

11 September 2024

SCRUTINY COMMITTEE – 19 SEPTEMBER 2024

A meeting of the Scrutiny Committee will be held at 6pm on Thursday 19 September 2024 in the Council Chamber at the Town Hall, Rugby.

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

Mannie Ketley
Executive Director

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Minutes

To approve the minutes of the meetings held on 5 March 2024 and 5 June 2024.

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;

(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 non-pecuniary interests at the commencement of the meeting (or as soon as the interest becomes apparent). If that interest is a pecuniary 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. Review of Access to Emergency Healthcare Provision.
5. Verbal update on the recommendations and Action Plan from the review carried out by the Centre for Governance and Scrutiny.
6. Finance and Performance Monitoring – Quarter 1 2024/25.
7. Overview and Scrutiny Work Programme.
8. Forward Plan.

Membership of the Committee:

Councillors Timms (Chair), S Edwards, Freeman, Hassell, Lawrence, New, Parker, Sayani and Srivastava.

If you have any general queries with regard to this agenda please contact Lucy Kirbyshire, Democratic Services Officer on 01788 533836 or email lucy.kirbyshire@rugby.gov.uk. Any specific queries concerning reports should be directed to the listed contact officer.

AGENDA MANAGEMENT SHEET

Report Title:	Review of Access to Emergency Healthcare Provision
Name of Committee:	Scrutiny Committee
Date of Meeting:	19 September 2024
Contact Officer:	Tom Kittendorf Chief Officer - Leisure and Wellbeing tom.kittendorf@rugby.gov.uk
Summary:	The Committee is asked to consider the task and finish group's conclusions and findings as presented in the review report attached at Appendix 1.
Financial Implications:	There are no immediate financial implications arising from this report.
Risk Management/Health and Safety Implications:	There are no immediate risk management implications arising from this report.
Environmental Implications:	There are no immediate environmental implications arising from this report.
Legal Implications:	There are no immediate legal implications arising from this report.
Equality and Diversity:	There are no immediate equality and diversity implications arising from this report.

Scrutiny Committee - 19 September 2024

Review of Access to Emergency Healthcare Provision

Report of the Chief Officer – Leisure and Wellbeing

Summary

The Committee is asked to consider the task and finish group's conclusions and findings as presented in the review report attached at Appendix 1.

1. BACKGROUND

The topic of access to emergency healthcare provision was included in the work programme following a briefing held with representatives from West Midlands Ambulance Service on 3 October 2021 to discuss the closure of the Rugby Community Ambulance Station. Following this, a Motion was passed by Council on 19 July 2022 regarding concerns around ambulance response times. The original scope of the review was widened to incorporate this overlapping theme, and a task and finish group was appointed and began its work in May 2023.

2. REVIEW REPORT

The review report has been prepared and circulated by email to members of the task and finish group for comment.

3. FINDINGS AND RECOMMENDATIONS

The review report is attached at Appendix 1 for consideration.

An update on the progress of the Task Group's recommendations will be presented to the Scrutiny Committee in 12 months' time.

The Committee is asked to consider the review report and recommendations and approve its submission to Cabinet.

Name of Meeting: Scrutiny Committee

Date of Meeting: 19 September 2024

Subject Matter: Review of Access to Emergency Healthcare Provision

Originating Department: Leisure and Wellbeing

DO ANY BACKGROUND PAPERS APPLY

☒ **YES**

☒ **NO**

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink



ACCESS TO EMERGENCY HEALTHCARE PROVISION TASK AND FINISH GROUP

Date April 2024

CONTENTS

	Chair's Foreword
1	Recommendations
2	Objectives
3	Methodology
4	Findings
5	Conclusions
6	Next Steps

TASK AND FINISH GROUP MEMBERSHIP

The task and finish group consisted of the following members:

Councillor **Neil Sandison** (Chair)

Councillor **Eve Hassell**

Councillor **Jerry Roodhouse**

Councillor **Ish Mistry**

Councillor **Deepa Roberts**

FOR FURTHER INFORMATION

Please contact:

Name of lead officer: Tom Kittendorf

Job title: Chief Officer Leisure and Wellbeing

Email: tom.kittendorf@rugby.gov.uk

ACKNOWLEDGEMENTS

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

- Justine Richards, Chief Strategy and Transformation Officer, University Hospital Coventry and Warwickshire
- Vivek Khashu, Strategy and Engagement Director, West Midlands Ambulance Service
- Laura Nelson, Chief Integration Officer, NHS Coventry and Warwickshire Integrated Care Board
- Rose Uwins, Head of Communications and Public Affairs, NHS Coventry and Warwickshire Integrated Care Board
- Rugby Myton Hospice – Community conversation hosted by Compassionate Communities
- Public consultation respondents

CHAIR'S FOREWORD

Can I again thank not only health professionals but members of the public who made submissions to the working party but also fellow Councillors who acted as volunteer observers and added their contribution to the task group report.

This is the second working party report into the access to emergency health service in Rugby. Both have been as a result of increased waiting times during winter months regarding access to ambulance or emergency service provision, both were outside of the Covid 19 period so do not reflect that pandemic but should reflect hospital care for example in a influenza outbreak.

Our concerns also reflect the comments of the head of emergency medicine comments to The Commons Health Select Committee wanting to see more investment in primary and support care services to alleviate pressure on emergency services, it also reflects the clear message in the survey carried out by former MP Mark Pawsey that Rugby residents wanted more enhanced local delivery of services where practicable rather than overwhelming UHCW Hospital leading to long waiting times for assessment or discharge .

UHCW should be what it was designed to be, a major Trauma Centre offering high quality specialist care, routine tests, outpatients and patient support services should fall to the district hospitals and community services.

Throughout the report, health professionals advised the working group that urgent reviews were underway. We would recommend that scrutiny, working in partnership with Warwickshire Healthwatch and Compassionate Rugby, continue to collaborate with and press for those reviews to be published, and where they have public consent, they be implemented.

Rugby Borough Council is in a unique position to influence future health provision through the emerging Local Plan, and through its Partnerships and Wellbeing Portfolio, can help signpost patients and service users to the right service provision. Rugby already has a well-defined sense of place that can help direct community services to where they can be accessed by service users.

We therefore submit the following recommendations.

Cllr Neil Sandison

Chair Access to Emergency Health Care Provision Task Group

1. RECOMMENDATIONS

The task and finish group proposes the following recommendations to Cabinet:

IMPROVEMENTS THAT COULD BE MADE QUICKLY AND AT LOW COST

1	To request a set of communication infographics for appropriate community signposting to ensure residents can access the right services first time.
2	To work with voluntary sector partners to produce and promote all community and charitable organisations within Rugby borough to support residents accessing the support service network.

MEDIUM TERM PROPOSALS WHICH WILL REQUIRE SOME COMMITMENT OF TIME OR FINANCIAL RESOURCES

3	To support and promote the annual delivery of Healthwatch Warwickshire event held in Rugby to hear the community voice
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ASPIRATIONAL PROPOSALS WHICH WILL REQUIRE LONGER TERM COMMITMENT OF TIME OR FINANCIAL RESOURCES

4	To ensure future scrutiny of future provision of healthcare is accounted for within the Local Plan Process to ensure appropriate safe and appropriate provision within Rugby borough.
5	Use the Council's position within Rugby Place Partnership to receive regular updates on key performance indicators such as ambulance waiting times and hospital admission/discharge

1.1 Alignment with the Corporate Strategy

The review relates to the following corporate priorities:

Outcome 3: Residents live healthy, independent lives, with the most vulnerable protected.

2. OBJECTIVES

2.1 Background

Following a briefing held on 3 October 2021 with representatives from West Midlands Ambulance Service to discuss the closure of the Rugby Community Ambulance Station, it was decided that a review on the topic of emergency health care provision be included in the work programme.

A one-page strategy for the review was considered by the Committee on 2 March 2022 and it was subsequently agreed that the scope of the review should be broadened

At a meeting of Council on 19 July 2022, a motion was passed regarding concerns around ambulance response times. At the meeting held on 3 October, the Committee considered the revised draft one-page strategy for the review alongside the Motion referred from Council and agreed that, due to the overlapping themes, the scope of the review should be re-examined to encompass the Motion and avoid any duplication of work

A task and finish group was appointed and began its work in May 2023.

2.2 The One Page Strategy

The 'one page strategy' is the name given to the scoping document for the review. It defines the task and the improvements being aimed for and how these are going to be achieved. The review's one page strategy is as follows:

REVIEW OF ACCESS TO EMERGENCY HEALTH CARE PROVISION ONE-PAGE STRATEGY

What is the broad topic area?

To understand the current emergency health care options available for residents and where the problems exist causing strain on the emergency services and ambulance response times, and to seek assurances that there are plans in place for West Midlands Ambulance Service (WMAS) if the service is reaching a crisis point.

What is the specific topic area?

What different points of access to emergency health care provision, including mental health needs exist for residents, where are they located, and how is information on access to those services shared? The review will look at what action is being taken to ensure that the WMAS does not reach the point of collapse and what is being done to improve response times. The work will include exploring opportunities for ways of working more closely with partners to understand the root causes behind the delays and to find solutions.

What should be considered?

- What information sources currently exist and whether information about the appropriate place to go for healthcare needs is effectively distributed, communicated and understood by residents.
- What role can the Council play in making improvements on how residents better understand what appropriate healthcare for patients is available and where these are located.
- Improve our knowledge on access to local urgent health care for both within 'routine' hours and outside of normal hours. This should include mental health crisis provision and the waiting times for primary care and support services.
- Data on the numbers of people accessing hospital services via ambulance and the reasons why.
- Explore how information can be shared and how residents can be better encouraged and signposted towards choosing the most appropriate care option or access to support, and who should be responsible for carrying this out.

- Information on the provision of healthcare services to asylum seekers.
- University Hospital Coventry and Warwickshire (UHCW) has agreed a new strategy for the 2022-2030 period. Engaging with representatives from UHCW would provide an opportunity to look at the services at the Hospital of St Cross.
- The national changes made to commissioning powers meant that the Coventry and Warwickshire Clinical Commissioning Group has become NHS Coventry and Warwickshire Integrated Care Board. What effect has this had on ambulance waiting times?
- Seeking ways of working with partners, including Warwickshire County Council (WCC), to enable collaborative working so that the authority can be more closely involved in finding solutions to the delays in accessing acute care.
- What plans have been put in place to avoid the collapse of WMAS.
- Ambulance response times and what planning exists to mitigate against any adverse effects and protect the population of Rugby.

FOR REFERENCE

- Understand what delays exist for the discharge assessments process and what steps are being taken to improve matters so that patients can be admitted to A&E from ambulances.

Who shall we consult?

UHCW

NHS Coventry and Warwickshire Integrated Care Board

Community pharmacies

Relevant council services

WCC including Public Health Warwickshire

GP Surgeries

WMAS

Mental health support agencies including CAMHS

Health Warwickshire

SWIFT

How long should it take?

This will be lengthy review that may need to be separated into smaller pieces work.

What will be the outcome?

Working with partnership bodies responsible for urgent health care to develop ways of increasing awareness of the urgent health care services available outside of hospital accident and emergency centres and how patients can access these. To understand the reasons behind the delays in ambulance response times and encourage ways of working with partner agencies on what improvements can be made. To seek assurances that WMAS is coping with the demand on its service or what plans are in place to mitigate against it reaching crisis point.

3. METHODOLOGY

3.1 Overview

The task and finish group met four times with partner organisations invited to attend including West Midlands Ambulance Service, University Hospital Coventry and Warwickshire and the Coventry and Warwickshire Integrated Care Board.

The group members submitted questions to each partner organisation for consideration and responses during the allocated meetings.

The Task and Finish Group also issued a public survey, inviting Rugby residents to share their views and experiences of accessing emergency health care provision within the last two years.

The Task and Finish Group also requested the findings of a public consultation conducted by Mark Pawsey MP entitled 'The MP's St Cross Survey' that ran from 1 September to 31 December 2021.

4. FINDINGS

An overview of the partner organisations responses to members questions and presentations received have been shown below:

West Midlands Ambulance Service

WMAS updated the members on time lost in regard to handover delays compared to data presented in 2021. WMAS confirmed lost hours were recorded as approximately 1,000 hours in August 2023 compared to 2,500 hours in December 2021. Within the partnership UHCW and South Warwickshire are performing well within the West Midlands region in comparison to other facilities.

WMAS reported there is a direct correlation between the number of hand over delays and then the lost time and their ability to get to patients.

Regionally, WMAS lost just short of 16,000 hours – UHCW in that context was just around 1,200.

WMAS reported that on average take less than 50 percent of patients that they attend to an A&E department and therefore 50 percent roughly of those ambulance come clear in part of Warwickshire and not at a hospital. And that is how when you have no delays you are able to get to patients much more quickly because the vehicles are in the local area.

WMAS have something called a clinical validation team and for lower categories of calls, those patients do not just get an ambulance dispatched when they ring 999, they get a call back from a senior paramedic to go through the reasons what they have called for, their presentation and to actually see if they can find the right kind of outcome for them which may not be an ambulance.

WMAS highlighted the positive work of Frailty Services within South Warwickshire who are able to directly access and manage quite complex patients within their home.

WMAS confirm they also provide a patient transport service within Coventry and Warwickshire. That is very useful to us because we are able to use those staff to get discharges out of the likes of UHCW very quickly. Our aim is to have those patients picked up ideally within an hour but certainly no more than two hours and therefore getting those patients out of the hospital very quickly it opens that bed up to have another patient admitted at the front door.

University Hospital Coventry and Warwickshire

A presentation was received by the group regarding recent and future developments and the plans in progress to improve access to emergency health care.

Recent developments at St Cross include:

- 3 suite Endoscopy modular build
- Urgent Treatment Centre with virtual link to University Hospital
- Breast Surgery service expansion
- Modular Theatres x2
- Treatment Room
- Air source heat pumps / solar panels / LED lighting

Future Developments of St Cross to include:

- Designated Elective Hub area with increased number of theatres
- Modern methods of construction but retaining historic features of original St Cross site.
- Single main entrance
- Circular navigation around the site
- Zoned area for patient facing clinical areas

Plans in progress to improve access to emergency health care:

- Further development of Rugby Urgent Treatment Centre and GP out of hours service
- Working with Place Partners to adapt Improving Lives programme operating model for Rugby to reduce non-ideal attendances at ED, hospital admissions and length of stay in hospital.
- Working with Place Partners to explore further integration of care pathways to improve access to community services via Care Collaborative.

The MP's St Cross Survey

The MP's St Cross Survey received 2,884 responses and was ran via the MP's website, promoted via social media and local media.

77% of responses received were from residents living in CV21 and CV22 postcodes and 20% within CV23.

The concerns raised included:

- Concerns over access to A&E in context of Rugby's growth
- Access to GP appointments
- Access to NHS dental services
- Lack of Maternity or paediatric care in Rugby
- Ambulance services
- Waiting times for NHS services
- Parking issues (both at UHCW and parking charges)

5. CONCLUSIONS

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

With regards to Ambulance Hubs in Coventry and Warwickshire, WMAS confirmed they have 15 major hubs now that they operate across the region. There is one in Coventry and in Warwick. Condensing down from 100 individual sites to much larger hubs has enabled them to do a number of things. It enables them to have really high-quality facilities that are up to scratch for staff, 24/7 mechanic input, 24/7 management presence on each site, non-clinical staff who do fuelling, prep, cleaning and stocking of ambulances. Prior to this model, it was the paramedics and clinical staff doing all of that work. There are around 350 staff based at the Coventry hub.

Members asked about response times across Rugby borough and WMAS confirmed they have looked at CV21 and CV22 postcodes with the average response time for CV21 in August 2021 being 11 minutes and just short of 11 minutes in September 2021. The next month after was 11 and a half minutes, recognising it is not quite to the standard for a Category 1 call.

It is key to understand that as an ambulance trust, like all ambulance trusts, are not commissioned or expected to deliver these standards on a postcode level. The challenge to WMAS and the performance management framework for the ambulance trust like all others is to deliver at a regional level.

WMAS confirmed that at the point of the meeting they were carrying zero staffing vacancies with a fleet of ambulances that have zero under the age of 5 years.

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Coventry and Warwickshire Integrated Care Board

The Task Group were informed that not all emergency cases go to UHCW. Rugby Urgent Treatment Centre received approximately 25,000 cases per year. Paramedic patients were assessed based on clinical need and priority and may be transferred to UHCW, Swift or an out of area centre. In 2022-23, 38% of Coventry & Rugby A&E activity was delivered out of Rugby St Cross.

The IBC Partners informed the Task Group that IBC were reviewing their Integrated Urgent Care and GP Out of Hours contract which was due to end July 2025 and were in the process of mobilising from a collaborative perspective and considering how best to use that funding stream to deliver care to each place in Warwickshire.

Members asked of the 38% treated in Urgent Care, what percentage were treated and completed there and what percentage were sent to UHCW Walgrave?

The IBC Partners felt that this was a very valid point to take away and would find out those statistics.

The IBC Partners had spoken to the Director of Pharmacy at UHCW who informed them that they supply a 28-day supply of medication at discharge as well as safe discharge measures such as counselling patients so that they can manage their conditions at home. They were in the process of reviewing the 28-day supply and working with partners to understand what they did differently. In regard to their electronic patient record, they are looking at streamlining processes.

Members raised concerns about the length of time it took to receive medication to enable patients to be discharged.

IBC Partners explained that it was recognised that there was a problem and there was currently a pilot programme in Warwickshire North to work on these concerns.

ICB Partners were aware that most people did not know what ICB was. ICB did not deliver care themselves, so it was not essential that people knew. It was felt that it was important to communicate to people what the local NHS or the local health care systems were doing for them and how to access them rather than trying to educate people about ICB which was not very relevant to them on a practical level. There was extensive information about ICB on their website. When the Integrated Care Strategy was being developed, ICB did a lot of engagement in Rugby. ICB would like to have feedback on communication and what more could be done to engage with the public.

Members commented that the public may want to engage with integrated care and the different groups involved.

The ICB Partners agreed and commented that the integrated care system was different to the integrated care board and ICB were keen to communicate to the public what the NHS and wider system was doing for them in a way that was accessible to them. Often communication for service users was better done through trusted intermediary. Work needed to be done on building an alliance with the voluntary sector.

The ICB Partners informed the Task Group that they commissioned a community based social prescribing and have worked with councils to include Family Hubs and social care, but the contract was due to end in March 2025. ICB has started to engage with stakeholders and the ICB lead on this would like to work with councils to strengthen links and opportunities.

The MP's St Cross Survey

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The concerns raised included:

- Concerns over access to A&E in context of Rugby's growth
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- Access to NHS dental services
- Lack of Maternity or paediatric care in Rugby
- Ambulance services
- Waiting times for NHS services
- Parking issues (both at UHCW and parking charges)

The task and finish group discussed the next steps and recommendations which included:

- Supporting the three partners with communications and signposting.
- Intelligence sharing.
- Effective communication with the public.
- Framing recommendations around the integration of the Place Partnership with existing systems.

- Further integration with planning officers with a strategic approach for development incorporating healthcare, including a clear document that which would sit alongside the Local Plan.
- Town centre regeneration and bringing services back from the St. Cross site.
- Re-evaluate the Community Conversation feedback, information from the Myton Support Hub and Warwickshire Healthwatch alongside evidence received from the partner organisations.
- Obtaining through the Place Partnership, the data from the comms survey run and re-run by ICB partners which would help determine how to communicate effectively with the public – Chief Officer - Leisure and Wellbeing to follow up.

AGENDA MANAGEMENT SHEET

Report Title:	Finance and Performance Monitoring – Quarter 1 2024/25
Name of Committee:	Scrutiny Committee
Date of Meeting:	19 September 2024
Contact Officer:	Linn Ashmore, Democratic Services Officer
Summary:	A copy of the Finance and Performance Monitoring – Quarter 1 2024/25 report is attached for review.
Financial Implications:	There are no financial implications arising from this report.
Risk Management Implications:	There are no risk management implications arising from this report.
Environmental Implications:	There are no environmental implications arising from this report.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	No new or existing policy or procedure has been recommended.

Scrutiny Committee – 19 September 2024

Finance and Performance Monitoring – Quarter 1 2024/25

Summary

A copy of the Finance and Performance Monitoring – Quarter 1 2024/25 report is attached for review.

1. FINANCE AND PERFORMANCE MONITORING – QUARTER 1 2024/25

The Finance and Performance Monitoring – Quarter 1 2024/25 report, considered by Cabinet at the meeting held on 16 September 2024, is attached at Appendix 1 for review.

Name of Meeting: Scrutiny Committee

Date of Meeting: 19 September 2024

Subject Matter: Finance and Performance Monitoring – Quarter 1
2024/25 report

DO ANY BACKGROUND PAPERS APPLY

☐ YES

☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

Agenda No 11**AGENDA MANAGEMENT SHEET**

Report Title:	Finance and Performance Monitoring – Quarter 1 2024/25
Name of Committee:	Cabinet
Date of Meeting:	16 September 2024
Report Director:	Chief Officer - Finance and Performance
Portfolio:	Finance, Performance, Legal and Governance
Ward Relevance:	All Wards
Prior Consultation:	All Group Leaders
Contact Officer:	Paul Conway Finance Manager and Deputy S151 Officer paul.conway@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): <input checked="" type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input checked="" type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input checked="" type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <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 sets out the 2024/25 Quarter 1 finance and performance position for the Council 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 Council's forecast spending and performance position for 2024/25 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:	Members can elect to approve, amend or reject the budget virement requests listed at recommendation 3.
Recommendation:	<ol style="list-style-type: none"> 1) The Council's forecast financial position for 2024/25 be considered; 2) Performance information in section 5 be noted; and 3) IT BE RECOMMENDED TO COUNCIL THAT the 2024/25 budget virements as detailed in section 4 to be approved.
Reasons for Recommendation:	A strong financial and performance management framework, including oversight by Councillors and the Leadership Team, is an essential part of delivering the Council's Corporate Strategy.

Agenda No 11**Cabinet - 16 September 2024****Finance and Performance Monitoring – Quarter 1 2024/25****Public Report of the Chief Financial Officer****Recommendation**

- 1) The Council's forecast financial position for 2024/25 be considered;
- 2) Performance information in section 5 be noted; and
- 3) IT BE RECOMMENDED TO COUNCIL THAT the 2024/25 budget virements as detailed in section 4 to be approved.

1. EXECUTIVE SUMMARY

- 1.1. The main purpose of this report is to provide a summary of the 2024/25 forecast position for the General Fund and the Housing Revenue Account. Also included is information on the Council's savings programme, performance measures and a request to approve budget virements.
- 1.2. This is the first report on the financial position of the organisation following the change in the political administration in June. Following the introduction of the new Corporate Strategy and agreeing the priorities for the forthcoming years, there may need to be changes to spending plans, these will feature in future reports.
- 1.3. The key findings of this report are as follows:
 - **General Fund revenue** – in the General Fund there is a forecast pressure of £0.217m. This comprises of a £0.510m pressure across services which is offset by a (£0.293m) saving in the net cost of borrowing.
 - **General Fund capital programme** – the budget for the Capital programme is £8.270m compared to a £7.857m forecast. This reflects (£0.413m) of reprofiling due to scheme changes.
 - **Housing Revenue Account** – there is a forecast pressure of £0.823m across the HRA. This will reduce the contribution to reserves at the end of the year to keep the HRA main account balanced.
 - **Housing Revenue Account capital programme** – the Capital programme is forecast to consume £22.200m. This reflects a saving of (£0.193m).
 - **Savings programme** – the savings target for 2024/25 is (£3.033m). The latest projection is for (£2.990m) to be delivered. There is (£0.043m) at risk of not being achieved.

- **Budget virements** – there are £0.536m of budget virements that are seeking approval.
- **Performance measures** – quarter one (Q1) performance measures are detailed in Section 5.

2. BACKGROUND

- 2.1. 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.
- 2.2. 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.
- 2.3. The Housing Revenue Account is a statutory requirement for local authorities with a council housing stock. It contains all the expenditure and income relating to the direct provision of that stock. Included in the Housing Revenue Account are elements such as rent, service charges, maintenance, repairs, and property management.
- 2.4. 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 June 2024 (Q1).
- 2.5. 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.
- 2.6. This report also contains an update on savings proposals and the performance measures that are seen as fundamental to the Council's continued focus on improving its offering to the local community.

3. GENERAL FUND (GF)

GF Operating Position (Appendix 1)

- 3.1. The 2024/25 General Fund revenue forecast position is summarised below.

Table 1: General Fund 2024/25 Forecast

Type	Budget £000	Q1 Forecast £000	Q1 Variance to Budget £000
Cost of General Fund services	19,640	20,150	510
Corporate items	2,106	1,813	(293)
Total	21,746	21,963	217

- 3.2. Across the Council there is a forecast pressure of £0.217m compared to the budget of £21.746m. The service variance is £0.510m, which is offset from savings in the net cost of borrowing of (£0.293m).
- 3.3. The main contributing factors to the pressures are shown below. Further details of portfolio variances can be found in Appendix 1.
- 3.4. Operations and Traded Services is reporting a pressure of £0.397m:
- £0.223m – External Contractors/Income – expenditure related to the Sherborne facility is currently forecasting a pressure of £0.174m. Recycling materials are selling at less than was predicted and the gate fee is higher than anticipated, this is due to volatility in the market and higher than anticipated contamination levels. The facility is still in its infancy and the Council are working with the site and partner authorities to understand any potential challenges. Further detail will be reported as that work progresses. The use of a third-party haulage company is causing a pressure of £0.096m due to increased haulage required from the waste depot in Rugby to the Sherbourne facility or energy waste plant. The pressure is partly offset from the income reimbursed by Warwickshire County Council for recycling and a rebate from the Sherbourne Facility.
 - £0.280m – Staff and agency costs – the high levels of staff sickness, absence and vacancies have necessitated the need to turn to the agency market to ensure that the service continues to operate. There is also a need to use agency staff to cover holiday periods. The service is working with HR to help manage sickness and absence levels as well as exploring initiatives to deliver efficiencies across working practices.
- 3.5. Finance and Performance, Legal and Governance reports a pressure of £0.345m:
- £0.115m – Audit Fees – as recommended to Council by Audit and Ethics Committee in December 2021, Rugby opted into the national procurement process for the new contract in relation to the external audit of the accounts. Officers expected an increase in the region of 150%, however the contract price was only communicated after the 2024/25 budget was set. Audit fees has risen considerably across the sector, the work has not increased and the Council is no greater risk than it was in previous years but the cost of the 2023/24 audit will be £179,000. The contract has been set and there is no ability to reduce or negotiate this, therefore the pressure will need to form part of the 2025/26 budget setting process.
 - £0.130m – Staff and agency costs – recruitment and retention of key roles continues to be a challenge, this is not unique for Rugby. Agency staff have been brought in to cover for vacant posts within the Portfolio. Experienced agency staff with the right level of skills are highly sought after and come at a premium cost.

3.6. Digital and Communications, Growth and Investment is reporting a saving of (£0.126m):

- (£0.100m) – Staff Costs – vacancies within the Portfolio have persisted through Quarter One. Professional roles have proved challenging to fill and specialist agencies have now been sought to assist with recruitment.

3.7. Corporate Items is reporting a saving of (£0.293m):

- (£0.293m) – Net Cost of Borrowing – the pressures on General Fund services are being alleviated by a saving in the net cost of borrowing. Interest rates were budgeted at a prudent and responsible level. With the Bank of England continuing to keep rates at an elevated level the Council has continued to see a benefit during the first quarter of this year. However, this benefit cannot be relied upon in future periods as the expectation remains that at some point interest rates will begin to fall.

GF Savings Programme (Appendix 1)

3.8. The councils 2024/25 savings programme totalled (£3.033m). 99% of the savings are forecast to be delivered.

Table Two: General Fund Savings Programme

Type	Target £000	£000	£000	£000
Savings target	(3,033)	(2,990)	(43)	-

3.9. The impact of non-delivery of savings plans means that the Councils reserve balances may need to be used to fund the pressures, or Council will be asked to approve additional savings proposals to ensure a balanced Medium Term Financial Plan. Progress on the plans will continue to be reported throughout the 2024/25 financial year.

GF Capital Programme

3.10. The approved General Fund capital programme is £8.270m, there is currently no reported variance.

Table Three: General Fund Capital Programme

Type	Revised Budget £000	Budget Reprofiled £000	Reprofiled Budget £000	Q1 Forecast £000	Variance to Budget £000
GF Capital	8,270	(413)	7,857	7,857	0

3.11. Where project timelines deviate from the original plan, reprofiling of the budget takes place. Currently within the general fund there is (£0.413m) of reprofiling. Of this total, (£0.385m) is related to the Alwyn Road changing rooms project. This is currently at design stage and main works aren't due to begin until April 2025. This is not an issue, however if schemes span multiple years there is a risk of increased costs although this is not projected at this time it will be monitored. As well as pushing costs back, on occasions

schemes will take place quicker than the original plan, in these circumstances there will be a positive balance for reprofiling.

- 3.12. A detailed summary of all the GF Capital programme for 2024/25 is shown in Appendix 1.

4. HOUSING REVENUE ACCOUNT (HRA)

HRA Operating Position (Appendix 2)

- 4.1. Housing rents were set by Council on 6 February 2024. Rent increases for 2024/25 were capped at 7.7% as announced in the Autumn Budget Statement on 22 November 2023.

- 4.2. The 2024/25 HRA revenue forecast position is summarised below.

Table Four: HRA Revenue Outturn Position

Type	Revised Budget £000	2024/25 Forecast £000	Outturn Variance to Budget £000
Income	(19,806)	(19,792)	14
Expenditure	15,422	16,231	809
Cost of HRA services	(4,384)	(3,561)	823
Interest and investment income/expense	(10)	(10)	0
Net cost after interest	(4,394)	(3,571)	823
Contribution to capital expenditure	4,345	3,522	(823)
Contributions to (+) / from (-) reserves	49	49	0
Total	0	0	0

- 4.3. Although the HRA will report a balanced position, where there are significant variances within function, they are shown below.
- 4.4. The Housing Repairs Account is reporting a pressure of £1.090m. This is due to the following factors:
- £0.650m – External Contractor spend – the pressure on spend from contractors can be attributed to the following.
 - Due to a high volume of work being received that requires major works the service has been required to engage with specialist contractors.
 - The Property Repairs team does not employ any roofers within the service, this is due in part to market conditions and the ability of the service to successfully recruit. As a result, roofing works is currently undertaken by a contractor. It is worth noting that if there were an internally employed roofing team to undertake the work, the costs would still be high as a large part of the cost relates to scaffolding where costs have increased across the sector, plus the scope of work required would also remain consistent.

- There are benefits to outsourcing the roofing works which include the reduced risk to the council given the high-risk nature of the work, the resilience an external provider can provide and the specialist skills that the local authority does not possess.
- A further high contractor spend over the past twelve month was on fencing works, this can be attributed to the extreme weather events within the Borough. Given the volume of work reported by tenants, contractors were required to support the direct labour force in the delivery of these services. The service is exploring options to bring fencing works inhouse to reduce costs and a review of all open jobs is underway. Measures taken to reduce spend include reducing the scope of works conducted on voids to minimise costs, while meeting lettable standard and reviewing of tenant and landlord responsibilities for responsive repairs.
- Officers are currently undertaking a review of the costs included in the reported pressure to determine whether any of the activity can be re allocated to the capital programme. Future reports will detail the impact of this.
- £0.263m – Contract Income – a budget was set with the intention to offer more external services. Due to the volume of internal works and pressure on the service to deliver in a timely manner, expansion of the service has not been possible. The service is planning to undertake a review to understand if there may be potential future capacity to offer additional external services.

4.5. Supervision and Management is reporting a (£0.296m) saving:

- (£0.296m) - Staff Costs – there are vacancies within Supervision and Management that have been difficult to recruit to or where recruitment activity has been paused. The service is currently reviewing different options with the intention of readvertising certain roles imminently.

HRA Capital

4.6. The approved HRA capital programme is £23.468m. Reprofiling and expected savings have resulted in a 2024/25 forecast of £22.200m.

Table Five: HRA Capital Programme

Type	Revised Budget £000	Budget Reprofiling £000	Reprofiled Budget £000	Q1 Forecast £000	Variance to Budget £000
HRA Capital Programme	23,468	(1,075)	22,393	22,200	(193)

4.7. The HRA capital programme is forecasting a (£0.193m) of savings. However, on the overall Biart Place scheme there is a 2024/25 forecast pressure of £0.201m. This comprises of a 2024/25 pressure of £0.396m on the construction budget and a saving of (£0.195m) on the design element.

4.8. The value for construction works is higher than originally budgeted, due to inflation in the period between the budget being approved and the final

contract being signed and from onsite compensation events. These costs relate to unexpected changes to the work that was not included in the original contract and include such items as making safe unidentified services and delays associated with extreme weather events in February 2024. The compensation events are difficult to predict, however, as the scheme progresses then the risk profile of these events occurring is diminishing as this is the phase of the project where the abnormal and unknown events tend to materialise.

4.9. Some of the pressures are being mitigated by a saving in the design phase of the scheme. With the design of the scheme complete and the successful novation of the architects and civil/structural engineers to the main contractor, future costs associated with design are included in the construction budget. This saving has occurred as when the budget was approved it included the option of Rugby retaining the design team for the whole scheme rather than them being novated to the main contractor.

4.10. Details of the HRA capital programme can be found in Appendix 2.

5. BUDGET VIREMENT REQUESTS

5.1. Details of the budget virements, where approval is sought, are set out below

Table Six: Budget Virements

Portfolio	Value £	Details
From Growth and Investment to Regulation and Safety	302,180	To realign the Town Centre CCTV budget from Growth and Investment to Regulation and Safety so it is managed by the officers who use the CCTV most frequently.
From Corporate Items/Funding to Communities and Homes	234,040	To realign the Housing Benefit Administration Subsidy grant from Corporate Items to the Housing department where it can directly offset the expenditure incurred within the service.

6. PERFORMANCE SUMMARY

6.1. This section of the report summarises the performance of the organisation against key performance indicators (KPIs) for Q1. It provides a snapshot of key achievements and areas requiring improvement across various service areas.

6.2. For the first quarter of this financial year the Council has been continuing to explore new ways of presenting the performance information, whilst this work continues, the existing Power Bi dashboard continues to be operational and can be found [here](#). Work will continue between officers and members to develop this further, and updates will be reported in the coming months.

Q1 Highlights

6.3. During Q1 there has been a number of instances where performance has exceeded target. They include:

- The number of missed green waste bin collections has continued its downward trajectory, from 223 in the final quarter of 2023/24, to 173 in the first quarter of this financial year. Given that approximately half of the residents are subscribed to the service, the waste collection crews remain ever vigilant, observing whether a bin has been presented for collection.
- Another measure where performance is RAG rated green is the annual Housing Delivery Test where Rugby continues to exceed performance. High recent annual housing completions means that the Borough's performance on the government's metric remains strong
- In the first quarter of this financial year all the reported fly tipping incidents were investigated to identify if further work is required. Within the West Midlands Rugby has the fourth highest incidences of fly tipping for second tier authorities behind Warwick, Nuneaton and Bromsgrove. Additional work and resource allocated has been completed this quarter to tackle urban fly tipping on private land in alleyways.

Areas for Improvement

- 6.4. In certain areas performance has fell below the targets that were set at the beginning of the year. Some examples of this include:
- Although the percentage of major voids completed on time has increased from the final quarter of 2023/24, at 67%, it is still below the target of 80%. Major void receipts continue to be exceptionally high at 42% of all receipts. Despite utilising contractors for support the Council are still below target due to the scope of the work required on the properties handed back in. The service is currently in the final stages of working with Fusion21 framework to procure a larger contractor to provide additional support.
 - The percentage of sundry income outstanding more than 28 days after payment due date is currently below target. The overall debt outstanding is mainly historic with the in-year performance aligned to target. Historic debt will be reviewed to understand what proportion is collectable. The service has implanted new recovery processes and is working with PaymentPlan to establish methods of collecting money earlier in the payment cycle.
 - The percentage of roles offered within 65 days is currently RAG rated Amber. Professional roles including the Lead Accountant, Corporate Assurance Manager and Principal Planning Officers have proved challenging to fill within the 65 days. We are now posting our key roles on targeted job boards directly and purchasing LinkedIn jobs for professional roles.
- 6.5. Over time the performance catalogue will continue to evolve including more detailed trend analysis. New measures could be added, and current ones, that may no longer be viewed as critical, will be replaced.

Name of Meeting: Cabinet

Date of Meeting: 16 September 2024

Subject Matter: Finance and Performance Monitoring – Quarter 1
2024/25

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

APPENDIX 1

1) Revenue Forecasts								
Portfolio	Current Net Budget	Exp to date plus commitments	Forecast	Employee Variance	Running Cost Variance	Income Variance	Pending Supplementary Budget/ Virement	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000
Finance, Performance, Legal & Governance	3,645	1,399	3,990	87	276	(18)		345
Communities and Homes, Regulation and Safety	5,261	3,908	5,180	(62)	49	(68)		(81)
Growth and Investment, Digital and Communications	1,746	1,159	1,620	3	1,070	(1,199)		(126)
Operations and Traded Services	5,012	579	5,409	275	222	(100)		397
Partnerships and Wellbeing	3,867	820	3,921	(92)	132	14		54
Organisational Change	109	100	31	(261)	1	182		(78)
Chief Executive	(0)	84	(1)	(1)	0	0		(1)
Corporate Items	2,106	763	1,813	0	(293)	(0)		(293)
Total Approved Budget	21,746	8,812	21,963	(51)	1,457	(1,189)	0	217

2) Head Count			
Portfolio	Budgeted FTE's	Actual FTE's at Q1	Vacant FTE's
Finance, Performance, Legal & Governance	55.09	43.84	(11.25)
Communities and Homes, Regulation and Safety	96.10	87.43	(8.67)
Growth and Investment, Digital and Communications	79.68	66.81	(12.87)
Operations and Traded Services	125.84	128.26	2.42
Partnerships and Wellbeing	51.93	48.30	(3.63)
Organisational Change	15.40	8.08	(7.32)
Chief Executive	2.00	2.00	0.00
Total	426.04	384.72	(41.32)

3) Reserve Summary									
Name of reserve	Balance at 01/04/24	Forecast contribution (to)/from	Balance at 31/03/25	Forecast contribution (to)/from	Balance at 31/03/26	Forecast contribution (to)/from	Balance at 31/03/27	Forecast contribution (to)/from	Balance at 31/03/28
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Gen Fund Revenue Acc	(2,250)	0	(2,250)	0	(2,250)	0	(2,250)	0	(2,250)
Business Rates Equalisation Reserve	(16,740)	(5,173)	(21,913)	(630)	(22,543)	(1,168)	(23,711)	(1,383)	(25,094)
Budget Stability Reserve	(3,013)	194	(2,819)	805	(2,014)	0	(2,014)	0	(2,014)
Town Centre Strategy Reserve	(4,810)	376	(4,434)	400	(4,034)	400	(3,634)	400	(3,234)
Other corporate reserves	(2,340)	(208)	(2,548)	287	(2,261)	103	(2,158)	103	(2,055)
Total corporate reserves	(29,153)	(4,811)	(33,964)	862	(33,102)	(665)	(33,767)	(880)	(34,647)
Finance, Performance, Legal & Governance	(59)	3	(56)	3	(53)	3	(50)	3	(47)
Communities and Homes, Regulation and Safety	(773)	(28)	(801)	(38)	(839)	(43)	(882)	42	(840)
Growth and Investment, Digital and Communications	(376)	0	(376)	0	(376)	0	(376)	0	(376)
Operations and Traded Services	(84)	0	(84)	0	(84)	0	(84)	0	(84)
Partnerships and Wellbeing	(100)	24	(76)	24	(52)	(6)	(58)	(6)	(64)
Organisational Change	0	0	0	0	0	0	0	0	0
Chief Executive	(2,901)	384	(2,517)	50	(2,467)	0	(2,467)	0	(2,467)
Total Portfolio earmarked reserves	(4,293)	383	(3,910)	39	(3,871)	(46)	(3,917)	39	(3,878)
Total Reserves	(33,446)	(4,428)	(37,874)	901	(36,973)	(711)	(37,684)	(841)	(38,525)

5) Capital Summary					
Portfolio	Current Budget	Exp to date plus commitments	Forecast	Pending Reprofiling Requests	Total Variance
	£000	£000	£000	£000	£000
Finance, Performance, Legal & Governance	30	0	30		0
Communities and Homes, Regulation and Safety	4,288	1,977	4,260	(28)	0
Growth and Investment, Digital and Communications	455	21	440		(15)
Operations and Traded Services	1,619	515	1,619		0
Partnerships and Wellbeing	1,878	108	1,508	(385)	15
Organisational Change	0	0	0		0
Chief Executive	0	0	0		0
Grand Total	8,270	2,621	7,857	(413)	0

4) Delivery of new savings & income targets				
PORTFOLIO	Total	Red	Amber	Green
	£000s	£000s	£000s	£000s
Finance, Performance, Legal & Governance	144			144
Growth and Investment, Digital and Communications	321			321
Communities and Homes, Regulation and Safety	369			369
Operation and Traded Services	245			245
Partnerships and Wellbeing	764			764
Organisational Change	0			0
Chief Executive	43			43
Corporate Items	1,147		43	1,104
TOTAL GF	3,033	0	43	2,990
Red and Amber savings- further details				
		£000s	£000s	
Corporate Items	Income related to the PAGOBO initiative		43	

7) Revenue variance narrative									
PORTFOLIO	Total Q1 Variance to Budget	Item Variances to budget	Pressure/(Sa ving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Finance, Performance, Legal & Governance	345	130	Pressure	Expenditure	Finance & Performance Portfolio	Salaries and Agency costs	Financial Services: A difficult recruiting environment for Finance professionals has resulted in using contractors as an interim measure to fill vacancies within the team. Revenues Team: An agency worker has been brought in to cover a vacant post within the team. Another agency worker has been brought in to provide cover and support to the Senior Systems Officer whilst processes are being reviewed. Corporate Assurance: Vacant Corporate Assurance Manager being filled by consultant until appointed to and a vacant Change Officer post which has resulted in more reliance on an external company so the audit plan for 2024/25 can still be achieved on time.	Financial Services: Experienced agency staff with the right level of skills are highly sought after and come at a premium cost. Revenues Team: This has allowed the team to maintain standard service provision. Corporate Assurance: The posts are being filled by a consultant and external contractor to allow for the Audit Plan 2024/25 to be achieved on time.	Financial Services: Another round of recruitment will commence during August for two roles within the team. Revenues Team: The Agency workers will continue to help with the backlog of work caused by system issues which have now been resolved. The backlog is estimated to take between 3 - 4 months to clear. Corporate Assurance: External spend will continue to be monitored and reviewed
		115	Pressure	Expenditure	General Financial Services	External Audit Fees	The contract price of external audit fees was confirmed after the budget was set.	Impact on 2024/25 budget which was set prior to the announcement of the contract values.	Limited action as the fees are set nationally. Include as part of the 2025/26 budget setting process
Communities and Homes, Regulation and Safety	(81)	(105)	Saving	Expenditure	Regulation & Safety Portfolio	Salaries and Wages	Bereavement Services: There is a vacant Bereavement Services Team Leader Safety and Resilience: There are 2 Safety and Resilience Officer posts currently vacant. Licensing: There are 2 vacant posts with the service. They are a Trainee Licensing Officer and an Enforcement Support Officer.	Bereavement Services: To reduce their gas bill, the service are planning on running two shifts per day. That means they will only have to start one cremator - normally two are switched on during the day to cope with the day's requirements. The cost of running a cremator is primarily the startup costs, once they are at the optimum temperature, they use less gas. Once the Bereavement Services Team Leader has been recruited to, the new shift pattern can start and the service should start to see a reduced gas bill. Safety and Resilience: With two vacant safety and resilience officers, services across the Council are not being exposed to the Safety and Resilience team as they should be. Licensing: Until the Enforcement Support Officer is recruited to, there will be a reliance on the Community Wardens to attend and repair broken machines within our car parks. With their primary focus being community work, it does cause a time lag in getting the machines back up and running.	Bereavement Services: Recruitment has been successful and employee will start September. Safety and Resilience: The posts have both been recruited to with the new employees due to start in August. Licensing: Vacancy estimated to be filled by the start of Quarter 4 once the job description has been reassessed.
Growth and Investment, Digital and Communications	(126)	(100)	Saving	Salaries	Digital and Communications Portfolio	Salaries and Agency Costs	Communications: There is a vacant Marketing Officer. ICT Services: There are 3 vacancies within the services. They are a GIS Specialist, a Senior ICT Officer and a Senior Business Analyst. Customer Services: There are 4 vacant posts within the service. They are a Team Leader, Customer Services Coach, Customer Experience Lead and an apprentice. Apprenticeship Scheme: There is a vacant corporate apprentice post.	Communications: With the vacant post, there is a pressure on the service. ICT Services: Agency workers have been used to cover the vacancies due to the nature of the service. Customer Services: These posts are likely to still be vacant for Quarter 2 whilst the posts are advertised. This is causing pressure on the service with a reduced workforce. Apprenticeship Scheme: There are no impacts on the service to this post being vacant. It has been decided that the corporate apprentice could be moved across to the Grounds Maintenance team.	Communications: If recruitment is successful, the post is estimated to be filled by October. ICT Services: These posts are being advertised through a specialist agency which will incur a recruitment fee with a the posts estimated to be recruitment by December, assuming new recruits notice period. Customer Services: The vacancies are yet to be advertised and there has been a redistribution of hours due to an employee retiring. Internal advertisement has also been considered to offer promotion opportunities. Apprenticeship Scheme: The Grounds Maintenance are reaching out to colleges with the aim of securing an apprentice for the coming year.
Operations and Traded Services	397	223	Pressure	Other Running Expenses/Inco me	Domestic Waste Collection	External Contractor & Operator	Sherbourne Recycling: £174,000 pressure due to less than expected income received for recycling materials and high gate fees. Bulk Freight: £96,000 pressure due to increased haulage costs for materials from the waste depot in Rugby to the end destinations such as Sherbourne or energy from waste plant. The pressure is offset from the income reimbursed by Warwickshire County Council for Recycling.	Sherbourne Recycling: Recycling materials not selling at the predicted costs, meaning that the income is less than expected. Gate fees are also higher than budgeted for. Bulk Freight: Waste collection crews not currently direct delivering enough loads.	Sherbourne Recycling: Working with Sherbourne and partner authorities to understand why there is a reduction in income and what action needs to be taken. Bulk Freight: More teams to direct deliver to end destinations to reduce the cost of haulage. Potential budget increase for 25/26.
		280	Pressure	Expenditure	Operations & Traded Portfolio	Salaries & Wages	The high levels of staff sickness, absence and vacancies have necessitated the need to turn to the agency market to ensure that the service continues to operate. There is also a need to use agency staff to cover holiday periods.	The service will continue to overspend on agency until staff sickness and absence levels are reduced.	The service is working with HR to help manage sickness and absence levels as well as exploring initiatives to deliver efficiencies across working practices.
PORTFOLIO	Q1 Variance to Budget	Variances to budget	Pressure/(Sa ving)	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.
Organisational Change	(78)	(64)	Saving	Expenditure	Transformation Change Unit	Salaries & Wages	There is a vacant Programme Lead within the service. There is a Project Officer post which is filled on a part time basis however, the budget is set as 1 FTE.	The impact on the service is that work is having to be managed within the current establishment until the vacancy is filled.	Advert for the vacant post will be out shortly. This will be on an internal basis to start with to allow for promotion opportunities. If successful, the post is predicted to be filled by September.
Corporate Items	(293)	(293)	Saving	Income		Net cost of Borrowing	The pressures on General Fund services are being alleviated by a saving in the net cost of borrowing. Interest rates were budgeted at a prudent and responsible level. With the Bank of England continuing to keep rates at an elevated level the Council has continued to see a benefit during the first quarter of this year	This benefit can not be relied upon in future periods as the expectation remains that at some point interest rates will begin to fall.	Keep under review

8) Capital variance narrative								
PORTFOLIO	Q1 variance	Scheme	Current Budget £000	Expenditure plus commitments £000	Current Forecast £000	Pending Reprofiling Requests £000	Variance £000	Narrative
Finance, Performance, Legal & Governance	0	Income Management System	30	0	30	0	0	The scheme was created because the Council needs to migrate the payment card system over to an upgraded cloud based version to avoid the current system becoming non-compliant with regulations.
			30	0	30	0	0	
Communities and Homes, Regulation and Safety	0	Lawrence Sheriff Almshouses	78	49	50	(28)	0	The final instalment of the grant is not scheduled to be paid until 2025/26
		Corporate Property Enhancements	157	10	157	0	0	This scheme was created to provide funds for enhancement works to take place across all corporate buildings.
		Housing Acquisition Fund	294	0	294	0	0	This scheme is used to purchase properties to add to our Housing Stock.
		Great Central Walk Bridge	371	16	371	0	0	This scheme was created for the refurbishment of bridges on the old railway line.
		Disabled Facilities Grant	768	0	768	0	0	This grant will be passed on in full to the third party responsible for allocating out the funding.
		Rainsbrook Cemetery preparation	2,492	1,911	2,492	0	0	This scheme was created to create a cemetery area at Rainsbrook Crematorium.
		Memorial Safety	60	1	60	0	0	This scheme is on the capital programme to allow for Headstone refurbishments to take place in Cemeteries to make them safe.
		Safer Streets	68	(11)	68	0	0	This scheme has been created for the purchase of additional CCTV cameras and upgrades around the Rugby area and improved lighting around St Andrews Church and Trinity Graveyard. The scheme is funded through the Safer Street 4 initiative and a joint application with Warwickshire County Council and the Police and Crime Commissioner was successfully approved in 2022/23.
			4,288	1,977	4,260	(28)	0	
Growth and Investment, Digital and Communications	(15)	UKSPF Capital- Business and Community Hub	200	0	200	0	0	This scheme has been created to provide a physical and virtual space where local businesses, residents and delivery partners can come together.
		ICT Renewal Programme	114	15	114	0	0	This scheme is the annual ICT renewal programme for the replacement of client devices e.g. Laptops.
		ICT refresh programme - Infrastructure	50	(1)	50	0	0	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	0	18	0	0	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	58	1	58	0	0	This scheme was created to drive digitalisation across the organisation.
			440	21	440	0	0	
Operations and Traded Services	0	Street Furniture	42	0	42	0	0	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	0	88	0	0	This scheme is for the acquisition of domestic refuse bins for new housing developments. This scheme is financed through S106 contributions and other developer income.
		Purchase of Vehicles	1,489	515	1,489	0	0	This scheme allows for the regular replacement of Vehicles and Equipment for front line services within the General Fund.
			1,619	515	1,619	0	0	
Partnerships and Wellbeing	15	Open Spaces Refurbishment - Safety Improvements	118	0	118	0	0	This scheme has been created to allow for health and safety reviews to be carried out at various Play Area sites.
		Park Connector Network	237	0	237	0	0	This scheme has been created to connect Parks in the Borough with footpaths throughout Rugby.
		New Bilton Recreation Ground Refurbishment	150		150	0	0	This scheme has been created to refurbish the Play Area located at New Bilton Recreation Ground.
		Open Spaces Refurbishment - Charwelton Drive	150		150	0	0	This scheme has been created to refurbish the Play Area located at Charwelton Drive.
		Alwyn Road Changing Rooms	425	10	40	(385)	0	This is in the design stage of the scheme. The main works will begin in approximately April 2025, so most of the budget will be reprofiled into 25/26
		Open spaces refurbishment - Bawnmore rd play area	150	0	150	0	0	This scheme has been created to refurbish the Play Area located at Bawnmore Road.
		Betony Road Play Area	93	0	93	0	0	This scheme has been created to refurbish the Play Area located at Betony Road.
		Cawston Green Gym	44	0	44	0	0	This scheme has been created to refurbish the Green Gym space at Cawston Green.
		Centenary Park Allotments Newbold	71	0	71	0	0	This scheme has been created to development an allotment site at Centenary Park in Newbold.
		Brindley Road/Lennon Close Play Areas and Hillmorton Recreation Ground	80	0	80	0	0	This scheme has been created to refurbish the play areas at the following locations; Brindley Road, Lennon Close and Hillmorton Recreation Ground.
		play equipment refurbishment and youth provision	50	0	50	0	0	This scheme has been created to refurbish equipment that can be funded from Section 106 monies.
		Swimming Pool Support Fund	185	0	185	0	0	This scheme has been created to pass the grant funding onto our swimming pool operators. The grant was awarded to support with capital improvements to the Leisure Centre, specifically the swimming pool area.
		UKSPF Capital - St. Andrew's Garden Improvements	36	27	36	0	0	This scheme will provide improvements to make the area more secure through landscaping works.
		UKSPF Capital - Newbold Quarry accessibility Improvements	51	56	51	0	0	This scheme will secure the public space which as a disused quarry has health and safety implications.
		UKSPF Capital - Caldecott Park Accessibility Improvements	18	1	18	0	0	This scheme will provide improvements including installing toddler play equipment and improved paths around flowerbeds.
		UKSPF Capital - Albert Street Hoarding	13	13	13	0	0	The remaining artist works on the hoarding installed at the site are now complete.
		UKSPF Capital- Pytchley Road Path Improvements	21	0	21	0	0	Approval received in July 2024 for a Park Connector scheme project to improve accessibility from Great Central Walk to Pytchely Road Bridge.
			1,893	108	1,508	(385)	0	
General Fund Total	0		8,270	2,621	7,857	(413)	0	

Appendix 2 - Housing Revenue Account (HRA) Dashboard - Quarter 1 2024/25

1) Revenue Summary						
Service	Current Budget	Total Income/ Expenditure	Forecast	Pending Supplementary Budget /Virement	Pending Reserve Movement Requests	Total Variance
	£000	£000	£000	£000	£000	£000
Rent income from dwellings	(18,342)	(3,767)	(18,318)	0	0	24
Rent income from land and buildings	(129)	(26)	(124)	0	0	5
Charges for services	(1,180)	(233)	(1,180)	0	0	0
Contributions towards expenditure	(155)	(29)	(170)	0	0	(15)
Total Income	(19,806)	(4,055)	(19,792)	0	0	14
Transfer to Housing Repairs Account	4,779	1,530	5,869	0	0	1,090
Supervision & Management	6,810	699	6,514	0	0	(296)
Rent, rates, taxes and other charges	125	228	140	0	0	15
Depreciation and impairment	3,324	0	3,324	0	0	0
Provision for bad or doubtful debts	66	0	66	0	0	0
Total Expenditure	15,104	2,457	15,913	0	0	809
HRA share of Corporate/Democratic Core Costs	318	0	318	0	0	0
Net cost of HRA services	(4,384)	(1,598)	(3,561)	0	0	823
Interest payable and similar charges	1,105	0	1,105	0	0	0
Interest and Investment Income	(1,115)	0	(1,115)	0	0	0
Net Operating expenditure	(4,394)	(1,598)	(3,571)	0	0	823
Contributions to (+) / from (-) reserves	49	0	49	0	0	0
Revenue Contributions to Capital Expenditure	4,345	0	3,522	0	0	(823)
(Surplus) / Deficit for the Year on HRA Services	0	(1,598)	0	0	0	0

2) Head Count- Vacancies (HRA)			
Service	Budgeted FTE's 24/25	Actual FTE's at Q1	Vacant FTE's at Q1
Housing	48.41	36.00	(12.41)
Property Repairs Service	50.32	44.03	(6.29)
	98.73	80.03	(18.70)

3) Reserves & Balances							
Name of reserve / balance	Balance as at 1/04/24	Forecast contribution (to)/from	Forecast balance as at 31/03/25	Forecast contribution (to)/from	Forecast balance as at 31/03/26	Forecast contribution (to)/from	Forecast balance as at 31/03/27
	£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	(15,498)	132	(15,366)	(4,795)	(20,161)	(4,225)	(24,386)
HRA Major Repairs Reserve	(5,802)	756	(5,046)	(756)	(5,802)	(512)	(6,314)
Housing Repairs Account	(16)	16	0	0	0	0	0
HRA Climate Change Reserve	(1,512)	1,315	(197)	0	(197)	0	(197)
HRA - Transformation Reserve	(77)	(77)	(154)	0	(154)	0	(154)
Sheltered Housing Rent Reserve	(407)	(49)	(456)	(51)	(507)	(53)	(560)
Right to buy Capital Receipts	(12,040)	2,600	(9,440)	0	(9,440)	0	(9,440)
	(39,437)	4,693	(34,744)	(5,602)	(40,346)	(4,790)	(45,136)

5) Revenue variance narrative									
Service	Q1 Variance £000	Item variances to budget	Pressure/(Sa ving)	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.
Housing Repairs Account	1,090	650	Pressure	Expenditure	Property Repairs Team	External Contractors	There is a large volume of unplanned works within the service, especially in relation to roofing. The Property Repairs team does not employ any roofers within the service, this is due in part to market conditions and the ability of the service to successfully recruit. As a result, roofing works is currently undertaken by a contractor. It is worth noting that if there were an internally employed roofing team to undertake the work, the costs would still be high as a large part of the cost relates to scaffolding where costs have increased across the sector, plus the scope of work required would also remain consistent. A further high contractor spend over the past twelve months was on fencing works, this can be attributed to the extreme weather events within the Borough. Given the volume of work reported by tenants, contractors were required to support the direct labour force in the delivery of these services.	This work will create a 2024/25 budget pressure.	Work is underway to determine if any of the current expenditure can be capitalised. Scaffold costs and labour costs in this industry continue to rise. A new contractor is being procured and will utilise the NATFED schedule of rates for quoted works. The service are bringing fencing jons back inhouse to reduce costs and a review of all open jobs is underway. Surveys to ensure that we meet our commitments to council requirements but no additional works to be carried out.
		263	Pressure	Income	Property Repairs Team	Contract Income - Internal	Due to the volume of internal works and pressure on the service to deliver in a timely manner, expansion of the service has not been possible	Pressure on this years income target	Income Target to be reviewed during 2024/25
Supervision & Management	(296)		Saving	Expenditure	HRA	Salaries	There are vacancies within Supervision and Management that have been difficult to recruit to or where recruitment activity has been paused.		The service is currently reviewing different options with the intention of readvertising certain roles imminently.

4) Capital Summary						
Service	Current Budget	Total Expenditure	Forecast	Pending Supplementary Budget/ Virement/ Reprofiting	Total Variance	Narrative
	£000	£000	£000	£000	£000	
Biart Place - Construction	9,455	1,652	13,226	3,375	396	The value for construction works is higher than originally budgeted, largely due to inflation in the period between the budget being approved and the final contract being signed. There is also a pressure arising from onsite change events, submitted by the main contractor under the terms of the NEC3 contract. As construction is getting out of the ground then the risk profile of these events occurring is diminishing as this is the phase of the project where the abnormal and unknown events tend to materialise. £3.375m budget reprofiling required to realign budgets based on the current programme.
Biart Place- Design	221	18	26	0	(195)	With the design of the scheme complete and the successful novation of the architects and civil / structural engineers to the main contractor, future costs associated with design are included in the construction budget. This saving has occurred as when the budget was approved it included the option of RBC retaining the design team for the whole scheme rather than them being novated to the main contractor.
Housing Management System	82	31	82	0	0	
Fire Risk Prevention Works	100	3	100	0	0	Expected to spend all budgets - around 50% actually committed
Rewiring	160	44	160	0	0	Expected to spend all of budget spend currently on track
Lifeline Renewal Programme	46	13	60	0	14	
Finlock Gutter Improvements	100	8	100	0	0	
Rebuilding Retaining Walls	102	5	102	0	0	
Replacement Footpaths	119	(14)	119	0	0	
Driveways	40	(14)	40	0	0	
Fire Risk Prevention works voids	70	24	90	0	20	Virement required between Fire Risk work schemes
Rewiring Unplanned Renewals	100	0	100	0	0	Currently expected to budget.
Fire Risk Unplanned Renewals	60	0	40	0	(20)	Virement required between Fire Risk work schemes
Roofing unplanned renewals	62	0	62	0	0	
Lesley Souter house new boiler and building management system	68	74	74	0	6	
Disabled Adaptations	250	51	250	0	0	Budget currently on track to spend
Kitchen Modifications	859	234	859	0	0	Expected to spend all budgets - around 75% already allocated
Kitchen Modifications Voids	200	15	65	0	(135)	Virement required between Kitchen schemes
Kitchens non voids	52	47	185	0	133	Virement required between Kitchen schemes
Heating Upgrades	60	17	60	0	0	Expected to spend budget - scheme currently on track
Bathroom Modifications	358	36	358	0	0	
Bathroom Modifications - voids	100	19	100	0	0	
Bathrooms non voids	50	(0)	50	0	0	
Carbon Management Plan (HRA)	1,315	547	1,309	0	(6)	Full budget to be spent but will review at Q2
Purchase of Council Houses	7,450	2,138	4,000	(3,450)	0	Following a review of market conditions and specific client requirements it is unlikely that the full £7.450m will be utilised in this financial year.
Rugby Gateway - Cala Homes	0	(3)	0	0	0	
Rounds Gardens Capital	0	1	0		0	
Rounds Gardens demolition	522	46	115	0	(407)	Demolition works are completed; final account yet to be agreed. Concrete barriers installed on site. Site is secured, with access only for maintenance vehicles. Low level fencing is in place. Circa £400k saving against original budget
Rounds Gardens- Design and Legal Fees	1,381	0	381	(1,000)	0	£1m to be reprofiled to 25/26- initial design works started in July to be followed by more detailed design. Awaiting further outputs from design before next stage (detailed design) and further contractual commitment.
Property Repairs Team Vehicle	86	0	86	0	0	
Overall Total	23,468	4,992	22,200	(1,075)	(193)	

AGENDA MANAGEMENT SHEET

Report Title:	Overview and Scrutiny Work Programme
Name of Committee:	Scrutiny Committee
Date of Meeting:	19 September 2024
Contact Officer:	Linn Ashmore, Democratic Services Officer
Summary:	The report updates the Committee on the progress of task group reviews within its remit and details the overview and scrutiny forward work programme.
Financial Implications:	There are no financial implications arising from this report.
Risk Management Implications:	There are no risk management implications arising from this report.
Environmental Implications:	There are no environmental implications arising from this report.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	No new or existing policy or procedure has been recommended.

Scrutiny Committee – 19 September 2024

Overview and Scrutiny Work Programme

Summary

The report updates the Committee on the progress of task group reviews within its remit and details the overview and scrutiny forward work programme.

1. CURRENT REVIEWS

1.2 MEMBERSHIPS

The current task and finish group memberships are shown in the table below. Since the borough and general elections and the formation of a new Cabinet, some of these require review.

TASK AND FINISH GROUP	MEMBERSHIP
Community Supermarket Task and Finish Group	Councillors Bennett, Brown, Garcia, Harrington, Livesey (Chair), McKenzie and New
Digital Exclusion Task and Finish Group	Councillors Bennett, S Edwards, Gillias, Livesey, Sayani and Simpson-Vince
Landlord Forum Task and Finish Group	Councillors Brown, Garcia (Chair), Harrington, Hassell and Livesey
Live Music Scene	Councillors Barnett (Chair), Livesey, Sandison, Sayani and Slinger
Young People in the Borough	Councillors Brown, S Edwards, Karadiar, J Keeling, Livesey, New, Russell, Sayani and Slinger

2. PROGRESS OF SCRUTINY REVIEWS

2.1 Access to Emergency Health Care Provision

The task and finish group has recently completed its work, and the findings are incorporated into the draft review report included as a separate item on the agenda.

2.2 Community Supermarket

Broad topic:

“To explore and offer proposals for the establishment of a community supermarket as a way of providing fresh food at an affordable price over a sustained period of time rather than the emergency service provided by the foodbank.”

The task and finish group has held one meeting and its next step was to arrange an event with stakeholders to discuss and learn about current initiatives and experiences.

2.3 Digital Exclusion

Broad topic:

“Ensures that no digital discrimination is taking place across all the services provided to the residents and businesses of Rugby by Rugby Borough Council.”

The review is due to commence once the membership has been agreed.

2.4 Development of a Landlord Forum

Broad topic:

“To undertake research in order to explore the reasons behind successful landlord forums elsewhere. The learning and findings to be reported back to Scrutiny in order to help inform the potential next steps to setting up a local landlords forum in Rugby and it's terms of reference.”

The task and finish group has met twice and was due to meet again in September/October.

2.5 Live Music Scene

Broad topic:

“The current existing network and infrastructure within the borough for the purpose of supporting the live music scene.”

The group carried out an online survey of the live music scene in Rugby and the next meeting will consider the responses and next steps.

2.6 Young People in the Borough

Broad topic:

“Ensuring the young people in Rugby are informed, engaged, included and involved in the decisions which affect them.”

The task and finish group commenced its work on 13 February and its initial focus was to liaise with the National Youth Agency, to discuss advice and support for potential young people engagement schemes that have worked successfully in other Local Authorities, and to meet with representatives from the Co-production team at Wolverhampton City Council.

3. WORK PROGRAMME

3.1 Current Work Programme

A copy of the current work programme is attached at Appendix 1. A table listing the motions from Council has been included for reference.

4. CONCLUSION

The committee is asked to consider and agree the future work programme.

Name of Meeting: Scrutiny Committee

Date of Meeting: 19 September 2024

Subject Matter: Overview and Scrutiny Work Programme

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

Overview and Scrutiny Work Programme

Meeting	Item	Description
All meetings	Motions referred to scrutiny	Motions from Council to be included on the next available meeting agenda.
All meetings	Overview and Scrutiny Work Programme	Long-term rolling work programme.
All meetings	Forward work programme and potential scrutiny topics	To discuss potential scrutiny topics and agree the work programme.

Items to be scheduled

Item	Report Description/Notes
Telephony System	Update on the purchase of a new telephony system.
Performance and holding the Executive to Account	Discussions with individual portfolio holders.
Crime and Disorder	Annual overview to scrutinise decisions made, and actions taken, by the responsible authorities that make up the Rugby Community Safety Partnership in connection with the discharge of their crime and disorder functions.
Annual Performance Report	The item will include an update on the strategies and action plans that feed into the delivery of the Corporate Strategy. The Chief Executive and Leader of the Council to attend.
Overview and Scrutiny Annual Report	An overview of the work carried out by scrutiny during 2023/24.
Annual review of Member training and development	Annual overview.
Review of Communication	To include internal and external communication.
Provision of Youth Services	A response from the Portfolio Holder at WCC was circulated by email. Links to the review of Young People in the Borough.
Road improvements at Avon Mill/Hunters Lane	Overview item. Warwickshire County Council has agreed to attend a future meeting.

Warm Banks	Monitoring of warm banks.
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Current Reviews

Item	Report Description/Notes
Development of a Landlord Forum	The review work is ongoing.
Review of Access to Emergency Health Care Provision	The review report is included as a separate item on the agenda.
Digital Exclusion	The review work will commence once a task and finish group has been established.
Live Music Scene	The review work is ongoing.
Young People in the Borough	The review work is ongoing.
Community Supermarket	The review work is ongoing.

Motions from Council

Topic	Progress/Notes
Cost of Living – Reducing Fuel Poverty Cost of Living – Impact of Increases Cost of Living – Impact of the Energy Price Cap	The motions were addressed in a report to the meeting held on 14 November 2022 which identified a number of workstreams. A small sub-group of the committee was formed, made up of one Member from each political group to support the workstreams identified, to feedback to their own political group and to update the committee. A report on the outcomes and additional actions was considered by the Committee on 30 January 2023.
Cost of Living – Impact on Children	A report was considered by the Committee on 30 January 2023. No further immediate action was required.
Business Hubs	A report was considered by the Committee on 30 January 2023. No further scrutiny was required.
Gypsy and Traveller Pitches	A report was considered by the Committee on 30 January 2023. No further scrutiny was required.

Survey of Young People/Young People in the Borough	A report was considered by the Committee on 30 January 2023. A task and finish group has been established.
Landlord Forum	A report was considered by the Committee on 30 January 2023. A task and finish group has been established to carry out research on successful examples of Landlord Forums and inform the next steps and terms of reference.
Rugby's Live Music Scene	A report was considered on 11 September 2023 and a task and finish group has been established.
Digital Exclusion	A report was considered on 20 November 2023 and a task and finish group is being established.
Community Safety	Council on 25 October 2023 referred a motion to Scrutiny Committee. A report was considered on 20 November 2023. No further scrutiny was required. An overview would be maintained.
Community Supermarket	A report was considered on 29 January 2024 and a task and finish group has been established.
Monitoring of Engagement of Consultation Exercises	A report was considered on 5 March 2024.

Work programme Items carried over from 2020/21. The Committee may decide whether to remove these from the work programme

Topic	Timescale	Notes
Health and Wellbeing	To be agreed	Linked to recovery of the Covid-19 pandemic. A place-based Health and Wellbeing Strategy had initial conversations between the Chief Officer for Leisure & Wellbeing and Chief Officer Communities & Homes to outline the development of the new strategy. The situation is a significantly different picture to when this topic was originally tabled. The Chief Executive chairs the Rugby Health and Wellbeing Partnership working with a broad range of partners to identify new priorities for the group going forward. The group is made up of representatives from Public Health, the Strategy team and UHCW and GP's. There is also pilot work being carried out around area-based action plans.

AGENDA MANAGEMENT SHEET

Report Title:	Forward Plan
Name of Committee:	Scrutiny Committee
Date of Meeting:	19 September 2024
Contact Officer:	Linn Ashmore, Democratic Services Officer
Summary:	A copy of the Forward Plan for the period October 2024 to January 2025 is attached for review.
Financial Implications:	There are no financial implications arising from this report.
Risk Management Implications:	There are no risk management implications arising from this report.
Environmental Implications:	There are no environmental implications arising from this report.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	No new or existing policy or procedure has been recommended.

Scrutiny Committee – 19 September 2024

Forward Plan

Summary

A copy of the Forward Plan for the period October 2024 to January 2025 is attached for review.

1. FORWARD PLAN

The Forward Plan listing the current topics for the plan period October 2024 to January 2025 is attached at Appendix 1.

The committee is asked to review the topics listed and consider items for potential scrutiny.

Name of Meeting: Scrutiny Committee

Date of Meeting: 19 September 2024

Subject Matter: Forward Plan

DO ANY BACKGROUND PAPERS APPLY

☐ YES

☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink



FORWARD PLAN

OCTOBER 2024 – JANUARY 2025

1. GROWTH AND INVESTMENT, DIGITAL AND COMMUNICATIONS PORTFOLIONicola Smith, Chief Officer for Growth and Investment, nicola.smith@rugby.gov.ukThomas Griffiths, Chief Officer for Digital and Communications thomas.griffiths@rugby.gov.uk

REF.	SUBJECT	KEY DECISION (Y/N)	PUBLIC/ PRIVATE REPORT	MEETING AND DATE DECISION TO BE TAKEN	CONSULTATION PROCESS AND CONSULTEES	CONTACT OFFICER	NOTES
10/24 GI01	Creation of a new establishment post for an Economic Development Manager	Y	Public	Cabinet – 7 October 2024 Council – 16 October 2024	-	Nicola Smith, Chief Officer – Growth and Investment nicola.smith@rugby.gov.uk	
10/24 GI02	Local Development Scheme Update	Y	Public	Cabinet – 7 October 2024 Council – 16 October 2024	Planning Services Working Group, Leadership Team	Neil Holly, Development Strategy Manager, neil.holly@rugby.gov.uk	

2. PARTNERSHIPS AND WELLBEING PORTFOLIO

Appendix 1

Leisure and Wellbeing - Tom Kittendorf, Chief Officer for Leisure and Wellbeing, tom.kittendorf@rugby.gov.uk

Equality and Diversity - Aftab Razzaq, Chief Officer for Legal and Governance, aftab.razzaq@rugby.gov.uk

Human Resources - Mannie Ketley, Chief Executive, mannie.ketley@rugby.gov.uk

REF.	SUBJECT	KEY DECISION (Y/N)	PUBLIC/ PRIVATE REPORT	MEETING AND DATE DECISION TO BE TAKEN	CONSULTATION PROCESS AND CONSULTEES	CONTACT OFFICER	NOTES
10/24 PW01	People Strategy 2023-2026	N	Public	Cabinet – 7 October 2024 Council – 16 October 2024	Legal Services, JUCG, Management Team	Judith Hicks, Human Resources Manager judith.hicks@rugby.gov.uk	

3. COMMUNITIES AND HOMES, REGULATION AND SAFETY PORTFOLIO

Appendix 1

Michelle Dickson, Chief Officer for Communities and Homes, michelle.dickson@rugby.gov.uk
David Burrows, Chief Officer for Regulation and Safety, david.burrows@rugby.gov.uk

REF.	SUBJECT	KEY DECISION (Y/N)	PUBLIC/ PRIVATE REPORT	MEETING AND DATE DECISION TO BE TAKEN	CONSULTATION PROCESS AND CONSULTEES	CONTACT OFFICER	NOTES
10/24 RS01	IT improvements between Regulation and Safety and Customer Services IT systems	N	Public	Cabinet – 7 October 2024 Council – 16 October 2024	Leadership Team and Key Council Officers	David Burrows, Chief Officer – Regulation and Safety david.burrows@rugby.gov.uk Henry Biddington, Environmental Health and Community Safety Manager henry.biddington@rugby.gov.uk	
10/24 RS02	Food Service Plan 24/25 and minor changes to Food Enforcement Policy	N	Public	Cabinet – 7 October 2024 Council – 16 October 2024	Leadership Team and Key Council Officers	David Burrows, Chief Officer – Regulation and Safety david.burrows@rugby.gov.uk Henry Biddington, Environmental Health and Community Safety Manager henry.biddington@rugby.gov.uk	

4. FINANCE, PERFORMANCE, LEGAL AND GOVERNANCE PORTFOLIO

Appendix 1

Jon Illingworth, Chief Officer for Finance and Performance, jon.illingworth@rugby.gov.uk
Aftab Razzaq, Chief Officer for Legal and Governance, aftab.razzaq@rugby.gov.uk

REF.	SUBJECT	KEY DECISION (Y/N)	PUBLIC/ PRIVATE REPORT	MEETING AND DATE DECISION TO BE TAKEN	CONSULTATION PROCESS AND CONSULTEES	CONTACT OFFICER	NOTES
10/24 FP01	Write Offs	N	Private	Cabinet – 7 October 2024	-	Richard Moore, Revenues Manager richard.moore@rugby.gov.uk	

5. ORGANISATIONAL CHANGE PORTFOLIO

Mannie Ketley, Chief Executive, mannie.ketley@rugby.gov.uk

REF.	SUBJECT	KEY DECISION (Y/N)	PUBLIC/ PRIVATE REPORT	MEETING AND DATE DECISION TO BE TAKEN	CONSULTATION PROCESS AND CONSULTEES	CONTACT OFFICER	NOTES
10/24 OC01	Corporate Strategy	N	Public	Cabinet – 7 October 2024 Council – 16 October 2024	-	Mannie Ketley, Chief Executive mannie.ketley@rugby.gov.uk Dan Green, Deputy Chief Executive dan.green@rugby.gov.uk	

6. OPERATIONS AND TRADED SERVICES PORTFOLIO

Appendix 1

Operations and Traded Services - Claire Preston, Chief Officer for Operations and Traded Services, claire.preston@rugby.gov.uk
Climate Change – Dan Green, Deputy Executive Director dan.green@rugby.gov.uk

REF.	SUBJECT	KEY DECISION (Y/N)	PUBLIC/ PRIVATE REPORT	MEETING AND DATE DECISION TO BE TAKEN	CONSULTATION PROCESS AND CONSULTEES	CONTACT OFFICER	NOTES
10/24 OT01	Waste Services Reorganisation	Y	Private	Cabinet - 7 October 2024 Council - 16 October 2024	Leadership Team, Unions, Employees and Members	Claire Preston, Chief Officer for Operations and Traded Services, claire.preston@rugby.gov.uk	
10/24 OT02	Vehicle Workshop and Grounds Maintenance Asset Management Software	Y	Private	Cabinet - 7 October 2024	Budget Working Group, Members	Dan Hone, Senior Digital Projects Officer, dan.hone@rugby.gov.uk	

NOVEMBER 2024

1. GROWTH AND INVESTMENT, DIGITAL AND COMMUNICATIONS PORTFOLIO

Nicola Smith, Chief Officer for Growth and Investment, nicola.smith@rugby.gov.uk

Thomas Griffiths, Chief Officer for Digital and Communications thomas.griffiths@rugby.gov.uk

REF.	SUBJECT	KEY DECISION (Y/N)	PUBLIC/ PRIVATE REPORT	MEETING AND DATE DECISION TO BE TAKEN	CONSULTATION PROCESS AND CONSULTEES	CONTACT OFFICER	NOTES
11/24 GI01	Update – Gypsy and Traveller Sites	Y	Private	Cabinet – 4 November 2024 Council – 20 November 2024	Key Council Officers	Chris Davies, Principal Planning Officer chris.davies@rugby.gov.uk Richard Holt, Development and Enforcement Manager richard.holt@rugby.gov.uk	Deferred from Cabinet 16 September and Council 25 September 2024.
11/24 GI02	South West Rugby Masterplan SPD Appendix K update - adoption	Y	Public	Cabinet – 4 November 2024 Council – 20 November 2024	Leadership Team	Neil Holly, Development Strategy Manager, neil.holly@rugby.gov.uk	Deferred from Cabinet 16 September and Council 25 September 2024.

2. PARTNERSHIPS AND WELLBEING PORTFOLIO

Leisure and Wellbeing - Tom Kittendorf, Chief Officer for Leisure and Wellbeing, tom.kittendorf@rugby.gov.uk

Equality and Diversity - Aftab Razzaq, Chief Officer for Legal and Governance, aftab.razzaq@rugby.gov.uk

Human Resources - Mannie Ketley, Chief Executive, mannie.ketley@rugby.gov.uk

No decisions to be taken.

3. COMMUNITIES AND HOMES, REGULATION AND SAFETY PORTFOLIO

Michelle Dickson, Chief Officer for Communities and Homes, michelle.dickson@rugby.gov.uk
David Burrows, Chief Officer for Regulation and Safety, david.burrows@rugby.gov.uk

No decisions to be taken.

4. FINANCE, PERFORMANCE, LEGAL AND GOVERNANCE PORTFOLIO

Jon Illingworth, Chief Officer for Finance and Performance, jon.illingworth@rugby.gov.uk
Aftab Razzaq, Chief Officer for Legal and Governance, aftab.razzaq@rugby.gov.uk

No decisions to be taken.

5. ORGANISATIONAL CHANGE PORTFOLIO

Mannie Ketley, Chief Executive, mannie.ketley@rugby.gov.uk

No decisions to be taken.

6. OPERATIONS AND TRADED SERVICES PORTFOLIO

Operations and Traded Services - Claire Preston, Chief Officer for Operations and Traded Services, claire.preston@rugby.gov.uk
Climate Change – Dan Green, Deputy Executive Director dan.green@rugby.gov.uk

No decisions to be taken.

1. GROWTH AND INVESTMENT, DIGITAL AND COMMUNICATIONS PORTFOLIO

Nicola Smith, Chief Officer for Growth and Investment, nicola.smith@rugby.gov.uk

Thomas Griffiths, Chief Officer for Digital and Communications thomas.griffiths@rugby.gov.uk

REF.	SUBJECT	KEY DECISION (Y/N)	PUBLIC/ PRIVATE REPORT	MEETING AND DATE DECISION TO BE TAKEN	CONSULTATION PROCESS AND CONSULTEES	CONTACT OFFICER	NOTES
12/24 DC01	Customer Engagement and Communications Strategy	Y	Public	Cabinet – 2 December 2024 Council – 11 December 2024	Leadership Team and Key Council Officers	Dr. Thomas D Griffiths, Chief Officer - Digital and Communications thomas.griffiths@rugby.gov.uk	Deferred from Cabinet 16 September and Council 25 September 2024.

2. PARTNERSHIPS AND WELLBEING PORTFOLIO

Leisure and Wellbeing - Tom Kittendorf, Chief Officer for Leisure and Wellbeing, tom.kittendorf@rugby.gov.uk

Equality and Diversity - Aftab Razzaq, Chief Officer for Legal and Governance, aftab.razzaq@rugby.gov.uk

Human Resources - Mannie Ketley, Chief Executive, mannie.ketley@rugby.gov.uk

No decisions to be taken.

3. COMMUNITIES AND HOMES, REGULATION AND SAFETY PORTFOLIO

Michelle Dickson, Chief Officer for Communities and Homes, michelle.dickson@rugby.gov.uk
David Burrows, Chief Officer for Regulation and Safety, david.burrows@rugby.gov.uk

REF.	SUBJECT	KEY DECISION (Y/N)	PUBLIC/ PRIVATE REPORT	MEETING AND DATE DECISION TO BE TAKEN	CONSULTATION PROCESS AND CONSULTEES	CONTACT OFFICER	NOTES
12/24 RS01	Statutory Review of Gambling Policy – Statement of Principles	N	Public	Council – 11 December 2024	Statutory public consultation Licensing and Safety Committee 16 July 2024	Kim Burford, Enforcement Support Officer kim.burford@rugby.gov.uk	

4. FINANCE, PERFORMANCE, LEGAL AND GOVERNANCE PORTFOLIO

Jon Illingworth, Chief Officer for Finance and Performance, jon.illingworth@rugby.gov.uk
Aftab Razzaq, Chief Officer for Legal and Governance, aftab.razzaq@rugby.gov.uk

REF.	SUBJECT	KEY DECISION (Y/N)	PUBLIC/ PRIVATE REPORT	MEETING AND DATE DECISION TO BE TAKEN	CONSULTATION PROCESS AND CONSULTEES	CONTACT OFFICER	NOTES
12/24 LG01	Calendar of Meetings 2025/26	Y	Public	Cabinet - 2 December 2024	Leadership Team, Key council officers	Claire Waleczek, Democratic and Support Services Manager claire.waleczek@rugby.gov.uk	

5. ORGANISATIONAL CHANGE PORTFOLIO

Mannie Ketley, Chief Executive, mannie.ketley@rugby.gov.uk

No decisions to be taken.

6. OPERATIONS AND TRADED SERVICES PORTFOLIO

Operations and Traded Services - Claire Preston, Chief Officer for Operations and Traded Services, claire.preston@rugby.gov.uk

Climate Change – Dan Green, Deputy Executive Director dan.green@rugby.gov.uk

REF.	SUBJECT	KEY DECISION (Y/N)	PUBLIC/ PRIVATE REPORT	MEETING AND DATE DECISION TO BE TAKEN	CONSULTATION PROCESS AND CONSULTEES	CONTACT OFFICER	NOTES
12/24 OT1	Climate Change Adaptation Plan for Rugby Borough	Y	Public	Cabinet - 2 December 2024	Various stakeholders engaged in drafting the plan; Climate Emergency Working Group	Dan Green, Deputy Chief Executive dan.green@rugby.gov.uk	

JANUARY 2025

1. GROWTH AND INVESTMENT, DIGITAL AND COMMUNICATIONS PORTFOLIO

Nicola Smith, Chief Officer for Growth and Investment, nicola.smith@rugby.gov.uk

Thomas Griffiths, Chief Officer for Digital and Communications thomas.griffiths@rugby.gov.uk

No decisions to be taken.

2. PARTNERSHIPS AND WELLBEING PORTFOLIO

Leisure and Wellbeing - Tom Kittendorf, Chief Officer for Leisure and Wellbeing, tom.kittendorf@rugby.gov.uk

Equality and Diversity - Aftab Razzaq, Chief Officer for Legal and Governance, aftab.razzaq@rugby.gov.uk

Human Resources - Mannie Ketley, Chief Executive, mannie.ketley@rugby.gov.uk

No decisions to be taken.

3. COMMUNITIES AND HOMES, REGULATION AND SAFETY PORTFOLIO

Michelle Dickson, Chief Officer for Communities and Homes, michelle.dickson@rugby.gov.uk

David Burrows, Chief Officer for Regulation and Safety, david.burrows@rugby.gov.uk

No decisions to be taken.

4. FINANCE, PERFORMANCE, LEGAL AND GOVERNANCE PORTFOLIO

Jon Illingworth, Chief Officer for Finance and Performance, jon.illingworth@rugby.gov.uk

Aftab Razzaq, Chief Officer for Legal and Governance, aftab.razzaq@rugby.gov.uk

REF.	SUBJECT	KEY DECISION (Y/N)	PUBLIC/ PRIVATE REPORT	MEETING AND DATE DECISION TO BE TAKEN	CONSULTATION PROCESS AND CONSULTEES	CONTACT OFFICER	NOTES
01/25 LG01	Election of Mayor and Appointment of Deputy Mayor 2024/25	N	Private	Cabinet – 20 January 2025	All Group Leaders	Claire Waleczek, Democratic and Support Services Manager claire.waleczek@rugby.gov.uk	

5. ORGANISATIONAL CHANGE PORTFOLIO

Mannie Ketley, Chief Executive, mannie.ketley@rugby.gov.uk

No decisions to be taken.

6. OPERATIONS AND TRADED SERVICES PORTFOLIO

Operations and Traded Services - Claire Preston, Chief Officer for Operations and Traded Services, claire.preston@rugby.gov.uk

Climate Change – Dan Green, Deputy Executive Director dan.green@rugby.gov.uk

No decisions to be taken.

LIST OF DECISION MAKERS

Members of the public can make representations about a decision which is due to be taken before it is made by contacting the named decision taker (details listed below).

CABINET

Leader:

Cllr M Moran

Deputy Leader/Finance, Performance Legal and Governance Portfolio Holder:

Cllr I Mistry

Portfolio Holders:

Organisational Change:

Cllr B Brown

Communities and Homes, Regulation and Safety:

Cllr C Edwards

Operations and Traded Services:

Cllr A Livesey

Partnerships and Wellbeing:

Cllr M O'Rourke

Growth and Investment, Digital and Communications

Cllr L Robinson

Members of the Cabinet can be contacted by emailing them on their Council email addresses (available on the Council website) or by writing to them individually at Rugby Borough Council, Town Hall, Evreux Way, Rugby CV21 2RR.

Contact details for all Councillors can be obtained from the Council website <https://www.rugby.gov.uk/Councillors> or by contacting Democratic Services democraticservices@rugby.gov.uk.

CHIEF EXECUTIVE

Mannie Ketley

Rugby Borough Council

mannie.ketley@rugby.gov.uk

NOTES

The Forward Plan contains matters which the Council has reason to believe will be subject of a Key Decision (see below) to be taken by the Cabinet, officers or under joint arrangements in the course of the discharge of an executive function during the period covered by the plan. Rugby Borough Council also includes in its Forward Plan brief details of all matters which it expects to be discussed at Cabinet and Council meetings during the plan period, regardless of whether they are key decisions.

Each Forward Plan will cover a period of four months, beginning with the first day of any month. It will be prepared on a monthly basis and subsequent plans will cover a period beginning with the first day of the second month covered in the preceding plan. Each Forward Plan will be published at least 14 days before the start of the period covered.

A Key Decision is made in the exercise of an executive function and meets one or more of the following conditions:

1. The decision is likely to result in the Council incurring expenditure or the making of savings more than £50,000 (£20,000 in the case of a decision taken by an officer). Excluded from this are all loans to banks or other financial institutions made in accordance with the Treasury Management Strategy.
2. The decision is likely to be significant in terms of its effects on communities living or working in any ward in the borough.
3. The consideration by the Cabinet of any matters which involve proposals or decisions:
 - (a) to change any plan or strategy included in the Policy Framework; or
 - (b) to develop any major new plan or strategy; or
 - (c) for the annual budget; or
 - (d) which would otherwise be contrary to or not in accordance with the policy framework or budget.

If any member of the public has any concerns with a report which is due to be considered in private, please contact Aftab Razzaq, the Council's Monitoring Officer, by telephoning 01788 533521 or by e-mailing aftab.razzaq@rugby.gov.uk.

Copies of the current Forward Plan can be viewed on the Council's website. Further details and copies of the Forward Plan can be obtained from Democratic Services by telephoning 01788 533591 or emailing democraticservices@rugby.gov.uk.