:

- *Tell us about the users of your service - are they local residents and/or local authority staff?*
- *Have you previously done any user research? If 'yes', with supportive narrative, please link to any relevant information e.g a user journey or system map, either with an accessible url or page reference in an attached pdf.*
- *How do you anticipate changing and improving user journeys and experience?*

(word count guide: 200)

Local residents (or people about to become residents) are the main users of these services. Local authority staff will also greatly benefit from the service efficiencies.

During the alpha stage, feedback was obtained to show the service improvements and efficiencies available using limited integrated workflows at Rugby Borough Council using pro code development. The limitations of these improvements came from the time to live development of each single Waste Management System integration.

Kingston & Sutton have conducted extensive user research and discovery in Garden Waste recently and have an alpha level development of two of the common user journeys (joining garden waste subscription and renewing garden waste subscription) which can inform next steps.

We anticipate redesigning these services so that they “do the hard work to make things simple” by integrating with data the council already holds, using rules to automate the user journey in an intelligent way, and applying GOV.UK Design System components and patterns.

3.6 Describe how your project team will have the skills and time available to deliver the project in an iterative/agile, and user-centred way? *

Prompts:

- *Are there any existing user research and testing, service design or development skills in the team?*
- *Is there any experience of agile, iterative working practice in the team?*
- *Will the project team undertake any training during the project?*
- *Do you plan to engage any suppliers to deliver any aspects of the project? If so, how will you procure and work with them?*

(word count guide: 400)

The existing team has extensive experience in integrating Waste Management Systems into other platforms, as well as developing using low code platforms for other services. A foundational service design has already been established from previous experience and the Alpha stage.

We have already procured the Digital Place SaaS platform, and have contracts in place with Placecube to provide services to research, design and develop on the platform.

The Rugby Borough Council team has recently successfully developed a Customer Contact Management system using the Digital Place SaaS platform using agile project methodologies. Incorporating developers, UX designers, Business Analysts, senior management, users and customer service team members to ensure the iterative development of the project was swift, effective and collaborative.

Lead partner Kingston & Sutton's shared Digital Delivery team have undergone a digital transformation over the last 18 months and have a number of user researchers, testers, service designers, and front & full-stack developers in-house. We have been working in an agile fashion on projects for the last year and are gaining confidence & experience in doing so as we roll out this way of working to new teams and on new projects.

We would expect to commit significant resource, both in additional training for our team as well as involvement from team members based on this project, should it be funded but we would also expect to work with our suppliers to embed capacity in our team in order to scale-up our team as appropriate.

Dorset Council have recently implemented a replacement Content Management capability using the Digital Place SaaS platform. The digital team and ICT operations have experience in content design, user research, service design, low code configuration and development of solutions in house. We have experience of moving services online, designing them end to end around user needs.

All parties involved have an awareness of the critical issue which could be resolved from the development of an open source low code digital platform to develop user centred digital services for Waste Services. Previous experience of Waste Management System suppliers shows a willingness to actively engage and progress full integration into systems; development of an out of the box platform which makes full use of their platform is extremely attractive.

3.7 Tell us about your delivery plan *

Please tell us:

- *What is the status of your project or proposed solution?*
- *What work has been done to date on the project?*
- *Outline key dates and milestones for the project and describe how you will solve the challenge in this period. Please note that we expect the project to be ready to begin as soon as the funding is released, and for delivery to take up to 6 months. Please include when private beta testing will begin.*
- *Do you plan to engage any suppliers to deliver any aspects of the project? If so, how will you procure and work with them? Please add procurement (if relevant) dates to your delivery plan.*
- *How will you ensure that your solution can be adopted more widely by other councils across the country?*

(word count guide: 400)

Status:

- Basic MVP of “subscribe to garden waste collections” with payments is implemented in Rugby with Webaspx integration
- Dorset need to migrate their existing Waste forms and workflow, and integrate with Bartec
- Kingston & Sutton need to migrate their existing Waste forms and integrate with Veolia/Echo Waste Management System
- Rugby Borough Council have form integrations for Waste Pick Up day, Assisted Waste Pull Out status and Microsoft Bookings for Bulky Waste available

Current integrations are full code at Rugby Borough Council

Dates:

- October
 - Form cross-council team
 - Secure key roles - delivery manager and development partner, procuring additional services if required
- November

- Review and establish shared understanding of technical capabilities of APIs across the Waste Management Systems in use by each partner and services to be accessed within related systems (e.g. Microsoft API).
- Review of all partners existing user research, designs and current processes to establish how much is shared and where differences need to be supported
-
- December
 - Design technical architecture of APIs and Digital Place connectors to specific waste management systems
 - Design shared service pattern with configurable elements to enable differences between councils and build initial prototype
 - Publish range of AS IS and TO BE processes with established integrations.
 - Prototype low code integration connectors and workflows for Waste Management Systems and Microsoft Bookings
- January
 - Begin public beta of front end digital services with integration into Waste Management Systems at all council project partners.
 - A/B testing with analytics and user feedback
 -
 -
- February-March
 - Subscribe to Garden Waste collections process available using low code integrations at all council project partners
 - Monitor and iterate services based on initial user feedback
 -
-
- March
 - Performance data, efficiency improvement analytics, QA and user feedback available across Waste Management Systems and development journeys.
 - Wireframes and process maps to be available
 - Full documentation and code to be available on Bitbucket repo

The solution will be transparent from all starting points for National usage.

- Efficiency savings to be clear to assist with Waste Management System procurement
- Roadmap from a variety of starting points
- Repeatable templates which can be applied across systems
- Modular integration documentation for those taking a step by step approach
- Low code components ready to go for Digital Place platform across a variety of Waste Management Systems

3.8 Describe how you plan to build your proposed beta *

Prompts:

- *What technology will be involved, in addition to the development platform? Give details of any relevant tech stacks, hosting etc.*
- *What data will be involved? How will you manage it's protection and security?*
- *How will you monitor the performance and measure the success of your solution, tracking impact and validating benefits realisation?*
- *How will you provide any operational support?*

You might find the [Government Technology Code of Practice](#) a helpful guide in answering this question.

(word count guide: 400)

- Other technologies:
 - Digital Place is hosted on AWS, and VPNs will be established between AWS and council hosting using appropriate means for each partner's hosting, e.g. Azure gateway in Rugby
 - Three Waste Management systems and their APIs will be in use - Webaspx, Bartec and Echo
 - Bookings will use the Microsoft 365 calendar API
- Data management:
 - Resident personal data and passwords for accounts will be stored in Digital Place if services require an account. Data about financial transactions will be accessed via APIs and displayed to residents in Digital Place.
 - Placecube are ISO27001 certified and apply OWASP principles of secure development during coding.
 - Digital Place protects all data in transit with the TLS 1.2 protocol which utilises strong ciphers capable of up to 256 bits. All stored data, including personal information, is protected by 256-bit AES encryption at rest
- Performance measurement
 - Process and efficiency monitoring will be undertaken at each stage of release, using process mapping software to attribute cost to each process change. A/B testing analytics and anonymous, transparent user feedback will be available graphically during each process change to validate impact.
- Operational support
 - Placecube provides operational support for the Digital Place SaaS platform as part of the subscription, including all cubes developed with them and adopted into the core system.
 - Each council's digital and IT team will be developing the skills to configure and amend the low code digital services themselves, learning as part of the joint project team, so that changes to rules,

process flow, prices or eligibility can be maintained without the need for supplier input.

3.9 Explain how your beta will consider the wider context of operating a live service *

Prompts:

- *Tell us how your service will comply with GDPR and ensure a secure digital experience for users.*
- *What are the potential commercial and ownership models for the service?*
- *Are there any IP (intellectual property) or other legal issues that you need to consider?*
- *Describe any communities of practice or networks that could support the ongoing development of your solution as a live service.*
- *If you have a supportive narrative, please link to any relevant information either with an accessible url or page reference in an attached pdf.*

(word count guide: 400)

This beta will lead directly to live services on our instances of Digital Place, so we will be designing with this in mind.

- The service we build on Digital Place will use a number of methods to comply with GDPR:
 - Encryption: Digital Place protects all data in transit with the TLS 1.2 protocol which utilises strong ciphers capable of up to 256 bits. All stored data, including personal information, is protected by 256-bit AES encryption at rest.
 - Administrative Rights: Digital Place provides a rich permissions model and strong access controls which we will use to amend, remove, and export user's profile information to maintain security of access.
 - Auditability: User activity will be time-stamped and logged, allowing administrators to quickly report against activity should an audit be required.
 - System Access Control: the platform is hosted in AWS and therefore benefits from its industry-leading security standards.
 - Security Audits: Penetration tests and vulnerability scans are conducted on a regular basis before every major release of Digital Place and at least once a year.
- Commercial and ownership models – developing modules on Digital Place supports two main options for councils:
 - Open Source code, self-host Liferay Community Edition and run/maintain using in-house team

- Procure the Digital Place SaaS subscription and gain access to a fully hosted and managed instance – with the same open source licensing to prevent lock-in
- IP and legal issues
 - IP for developments on Digital Place will be jointly assigned between the councils involved and Placecube, and all code and related documentation will be published under an OSI approved license to ensure open access and reuse.
- Communities of practice & networks
 - We are developing a community of Placecube customers, sharing experience as we use the platform, and we are active members of the LocalGov Digital network.

3.10 How will you openly share the learnings and outputs from the project as the work develops, both with the sector and MHCLG? *

Prompts:

- *Include details of any tools and networks you plan to use and keep up to date. These may include sector events, blogging, Twitter, GitHub site, Pipeline, weeknotes etc.*
- *How do you intend to make your outputs available, reusable and accessible for others?*

(word count guide: 300)

- Tools and networks
 - User research will be published on research.localgov.digital
 - Placecube host the Knowledge Hub and will create a publicly accessible microsite for us to publish blog posts and reports from the project which are available to the whole public sector. (similar to the LGA Transformation & Innovation Exchange microsite <https://khub.net/web/tiex>)
- Making outputs available and reusable
 - All products, including process diagrams, wireframes, UX designs, technical architecture documentation will be published openly on the project microsite.
 - Placecube will push the new Waste Services cubes into all customers instances of Digital Place as part of their subscription, and they will be provided to all new customers as part of the implementation - no additional costs will be charged.
 - Placecube will publish the source code under the Affero GPL OSI approved license in their public repo <https://bitbucket.org/pfiks/>

3.11 Describe the estimated return on investment of the beta service/product and the development platform, both at a local level and to the sector, and how you plan to validate these estimates during the beta *

Prompts:

- *Please provide an estimate of return on investment for project partners and for national scale. This should include consideration of quantifiable costs and benefits, including time savings, cashable financial benefits, quantifiable social benefits, development costs, implementation costs and future running costs.*
- *Benefits should be adjusted for what previous testing has shown to be a reasonable expectation of impact.*
- *Describe how you plan to validate these estimates and how you plan to measure the impact of the beta service / product.*
- *With supportive narrative, please link to any relevant information, either with an accessible url or page reference in an attached pdf.*

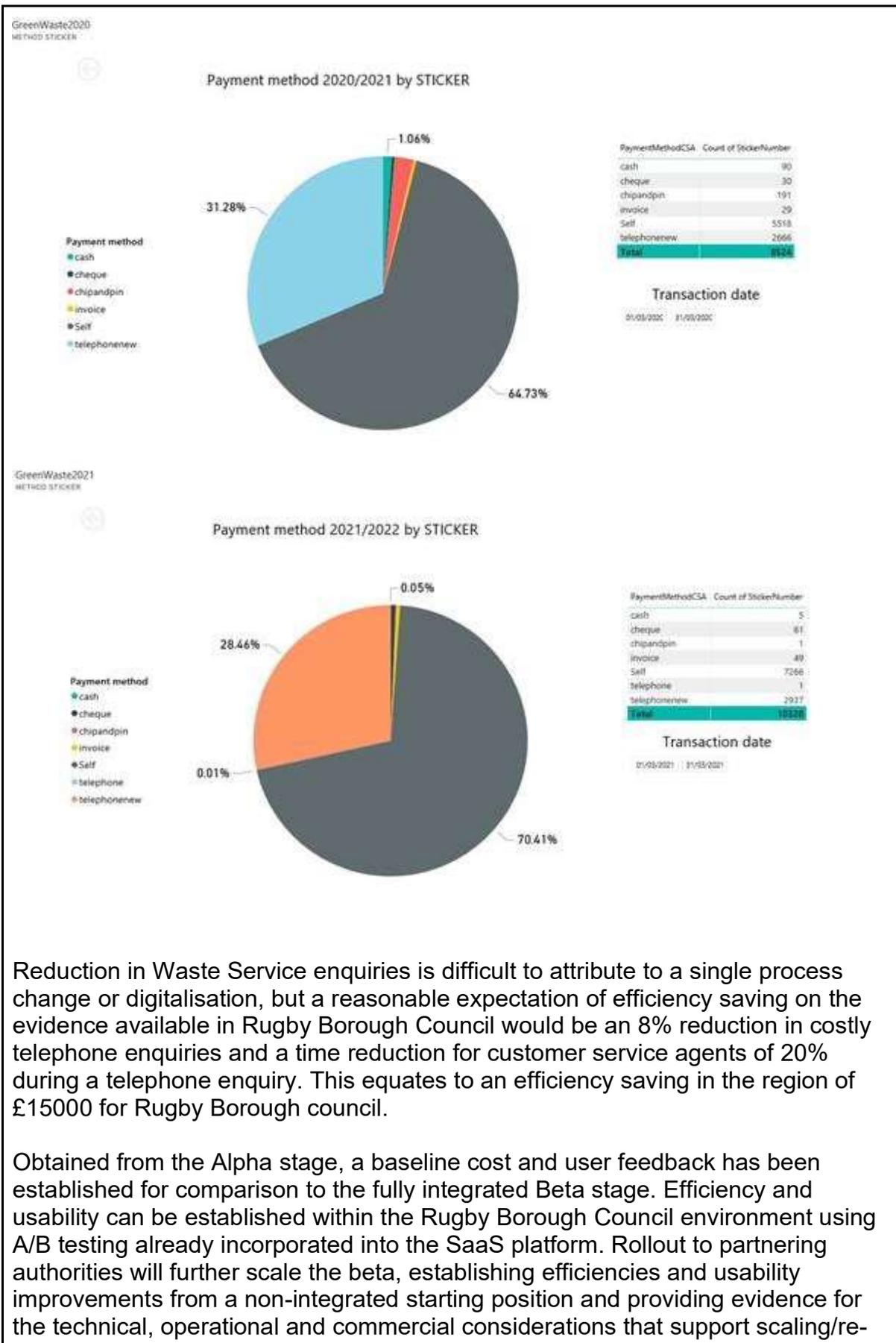
(word count guide: 400)

The project will provide service improvements and efficiencies as well as an entry point for users who currently have the established need for a Waste Management System, but not the capacity to fully utilise and establish the benefits of such a system.

Majority of partners currently have no system integration despite having a Waste Management system, providing a unique opportunity for establishing the effect of modelling such a change which can be extrapolated nationally to provide quantifiable ROI figures for potential users who are currently looking at either purchase of a Waste Management System or existing Waste Management System users who cannot realise efficiencies.

[Northumberland County Council's user interviews report](#) can shape the processes and development initially.

Quantifiable channel shift figures will show efficiency savings for each provided process during the beta. Previous testing has shown a channel shift of over 5.6% on Garden Waste Subscription Services, equating to an efficiency saving of approx £3600 per annum on this single service for Rugby Borough Council just in customer service costs.



use. A transitional roadmap will be created to map available Waste Management services with Waste Management Systems for transparency.

With a successful beta, these efficiencies could be realised nationally with minimal development time using the low code platform being developed. The project would allow national authorities to attribute quantifiable savings to Waste Management System procurement.

During production of the performance and efficiency improvement analytics, expected investment and ROI will be attributed to each process integrated from the evidence gathered from partners and lead authority during the beta. Each enquiry or workflow will be baselined from where it is to where it will be and will include user feedback (front and back office) to quantify service improvements.

3.12 How much funding are you applying for to complete the project? *

You can apply for up to £350,000 funding for a beta project.

£350,000

3.13 How will the total project budget be used? *

- *Use this table to outline an anticipated high-level project budget.*
- *You can apply for up to £350,000 funding from MHCLG for a beta project.*
- *If the lead authority or partner authorities plan to contribute funds to the project budget, please also outline that here.*

Resource (e.g staff time, supplier, contractor, software, hardware etc.)	Time / quantity	Total cost / value	Who will pay (e.g Local Digital funding or a particular project partner)
Staff time from Rugby Borough Council (internal project management, business and data analysis, subject matter expertise)	200 days	£50,000	Local Digital fund
Staff time from Dorset Council (internal project management, business and data analysis, subject matter expertise)	200 days	£50,000	Local Digital fund
Staff time from Kingston & Sutton Councils (internal project management, business and data analysis, subject matter expertise)	200 days	£50,000	Local Digital fund

Contractor - cross-council delivery manager	100 days	£50,000	Local Digital Fund
Supplier - user research, design, development services	200 days	£150,000	Local Digital Fund

Add more lines as needed.

4. Project partner details (optional for Theme 1)

4.1 List any project partners working on the project, and the single point of contact person for each:

Project partner name	Name of single point of contact	Role of single point of contact	Email of single point of contact	Phone number of single point of contact
Dorset Council	Lisa Trickey	Service Manager - Digital Strategy & Design	lisa.trickey@dorsetcouncil.gov.uk	01305 228598
Royal Borough of Kingston	Tom Bates	Head of Digital Delivery	tom.bates@kingston.gov.uk	07732 405429
London Borough of Sutton	Tom Bates	Head of Digital Delivery	tom.bates@kingston.gov.uk	07732 405429
Northumberland County Council	Will McLean	Head of Digital Delivery	will.mclean@northumberland.gov.uk	07811 020954

Add more lines as needed.

4.2 Senior Responsible Officer (SRO) from one of the project partners (not the lead authority)

name of project partner	Dorset Council
name of SRO	Dr Deborah Smart
role of SRO	Corporate Director: Digital & Change
email of SRO	deborah.smart@dorsetcouncil.gov.uk

5. Agreement with MHCLG

5.1 Confirm that you commit to delivering the project outputs listed in the table below within a 6 month period *	<i>Tick box to agree</i>
<p>A business case or benefits case that explains the cost of the problem and the solution's potential for savings to your council.</p> <p>This will need to be supplemented by a Monitoring and Evaluation framework that defines the theory of change and helps quantify the impact for the sector. Additional guidance and a template for the framework will be provided in due course.</p>	<ul style="list-style-type: none"> •
<p>An accessible product or service with evidence of iterative user testing that could be used across multiple local authorities.</p>	<ul style="list-style-type: none"> •
<p>Guidance on how other local authorities could access or implement what you have built. This could take the form of a set of instructions, design pattern, and/or code shared on the development platform's library.</p>	<ul style="list-style-type: none"> •
<p>A plan for scaling the use of the development platform in your council. Include evidence regarding the technical, operational and commercial considerations.</p>	<ul style="list-style-type: none"> •
<p>Where appropriate, an application for additional funding from the Local Digital Fund to progress the project via Continuous Funding Model.</p>	<ul style="list-style-type: none"> •

All application content and project outputs will be published on our website for the sector to learn from and encourage further collaboration.

5.2 Agreements with MHCLG	<i>Tick box to agree</i>
<p>We agree to let MHCLG publish this application online so that local authorities can see what we are working on. This will include the name and email of the single point of contact of the lead authority to enable potential partners to contact you directly.</p>	<ul style="list-style-type: none"> •
<p>We agree to let all outputs from this project be published under open license with a view to any organisation accessing, using or adopting them freely.</p>	<ul style="list-style-type: none"> •

<p>We understand that our application will only be considered if all the project partners on this application have signed the Local Digital Declaration by the time our application is reviewed.</p>	<ul style="list-style-type: none">•
<p>We agree to work collaboratively with MHCLG's lead contact, share project related data, take part in MHCLG organised events as appropriate and have regular meetings and open conversations about project scope, delivery and outputs.</p>	<ul style="list-style-type: none">•