



11 July 2022

THE RUGBY BOROUGH COUNCIL

An ordinary meeting of Rugby Borough Council will be held in the Council Chamber at the Town Hall, Rugby at 7.00pm on Tuesday 19 July 2022.

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

Mannie Ketley
Executive Director

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Apologies for absence.
2. Minutes.

To approve the minutes of the ordinary meeting held on 26 April 2022 and the annual meeting held on 19 May 2022.

3. Declaration of Interests.

To receive declarations of -

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

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

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

4. To receive the Mayor's Announcements.
5. Questions pursuant to Standing Order 10.
6. To receive the reports of Cabinet and Committees which have met since the last meeting of the Council and to pass such resolutions and to make such orders thereon as may be necessary:

(a) Cabinet – 27 June 2022

- (1) Finance and Performance Monitoring 2021/22 – Year End – Finance, Performance, Legal and Governance Portfolio.

7. To receive and consider the reports of officers.

- (a) Transformation Programme and Corporate Strategy Delivery Plan 2022/23 – report of the Executive Director.

- (b) Delivering the Corporate Strategy 2021-2022 – report of the Executive Director.

- (c) Levelling Up/Devolution Deal/UK Shared Prosperity Fund – report of the Executive Director.

- (d) Additional Resources Major Projects and Economic Development – report of the Chief Officer – Growth and Investment.

- (e) Section 106 and Grant Funding Capital Projects and Rugby Gymnastics Club – report of the Chief Officer – Leisure and Wellbeing.

- (f) Homes England Grant Allocation for Biart Place – report of the Chief Officer – Communities and Homes.

- (g) Town Centre Working Parties Update – report of the Chief Officer – Growth and Investment.

- (h) IT and Digital Services Strategy – report of the Chief Officer – Digital and Communications.

- (i) Review of Taxi Licensing Fees – report of the Chief Officer – Regulation and Safety.

- (j) Urgent Decision under Delegated Powers - Making of the Wolvey Neighbourhood Development Plan – report of the Executive Director.

- (k) Review of Public Space Protection Orders – report of the Chief Officer – Regulation and Safety.

- (l) Additional Resources – Electoral Services – report of the Chief Officer – Legal and Governance.

- (m) Member and Officer Working Update – report of the Chief Officer – Legal and Governance.

8. Notices of Motion pursuant to Standing Order 11

(a) "The Labour Group, like so many Rugby residents, is very concerned about the West Midlands Ambulance response times.

This concern has been heightened following the recent publication of an article in The Times which quoted the Director of Nursing for WMAS as saying the service was in a catastrophic state and could collapse at any time. The impact of such an event would be extremely serious for residents of Rugby and beyond.

We would like this matter to be referred to Scrutiny Committee with the following recommendation:

The Leader of the Council to undertake the following;

- write directly to the Secretary of State for Health to advise us as to what plans have been put in place to avoid the collapse of WMAS and how will they improve ambulance response times;
- write to the leader of WCC to ask what emergency planning is in place locally to cover this eventuality and mitigate any adverse effects on the population of the borough of Rugby;
- write to the Chief Executive and the Director of Nursing of WMAS to ask what plans they have in place to ameliorate current performance and to mitigate against the potential collapse of the service;
- write to the WMAS Public Governors for Coventry and Warwickshire to ask what steps they are taking to ensure the safety of residents and to represent their interests in discussion on the future of the service and steps to take in the event it collapses.
- Write to the Director of Public Health Warwickshire to ask what steps are being taken to protect the residents of Rugby in the event the WMAS collapses.
- We also call on the Leader of the Council to write directly to the Chief Executive of UHCW to ask if there are any delays in the discharge assessments process provided by Warwickshire County Council for Rugby patients at UHCW? What steps are being taken to speed this up so that patients can be admitted to A&E from ambulances and they are freed up to attend other emergencies, thus reducing the risk of WMAS collapsing, while ensuring patient safety.

We also ask that once responses are received Scrutiny Committee considers the matter further and decides a way forward which may include inviting relevant organisations to attend a meeting."

Proposer: Councillor Ms Livesey

Seconder: Councillor Mrs O'Rourke

(b) "This Council recognises the enormous contribution that Her Majesty Queen Elizabeth II has made to public life and public service over the last 70 years and supports a lasting legacy in her honor in Rugby. The Queen's Diamond Jubilee Centre attracts some 60,000 visitors per month and many other residents benefit from the two bowling clubs, athletics track and other facilities like the fields in trust and recently refurbished bandstand. The new circular route also incorporates a healthy living route to the Hospital of St Cross to access health related services. This council makes an application to dedicate the route through Rugby Recreation Ground (Whitehall Rec) to the Hospital of St Cross and Trevor White Drive to Her

Majesty and that it be known as the Queen Elizabeth II Walk, in line with other public walks in Rugby. Should the application prove to be successful an invitation to the Royal household for a formal opening be considered.”

Proposer: Councillor Sandison
Seconder: Councillor Roodhouse

(c) “Local Authorities have a duty for the health and wellbeing of their citizens. A recent Joint Strategic Needs Assessment report 0- to 5-year-olds highlighted Rugby Borough as having the highest rate of childhood injury admissions caused by unintentional and deliberate injuries it is higher than both Warwickshire and England.

Reducing unintentional injuries in and around the home among children under 5 years of age Public Health England paper advises local authorities through targeting the reduction of the five causes of unintentional injuries, namely choking, suffocation, strangling, falls, poisoning, burns & scalds and drowning.

Rugby’s figures have got worse over time not better which should not be allowed to continue. Council resolves to:

1. Establish a small group of elected members to work with Officers and Public Health in bringing forward an action plan to remedy the situation; and
2. Request that the Executive Director and Leader establishes a lead officer and Portfolio Holder for this issue.”

Proposer: Councillor Roodhouse
Seconder: Councillor Mrs New

(d) “A recent survey undertaken by the LGA for the Association of Directors of Adult Social Services, illustrates the huge everyday challenges adult social care continues to face and the impact those challenges have on people who need care.

More than half a million people are waiting for adult social care assessment.

Could the leader of this Council write to the County Council and obtain a position statement from Warwickshire County Council, clarifying how many adults await Social Care assessments in Rugby, and an estimate of how long it takes, on average, for an assessment to be completed. This is so that Rugby residents are well informed of the situation regarding access to Social Care in Rugby.”

Proposer: Councillor Srivastava
Seconder: Councillor Mrs Brown

(e) “This motion calls on the Council to;

- A. Support our town centre businesses by Immediately removing parking charges from Council owned town centre car parks for an initial period of one year, with immediate effect.
- B. To engage through officers with local businesses with a view to looking at the options to extend opening hours of the John Barford Car Park to support the night time economy.”

Proposer: Councillor Moran
Seconder: Councillor Mrs O'Rourke

9. Correspondence.

10. Common Seal.

To order the affixing of the Common Seal to the various orders, deeds and documents to be made or entered into for carrying into effect the several decisions, matters and things approved by the Council and more particularly set out in the reports adopted at this meeting.

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

To consider the following resolution:

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

PART 2 – EXEMPT INFORMATION

1. To receive and consider private reports of officers.

(a) Leisure and Wellbeing Structure – report of the Chief Officer – Leisure and Wellbeing.

(b) Rugby First Review – report of the Chief Officer – Legal and Governance.

(c) Urgent Decision under Delegated Powers – Waste, Recycling and Street Cleansing Terms and Conditions – report of the Executive Director.

(d) Urgent Decision under Delegated Powers – Waste and Recycling Services Fixed Term Posts – report of the Executive Director.

(e) Resourcing the Asset Maintenance Team to support the decarbonisation of Housing Revenue Account properties – report of the Chief Officer – Communities and Homes.

(f) Salary Benchmarking Review – report of the Deputy Executive Director.

QUESTIONS AT COUNCIL

A Councillor may ask a question at the meeting by giving notice in writing of the question to the Executive Director no later than midday on Wednesday 13 July 2022. The rules relating to Questions are set out in Part 3a of the Council's Constitution.

REPORT OF CABINET

27 June 2022

Councillors Poole (Vice-Chairman in the Chair), Miss Lawrence, Picker and Ms Robbins.

Councillors Mistry and Mrs O'Rourke were also in attendance.

Note: An electronic version of the Cabinet report referred to below can be found [here](#).

1. FINANCE AND PERFORMANCE MONITORING 2021/22 – YEAR-END

Cabinet considered a report concerning the Council's financial and performance year-end position for 2021/22, together with proposed 2021/22 budget carry forward requests and other adjustments as required by Financial Standing Orders.

Recommendation of Cabinet

Cabinet decided to recommend to Council that –

- (1) supplementary revenue budgets of £1.182m for 2022/23 to be financed from the carry-forward reserve as a result of carry forwards from 2021/22 as detailed in paragraphs 3.2 and Appendix 4 of the report be approved;
- (2) General Fund Movement in Reserves as detailed in paragraph 3.3 and Appendices 1 and 5 be approved;
- (3) reserves forecast included in paragraph 3.3 and Appendix 5 be noted;
- (4) HRA Movement in Reserves as detailed in paragraph 4.2 and Appendix 2 be approved;
- (5) the refinancing of the capital spend as outlined in paragraph 5.1 of the report be approved;
- (6) capital project slippage from 2021/22, detailed at paragraph 5.3 of the report and Appendix 4 be noted and the budget added to the 2022/23 programme:
 - a. General Fund - £2.483m
 - b. HRA - £5.611m; and
- (7) General Fund transfer of business rates surplus (£2.929m) to the Business Rates Equalisation Reserve as detailed in paragraph 6.2 of the report be approved.

Recommended that – the recommendation of Cabinet be approved.

**COUNCILLOR S LOWE
CHAIRMAN**

AGENDA MANAGEMENT SHEET

Report Title: Transformation Programme and Corporate Strategy Delivery Plan 2022/23

Name of Committee: Council

Date of Meeting: 19 July 2022

Report Director: Executive Director

Portfolio: Change and Transformation

Ward Relevance: None

Prior Consultation: Executive Director
Deputy Executive Director
Chief Officer - Finance and Performance

Contact Officer: Chris Green - Corporate Assurance Manager & Transformation Lead

Public or Private: Public

Report Subject to Call-In: No

Report En-Bloc: No

Forward Plan: No

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

Summary: The report sets out the progress made in delivering an organisation wide Transformation Programme and proposes a corporate strategy delivery plan for 2022/23

Financial Implications:	<p>It is proposed that the additional posts for the transformation unit will be funded through the transformation reserve. The impact of redundancy following the completion of the contract will be known following the recruitment process and will be reported to members at a future date.</p> <p>There are no financial implications a result of the Corporate Strategy Delivery Plan in Appendix 1, it is expected that achievement will be made through existing resources. Any future resource requests will be presented to members at a future date.</p>
Risk Management/Health and Safety Implications:	<p>If the Corporate Strategy Delivery Plan is not approved, then the Corporate Strategy is less likely to be delivered.</p> <p>If creation of the fixed term posts is not approved, then delivery of the transformation programme will be delayed.</p>
Environmental Implications:	<p>Both the corporate strategy delivery plan and the Transformation Programme contribute significantly towards delivering against the Council's stated priorities in relation to Climate Change and the Environment.</p>
Legal Implications:	<p>There are no legal implications arising directly from this report.</p>
Equality and Diversity:	<p>An Equality Impact Assessment on this policy was undertaken on 8th July 2022 and will be reviewed periodically.</p>
Options:	<ul style="list-style-type: none"> a. To approve the recommendations b. To not approve the recommendations
Recommendations:	<ol style="list-style-type: none"> 1. The Corporate Strategy Delivery Plan 2022/23 shown at Appendix 1 be APPROVED. 2. Delegated authority be given to the Executive Director to update the Corporate Strategy Delivery Plan during the year. 3. The fixed term project officer and finance analyst posts be created and added to the establishment and 4. That £0.249m from the Transformation reserve is allocated to fund the posts for the period of employment

**Reasons for
Recommendations:**

The recommended corporate strategy delivery plan sets clear targets towards the outcomes identified in the corporate strategy. It provides visibility to numerous key strands of work which are being delivered across the organisation and ensures a genuine joined up approach.

The addition of a fixed term project officer and finance analyst will help to ensure the timely delivery of the organisation's Transformation Programme

Council- 19 July 2022

Transformation Programme and Corporate Strategy Delivery Plan

Public Report of the Executive Director

Recommendations:

1. The Corporate Strategy Delivery Plan 2022/23 shown at Appendix 1 be APPROVED.
2. Delegated authority be given to the Executive Director to update the Corporate Strategy Delivery Plan during the year.
3. The fixed term project, data and finance analyst posts be created and added to the establishment and.
4. That £0.249m from the Transformation reserve is allocated to fund the posts for the period of employment

1. INTRODUCTION

- 1.1 In November 2020, Council approved the proposed basis of the organisation's transformation.
- 1.2 This transformation programme was established to enable financial sustainability, support the recovery from the Covid-19 pandemic and support delivery against the four pillars of recovery (climate, economy, healthy communities and organisation). It sought to achieve this by increasing strategic capacity, implementing a culture of empowerment and accountability and improving member/ officer relationships.
- 1.3 The purpose of this report is to provide Members with an update on the changes that have been taking place and also to set out the Corporate Strategy Delivery Plan for 2022/23.

2. ORGANISATIONAL CHANGE AND THE CORPORATE STRATEGY

- 2.1 Additional capacity for the Leadership Team was created in order to support organisational transformation and to ensure a focus on place, improving outcomes for our residents, sustainability and commercial mindedness.

- 2.2 Furthermore, alongside the Leadership Team, a Management Team has been established, consisting of all of the Council's Service Managers. Its purpose is to enable operational decisions to be taken at the right level and in a timely manner and to lead on the operational and corporate performance of the organisation
- 2.3 Service level restructures have subsequently been implemented to ensure the correct structure is in place to enable delivery.
- 2.4 A "squad working" approach has been introduced to enhance the team culture and alleviate a silo-culture within the organisation. Officers can be drawn into squads from across the organisation to solve problems, work on projects etc. and effectively empowers them to make the necessary decisions at the lowest level wherever possible.
- 2.5 Recognising a need for cultural change, the creation of a Rugby Blueprint is currently underway with employees from across the Council. It is predicated on working towards the organisation that the Council needs to become. The draft Rugby Blueprint currently states that:
- We want to be the best organisation we can be, where everyone understands what success looks like.
 - We need to ensure that all of our resources are aligned to delivering the corporate strategy.
 - We must be a financially sustainable organisation
 - We want our customers to be proud of what we do
 - We want to evolve our culture to be innovative and empower decision making at all levels.
 - We want to empower our communities and support them to achieve their aspirations.
 - We need to optimise our ways of working by improving processes to be a modern organisation
- 2.6 In February 2021, Council agreed a new corporate strategy which built upon the four pillars of recovery and set four overarching outcomes for the council to deliver against until 2024. These outcomes are:
- ***Rugby is an environmentally sustainable place, where stakeholders work together to reduce and mitigate the effects of climate change***
 - ***Rugby has a diverse and resilient economy, which benefits all residents***
 - ***Residents are able to live healthy, independent lives, with the most vulnerable protected***

- ***Rugby Borough Council is a responsible, effective and efficient organisation***

- 2.7 Within each outcome, the strategy describes objectives which guide delivery within all council services. Following adoption of the Corporate Strategy, work has progressed across all service areas to produce service plans which are aligned to the Corporate Strategy and thus a one-year Corporate Strategy Delivery Plan for 2022/23 which is included at Appendix 1.
- 2.8 The Council's 'CAN DO' values remain at the heart of all we do, they represent who we are, and work will continue towards embedding these as we develop our HR and Workforce Strategies during 2022/23.
- 2.9 A Programme Board has been established to lead delivery of the Corporate Strategy and to lead the organisation's broader transformation programme. The Programme Board consists of all members of Leadership Team, together with representatives from the Transformation Unit.
- 2.10 On the 14 May 2021 the Council incorporated Caldecott Group Limited, this company has been established as part of the trading structure that was presented to Cabinet in June 2021. The purpose of the company is to act as a holding company for all the trading Companies that the Council is looking to establish as part of the trading structure.
- 2.11 As a result of the recruitment process the Directors of the company are
- Cllr Peter Eccelson
 - Cllr Ish Mistry
 - Cllr Ramesh Srivastava
 - Dan Green, Deputy Executive Director
- 2.12 During the year Caldecott Development Limited was the first of the Councils Trading Companies established. This housing development company is a joint venture with Norse and will initially look to develop and deliver 60 new affordable homes across eight sites.

3 TRANSFORMATION PROGRAMME UPDATE AND RESOURCING

- 3.1 In September 2021, the Corporate Assurance Manager was appointed to take a lead role in delivering Transformation Programme reviews and ensuring they deliver the intended outcomes. The role includes establishing squads appropriate to each review and is a key strategic link between the Programme Board and the individual project boards/teams.
- 3.2 A high-level transformation summary document was presented to Cabinet in September 2021 as part of the initial budget setting report. The main purpose

of this document was to provide clarity on the purpose of the work and the intended outcomes.

- 3.3 In September 2021 it was agreed that the first transformation project would be carried out by an external provider and would consist of a review of the Council's operating model. The following work was completed during the operating model review:
- A briefing session for the Corporate Management Forum, giving an initial overview of the review.
 - A Leadership Team workshop, from which principles were identified and have fed into the draft Rugby Blueprint.
 - Employee briefing sessions detailing the approach being taken.
 - Activity analysis, splitting roles according to the functions they fulfil. This, alongside an expenditure analysis, has enabled the progression of activity mapping across the organisation.
 - Following the analysis, strategic alignment/ service review workshops with each Chief Officer (with support from service managers, HR and Finance Business Partners) to identify potential areas for transformation.
 - Panel sessions, where each Chief Officer presented their transformation proposals, following which a long list of potential projects was identified.
- 3.4 Further detailed work is required on these potential projects to identify those which can be undertaken expediently. In accordance with the terms of reference for the Programme Board (Appendix 2) and the new project management methodology (Appendix 3), no project will proceed unless and until there has been formal approval by the Programme Board.
- 3.5 The Corporate Assurance Manager & Transformation Lead is working with Chief Officers to determine the scheduling of when each potential project will be considered by the Programme Board.
- 3.6 Approval by the Programme Board will not necessarily mean that projects will be implemented. Formal decisions will need to be taken once the detailed project work has been completed and with due consultation, including member consideration where appropriate.
- 3.7 It is expected that in some cases the transformation projects will require external support to progress, or investment to deliver the necessary solutions, and for these reasons a £1.500m transformation reserve was established and approved by Council previously.

- 3.8 In addition, staffing of the transformation programme will be fluid; at times it is expected that existing staff will be seconded to help deliver projects, and it may be necessary to back fill those roles on a short-term basis. Requests for funding from this reserve will only be considered with a robust business plan that identifies the costs and benefits of the investment.
- 3.9 The newly established Programme Board will oversee every aspect of the transformation programme maximising opportunities for co-benefits across, and efficiency between, individual projects. External advice has been provided to ensure the programme governance arrangements are fit for purpose and in line with good practice. Following this advice, Terms of Reference have been developed for the Programme Board.
- 3.10 The Leadership Team has also developed a new project management methodology for the Council, details of which can be found at Appendix 3. The methodology shows the workflow for projects, from conception through to delivery. A risk-based approach will be applied to all projects with the workflow including milestones being determined, based on the assessed level of risk. This will enable low risk projects to be progressed at speed whilst ensuring that those higher risk projects are subject to robust monitoring and reporting. Ultimately this methodology will enable the Council to deliver its projects efficiently and effectively.
- 3.11 Resourcing the transformation programme correctly is essential to prevent the delivery of the programme being delayed or not delivering the desired outcomes. One of the methods of resourcing the programme will be to temporarily second officers into the team for the delivery of the project, with a process of backfilling in order that business as usual can continue. The reason for this is that the seconded officers will be able to focus on the project and through the backfilling, service provision of day-to-day services will not be adversely affected. The Transformation Reserve will be utilised to fund the cost of backfilling any officer secondments.
- 3.12 However, it is recognised that there will need to be a core of dedicated project, data and finance analyst officers to provide resilience and build capacity with the Transformation Lead, whose role is based around programme management rather than project management. It is therefore recommended that up to 3 project, data and finance analyst roles are created on a fixed term basis for 2 years. The costs of these posts are proposed to be met from the transformation reserve and are subject to job evaluation which was not possible at the time of writing this report, however it is anticipated the total costs for this will be £0.249m.
- 3.13 Based on the expected 4-5 month lead in time for the recruitment, the officers will join the team to provide support at a time where a number of the projects

on the draft Transformation Programme will have been approved for progression by the Programme Board.

- 3.14 The Transformation Programme will be brought to Members for consideration in Autumn 2022 – setting out the detail and phasing of component projects.

4. CORPORATE STRATEGY DELIVERY PLAN 2022/23 AND PERFORMANCE MANAGEMENT

- 4.1 The Corporate Strategy Delivery Plan 2022/23 (Appendix 1) is a live document, which will be continually updated throughout the year to reflect actions arising from but not limited to:

- Changes in the Local Government landscape
- Service strategies
- The Council's Transformation Programme

It will be monitored by the Leadership Team and Cabinet in a transparent manner to ensure accountability and that sufficient progress is being made.

- 4.2 This delivery plan is the product of significant work across all services within the Council. Managers have produced service plans which are aligned to the delivery of the Corporate Strategy, alongside the delivery of statutory responsibilities. Through one-to-one meetings between service managers and employees the creation of a “golden thread” is possible which enables all employees to readily see how their work supports the delivery of the Corporate Strategy.
- 4.3 An annual performance report will be produced which will highlight successes, learning points and the key steps which the Council has taken towards delivering the strategic outcomes. Furthermore, the Council will invite periodic peer challenges through the Local Government Association to validate the progress, to identify areas for improvement and to learn from best practice.
- 4.4 Following approval by Council, a Data Analyst is currently being recruited for an 18-month fixed term. The role will ensure that leadership, managers, the public and members to have easy access to performance indicators and business analytics. Measures of success will be tracked and resources directed more towards using analytics to improve performance. The officer will bring together multiple data sources to produce informative reports and live dashboards.
- 4.5 Alongside the above work, the Council's current full suite of performance measures is being reviewed through workshops with each Chief Officer,

Portfolio Holder and the relevant service managers. Following constructive challenge a revised set of performance measures will be developed for each service area, comprising of both qualitative and quantitative measures, as well as performance targets.

5. CONCLUSION

- 5.1 Since the report received by Council in November 2020, much work has been delivered to support transformation throughout the organisation with the foundations being put in place for future work.
- 5.2 As the transformation programme progresses, further update reports will be brought for Members' consideration.

Name of Meeting: Council

Date of Meeting: 19 July 2022

Subject Matter: Transformation Programme and Corporate Strategy
Delivery Plan

Originating Department: Executive Director's Office

DO ANY BACKGROUND PAPERS APPLY **YES**

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
Appx 1	Corporate Strategy Delivery Plan
Appx 2	Programme Board Terms of Reference
Appx 3	Project Management Flowchart

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



CORPORATE STRATEGY DELIVERY PLAN 2022/2023



Contents

**Introduction by
Executive Director**



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**Corporate
Strategy Delivery
Plan**



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CORPORATE STRATEGY DELIVERY PLAN 2022/23

It gives me great pleasure to introduce the Council's Delivery Plan for 2022-23, setting out the actions that we will take over the coming year to deliver against the Council's Corporate Strategy.

This delivery plan is a live document which will be continually updated throughout the year to reflect actions arising from but not limited to;

- changes in the local government landscape
- service strategies
- the Council's transformation programme

The Corporate Strategy as approved in 2021 sets out a clear direction on what we will be doing. It comprises of four priority outcomes for our borough and organisation, centred around climate change & the environment, economy, health & communities and the organisation.



This delivery plan is the product of significant work across all services within the Council. Service areas have produced service plans which are aligned to the delivery of the Corporate Strategy, alongside the delivery of statutory responsibilities. Through one-to-one meetings between service managers and employees the creation of a "golden thread" is possible which enables all employees to readily see how their work supports the delivery of the Corporate Strategy.

Earlier this year the Government introduced its Levelling Up White Paper and in November 2021 the Environment Act became law, therefore during the production of this Corporate Strategy Delivery Plan initial consideration has been given to identifying actions which will also support the delivery of these. A detailed cross-review will continue over the coming months; therefore, as stated, this delivery plan will be updated during the year to reflect those findings.

Several strategies underpin the direction of the Council, such as the Climate Change Strategy, Asset Management Strategy, Digital Strategy, Communications Strategy amongst others. These strategies are identified with the Corporate Strategy Delivery Plan and will be brought to Council for approval over the coming months. Service plans will be updated to reflect the actions required within each strategy and thus the Corporate Strategy delivery plan will also be updated.

Alongside the preparation of this delivery plan, work has been underway on an ambitious transformation programme which will be critical to ensuring that we are the best organisation we can be, with resources aligned to delivering our corporate outcomes.

Our newly established programme board will oversee every aspect of this transformation programme maximising for co-benefits across, and efficiency between, individual projects.

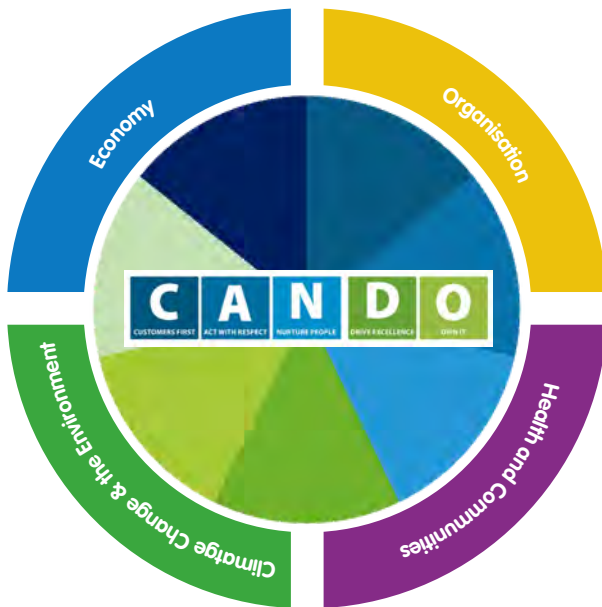


Work has commenced with all employees on creating the Rugby Blueprint, the objective of which is to support the evolution of our culture, it provides a framework for how we will become the best we can be; to be more innovative, with empowered decision making at all levels. That includes our communities, we want to work with them as equal partners to achieve their aspirations and collectively shape our borough and enhance local pride.

Our workforce will become more agile, making best use of technology to optimise our ways of working and improve our processes, while delivering high quality services to our residents.

We recognise the importance of effective working between Councillors and officers and will strengthen that relationship to support robust decision making and to provide effective community leadership.

We will become more commercially focused, maximising income to help to protect our services and deliver financial sustainability. Alongside this, we will ensure that we remain as efficient as we can be, and that best value is achieved wherever we spend public funds.



-  We are a modern organisation with optimised ways of working
-  We are a financially sustainable organisation
-  Our resources are focused on delivering the Corporate Strategy
-  We are the best organisation we can be and everyone understands what success looks like
-  Our customers are proud of what we do
-  We have a culture of innovation and staff are empowered to make decisions about their work
-  Our communities are empowered and we support them to achieve their aspirations

Our 'CAN DO' values remain at the heart of all we do, they represent who we are, and work will continue towards embedding these as we develop our HR and Workforce Strategies.

The delivery plan will be monitored by the newly created Programme Board and via Cabinet and Scrutiny Committee, to ensure accountability, ensure appropriate resource allocation and that sufficient progress is being made.

We will also report our progress through an annual performance report which will highlight our successes, learning points and the key steps which the Council has taken towards delivering our strategic outcomes.

Furthermore, the Council will invite periodic peer challenges through the Local Government Association to validate our progress, to identify areas for improvement and to learn from best practice.

Overall, our vision for the borough is clear – we want to address the climate emergency, support a thriving economy and ensure healthy communities. This vision will be delivered by an ambitious Council comprising of employees and councillors acting as one team to do what is Right for Rugby.



Mannie Ketley
Executive Director

Rugby is an environmentally sustainable place, where stakeholders work together to reduce and mitigate the effects of climate change

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
As an organisation be net zero by 2030	We will commission external specialists to baseline the Council's Carbon Footprint, enabling us to prioritise action for future reductions	Baselining exercise complete and report produced	Deputy Executive Director	Q1	Q2
	We will agree and resource a corporate carbon management plan, detailing how we will reduce the Council's carbon footprint	Carbon management plan and resourcing agreed	Deputy Executive Director	Q1	Q2
	We will ensure that all services adopt sustainable practices, such as adopting digital methodologies and increasing reuse/recycling.	Overall reduction in printing and costs	Business Support	Q1	Q4
	We will deliver a review of assets, with the aim of ensuring fabric upgrades, lighting retrofits and heating system replacement to low carbon alternatives wherever appropriate	A reduction in energy consumption from our assets	Homes and Communities	Q2	Q4
	We will identify, map and embed appropriate resources such as electric charging points, cycle lanes, parking, green spaces on our digital portals and platforms giving clarity to future improvements	GIS mapping produced, maintained and actively used within Council systems.	IT & Digital Services	Q2	Q3

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Work together to further improve the borough's connectivity and encourage greener travel	We will review Mayoral Engagements and consider alternative travel/greener options including replacement of Mayoral Car.	A reduction in carbon emissions from our fleet and a replacement of the Mayoral Car	Democratic Services	Q1	Q4
	We will work with Warwickshire County Council to ensure that the Local Transport Planning places sustainable travel at the front of the agenda for Rugby.	New Local Transport Plan adopted	Development Strategy	Q1	Q4
	We will review and revise the Borough's Air Quality Action Plan, prioritising action to improve air quality	Publication and delivery of revised air quality action plan	Environmental Health and Community Safety	Q2	Q4
	We will develop and agree an EV Charging Strategy for the Borough.	EV Charging Strategy Produced	Deputy Executive Director	Q3	Q4
	We will commission a report to define the stages and milestones for moving the council's fleet to low and zero carbon alternatives.	A reduction in carbon emissions from our fleet	Waste and Transport	Q3	Q4

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Reduce residents' and businesses' impact on the environment and help them adapt to the consequences of climate change	We will adopt a Sustainable Design and Construction Supplementary Planning Document (SPD) to support the design of sustainable communities.	Sustainable Design and Construction SPD adopted	Development Strategy	Q1	Q3
	We will develop and implement further areas linked to the Park Connector Scheme across the borough, supporting active travel between green spaces	Percentage of Park Connector Scheme completed and delivered	Parks and Grounds	Q1	Q1
	We will invest in education campaigns which support residents to make changes to their own homes and energy supplies, maximising the affordable warmth benefits associated with these changes.	Number of campaigns delivered	Communities & Projects Team	Q2	Q4
	We will review the Council's landlords charter to include a greater emphasis on improving energy efficiency in privately rented housing.	Revised charter adopted	Regulatory Services	Q2	Q2

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Reduce residents' and businesses' impact on the environment and help them adapt to the consequences of climate change	We will provide parish councils, community groups and individuals with free to use resources such as carbon calculators and toolkits for change.	Number of Parish Councils and Community Groups Supported	Deputy Executive Director	Q2	Q2
	We will develop a network of Community Climate Champions to support the delivery of neighbourhood level climate action throughout the Borough.	Scheme implemented and number of community champions recruited	Deputy Executive Director	Q3	Q3
	We will model a number of different waste collection regimes, including food waste, to identify the most efficient model moving forward	Modelling complete and recommendations made	Deputy Executive Director	Q1	Q3
	We will enable and support energy efficiency improvements in private sector housing.	Number of private rented sector properties improved	Assets	Q3	Q4

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Link places together with good quality green infrastructure and improve biodiversity across the borough	We will increase tree planting in suitable locations.	Number of trees planted across the borough	Parks and Grounds	Q1	Q4
	We will increase wildflower meadow and grass areas in line with the Councils pollinator policy.	M2 of land managed for biodiversity	Parks and Grounds	Q1	Q3
	We will increase the biodiversity of green spaces through development of green space management techniques.	M2 of land managed for biodiversity	Parks and Grounds	Q1	Q4
We will reduce the carbon footprint of our housing stock by 2027	We will identify potential consortium opportunities amongst RP and LA sustainability leads in Warwickshire.	Number of opportunities delivered	Corporate Assets	Q1	Q2
	We will utilise stock condition data to inform future plans for eco investment.	Number and value of schemes agreed / EPC efficiency improved	Corporate Assets	Q1	Q4
	We will develop and implement a carbon management plan for the management of council housing.	increased EPC efficiency of council housing	Corporate Assets	Q1	Q4

Rugby has a diverse and resilient economy, which benefits all residents

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Promote the borough of Rugby as a place to do business	We will work with our partners to deliver a marketing and promotional strategy for the Borough including dedicated webpages.	Promotional material created and new webpages set up.	Major Projects and Economic Development	Q1	Q3
		Greater presence as part of the Warwickshire MIPIIM literature			
	We will facilitate the delivery of national and regional touring shows to the Borough through the Tour Package.	Number of touring shows booked	Benn Hall	Q1	Q4
	We will explore with our partners and wider stakeholders how best to promote the borough as a place to work and do business.	Number of promotional campaigns delivered	Major Projects and Economic Development	Q2	Q4
We will actively seek to attract new sectors to increase diversity of Rugby sectors	Number of new sectors attracted	Major Projects and Economic Development	Q2	Q4	

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Encourage and support sustainable economic growth, consistent with our social and environmental priorities	We will critically review the groups and organisations related to economic development that RBC attends and contributes to, to ensure best value is being achieved and identify if there are gaps in support	Review concluded and recommendations implemented	Major Projects and Economic Development	Q1	Q3
	We will support sustainable growth through the delivery of Houlton.	New homes and employment opportunities provided	Major Projects and Economic Development	Q1	Q4
	We will support sustainable growth through the delivery of South West Rugby	New homes and employment opportunities provided	Major Projects and Economic Development	Q1	Q4
	We will work with key local business and developers to ensure that the benefits of growth can support local people through linkages to education and skills and climate change	Partnerships formed and new initiatives developed	Major Projects and Economic Development	Q2	Q4

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Help businesses thrive and provide jobs for our residents	We will integrate, create and design business specific processes and workflows into our digital portals and services.	Increase in business engagement. Improvements noted from business consultation.	IT & Digital Services	Q1	Q4
	We will work with our partners to support businesses and provide better information about how to access funding and other support.	Line of communication established	Major Projects and Economic Development	Q1	Q3
	We will work with the Growth Hub to support start up businesses within the Borough.	Numbers of new start up business increased	Major Projects and Economic Development	Q1	Q3
	We will adopt an Economic Strategy for the Borough	Economic Strategy adopted	Major Projects and Economic Development	Q2	Q4
	We will develop a new Business and Marketing Plan 22-27 to prioritise and optimise key service functions.	Adoption of Business and Marketing Plan	Benn Hall	Q2	Q3
	We will investigate and identify opportunities within the Town Centre for a business hub.	Space identified and leases agreed	Major Projects and Economic Development	Q2	Q3
	We will investigate and identify opportunities for flexible office space for local businesses within the town centre.	Space identified and leases agreed	Major Projects and Economic Development	Q2	Q3

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Develop and promote our town centre as a place to live, socialise and work	We will adopt a Town Centre Strategy, setting out a long term vision for the Town Centre.	Town Centre Strategy adopted	Major Projects and Economic Development	Q1	Q3
	We will develop our town centre brand and website.	New brand identity and website launched	Major Projects and Economic Development	Q1	Q2
	Following adoption of Town Centre Strategy, we will adopt a Design Code Supplementary Planning Document (SPD) for the Town Centre	SPD adopted	Development Strategy	Q1	Q4
	We will appoint a 3rd Party operator to run an enhanced market offer	New operator appointed and a larger more varied market trading	Major Projects and Economic Development	Q1	Q2
	We will develop and implement a 'Meanwhile Use Action Plan', setting out short to medium term improvements to the town centre.	Action Plan implemented	Major Projects and Economic Development & Development Strategy	Q2	Q4

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Make sure that residents have the skills they need to meet local demand	We will support local sporting infrastructure to develop and enhance community workforce and volunteer schemes.	Coaches, young leaders and volunteers supporting community sporting infrastructure	Sport and Recreation	Q1	Q4
	We will ensure that the BEAM project helps people to acquire skills to enter the job market.	Number of people supported into training, employment and out of temporary accommodation	Housing Advice & Benefits Team	Q1	Q4
	We will work with the schools and colleges to identify training opportunities and apprenticeships and facilitate better linkages with local employers.	Partnerships formed and new initiatives developed	Major Projects and Economic Development	Q2	Q4
Regenerate neighbourhoods that need support and build communities that sustain change	We will provide sound advice and support in respect of the Council's Town Centre regeneration plan and wider regeneration projects.	Adoption of Town Centre Regeneration Plan and bringing forward further regeneration projects	Legal Services	Q1	Q4
	We will deliver targeted area action projects based on community priorities .	Number of area action projects delivered	Environmental Health and Community Safety	Q1	Q4
	We will support neighbourhood groups to take positive action in relation to Climate Change	Number of groups supported	Deputy Executive Director	Q2	Q4

Residents are able to live healthy, independent lives, with the most vulnerable protected

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Invest in the mental health and wellbeing of our residents and communities, closing the health inequality gap	We will deliver youth engagement activities including youth clubs in high priority areas	Numbers of young people engaged	Sport and Recreation	Q1	Q4
	We will maximise volunteering hours on our green spaces, recognising the mental health and environmental benefits of doing so	Number of volunteer hours	Parks and Open Spaces	Q1	Q4
	We will review the Local Strategic Partnership to ensure it is relevant and fit for purpose as a strategic driver for work across stakeholders in the Borough	Review complete and recommendations implemented	Communities and Projects	Q2	Q4

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Make sure that residents are proud of their community and their borough	We will deliver targeted area action projects based on community priorities	Number of area action projects delivered	Environmental Health and Community Safety	Q1	Q4
	We will work in partnership with communities to protect and enhance natural green spaces.	Number of planning enquiries consulted and advised.	Parks and Grounds	Q1	Q4
	We will support the delivery of mass participation events to National initiatives (e.g. Commonwealth Games, Rugby World Cup, Great British Spring Clean)	Number of events delivered Participation numbers	Leisure and Wellbeing (Sport and Recreation/Rugby Art Gallery & Museum)	Q2	Q3
	We will develop a local lettings plan for regeneration schemes.	Lettings plan adopted	Housing Advice & Benefits Team	Q3	Q4
	We will develop and implement a new community development strategy, clarifying how the Council will work with communities to deliver their aspirations.	Community Development Strategy adopted	Communities and Projects	Q3	Q4

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Develop and tailor services to meet local needs, with a focus on prevention and early intervention	We will develop and implement a Customer access strategy	Customer access strategy produced, consulted on and accepted	Customer Services	Q1	Q2
	We will deliver and coordinate community partnership events such as NHS blood donation.	Number of events delivered	Benn Hall	Q1	Q4
	We will review the council's approach to supporting the voluntary and community sector ensuring a focus on outcomes and value for money.	Revised approach implemented	Communities and Projects	Q1	Q3

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Support residents who are, or are at risk of being, homeless or sleeping rough	We will use intelligence to identify people most likely to fall into rent arrears and put relevant support interventions in place	Number of tenants in arrears	Housing Services	Q1	Q4
	We will review our approach to the provision of temporary accommodation, ensuring a model which is fit for the future.	Number of applicants in temporary accommodation	Housing Advice & Benefits Team	Q1	Q3
	We will deliver a range of early intervention projects with the aim of preventing homelessness	Reduction in homeless numbers	Housing Advice & Benefits Team	Q1	Q4
	We will develop and implement a new homelessness strategy and action plan	Strategy adopted and delivery of action plan	Housing Advice & Benefits Team	Q1	Q3
	We will review the housing allocations policy / criteria to improve access for those in greatest housing need	performance in respect of nominations to RP's	Housing Advice and Benefits Team	Q3	Q4

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Support residents to lead active lives, with high quality, accessible green space and recreational facilities	We will deliver capital improvements of play area infrastructure utilising internal and external funding	successful external funding obtained	Parks and Grounds	Q1	Q4
		new infrastructure delivered			
	We will support community health and wellbeing improvements through ensuring high quality services are delivered through the Queen's Diamond Jubilee leisure centre	Usage and membership data of leisure centre	Sport and Recreation	Q1	Q4
	We will support and develop community sport infrastructure through funding advice and national/regional/local initiatives.	Development of facilities, playing memberships and inward investment into the borough	Sport and Recreation	Q1	Q4
	We will revise and adopt a new Playing Pitch Strategy to secure external investment in to sporting infrastructure	Adopted Playing Pitch Strategy by Sport England	Sport and Recreation	Q1	Q3
	We will review the green space strategy to protect and improve the Borough's Green Spaces.	Revised Green Space Strategy Adopted	Development Strategy	Q1	Q4

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Make sure that residents of Rugby have access to high quality, affordable and environmentally sustainable homes	We will ensure that Houses in Multiple Occupation (HMOs) are of an appropriate standard through licensing and inspections.	Number of inspections/ licenses issued	Environmental Health and Community Safety	Q1	Q4
	We will implement a revised approach to council house building and property acquisitions.	Revised approach agreed	Chief Officer Communities and Homes	Q1	Q2
	We will develop and implement a new HRA business plan setting out priorities for the next 30 years.	Business plan adopted	Chief Officer Communities and Homes	Q1	Q3
	We will review our approach to both acquiring and managing private rented sector leased stock.	Reduced reliance on PSL properties	Housing Advice & Benefits Team	Q1	Q2
	We will review and update current policies for use of discretionary housing payments and prevention funds.	Number of preventions secured and by household type	Housing Advice & Benefits Team	Q2	Q3
	We will assess the housing policy implications arising from the findings of the new Housing and Economic Development Needs Assessment.	Changes to housing needs SPD	Chief Officer Communities and Homes	Q3	Q3
	We will, where appropriate, redesignate council housing stock to meet identified needs.	Number of 1-bed homes redesignated to meet GN housing needs	Housing Services	Q3	Q4

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Promote, encourage and celebrate diversity and inclusion, to ensure Rugby is a place where everyone feels welcome	We will ensure that all policy decisions benefit from an Equalities Impact Assessment, keeping equality and inclusion is at the heart of all key decisions	Percentage of Cabinet / Council reports that include a robust Equality Impact Assessment (EqIA) as required.	Equality & Diversity	Q1	Q4
	We will develop Cultural Strategy to map and drive cultural activity throughout the borough.	Cultural Strategy adopted	Sport and Recreation	Q1	Q3
	We will progress a Gypsy and Traveller Development Plan Document to identify, allocate and safeguard sites to meet needs.	DPD adopted	Development Strategy	Q1	Q4
	We will improve the quality of equality data collected from our customers and staff and ensure it is used to inform equality impact assessments and council decision making processes with regard to policy, service design and delivery.	Percentage increase in the equality data collected across services and from staff	Equality & Diversity	Q2	Q4
	We will work with communities to promote all cultural identities and remove all form of Hate Crimes	Promotion and engagement via the Council's Communication channels and wide engagement. Communities feeling safe	Equality & Diversity	Q2	Q4
	We will create a consultation, review and engagement hub for resident engagement and service area feedback	Consultation and engagement hub is in place	Communications, Consultation and Information	Q2	Q4
	We will facilitate and engage touring exhibitions focused on family engagement	Increase footfall, PR and engagement	Rugby Art Gallery & Museum & Visitor Centre	Q2	Q4

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Make sure that our communities are safe	We will complete the required number of food inspections as required by the Food Standards Agency (FSA) guidance which has been revised post-COVID	Number of food inspections complete	Environmental Health and Community Safety	Q1	Q4
	We will complete accident investigations in compliance with Health and Safety Executive (HSE) guidance.	Number of investigations complete	Environmental Health and Community Safety	Q1	Q4
	We will complete all Integrated Pollution and Prevention Control inspections in compliance with Defra guidance	Number of inspections complete	Environmental Health and Community Safety	Q1	Q4
	We will respond to and carry out detailed investigations where needed of all service requests regarding domestic and commercial nuisance.	Number of inspections complete	Environmental Health and Community Safety	Q1	Q4
	We will chair and manage a Safety Advisory Group to advise event organisers and ensure public safety.	Number of events receiving advice	Environmental Health and Community Safety	Q1	Q4
	We will support communities to feel safe through the adoption and delivery of a new Community Safety Strategy.	Adoption and delivery of action plan	Environmental Health and Community Safety	Q3	Q4

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Make sure that our communities are safe	We will patrol areas with high numbers of complaints and respond to individual complaints including out of hours and weekends	Decrease in complaints	Environmental Health and Community Safety	Q1	Q4
	We will help to reduce envirocrime by patrolling areas with high numbers of complaints and responding to individual complaints. We will use proactive methods to catch offenders and to prosecute offenders if evidence.	Number of enforcement actions taken	Environmental Health and Community Safety	Q1	Q4
	We will review of Community Safety Board and officer groups to ensure that all appropriate stakeholders are involved and objectives are aligned.	Completion of internal audit; completion of action plan; CSP more inclusive; officer groups reorganised.	Environmental Health and Community Safety	Q2	Q3
	We will support communities to feel safe through the adoption and delivery of a new Community Safety Strategy.	Adoption and delivery of action plan	Environmental Health and Community Safety	Q3	Q4

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Invest in extra support for families and young people	We will develop external funding partnerships for the delivery of youth clubs in priority areas.	Successful award of funding securing medium term delivery of provision	Sport and Recreation	Q1	
	We will review the programming and prioritisation of Art gallery and Museum services, including income generation opportunities	Outreach engagement, number of schools engaged, income generated	Rugby Art Gallery & Museum & Visitor Centre	Q1	Q4
	We will secure the 3 year continuation of Family Weight Management Service	Successful continuation of family lifestyle programme	Sport and Recreation	Q3	Q4

Rugby Borough Council is a responsible, effective and efficient organisation

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Embrace digital opportunities and nurture a culture of innovation	We will ensure our corporate and customer services telephony is agile and appropriate, enabling effective access to Council services.	Channel shift and associated reduced cost.	Customer Services	Q1	Q3
	We will develop and implement a new IT & Digital Services Strategy.	Strategy adopted	IT & Digital Services	Q1	Q1
	We will review the Council's website and enhance across relevant services.	Increased self service and online customer satisfaction by residents and customers	Communications, Consultation and Information	Q1	Q3
	We will use digital alternatives throughout our processes wherever possible.	Reduction in paper usage and overall efficiency being implemented	Electoral Services	Q2	Q3
	We will complete and implement digital mapping of green spaces and their management, including maintenance scheduling.	All green space mapped and updated	Parks and Grounds	Q3	Q4

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Set robust, comprehensive and achievable budgets, exploring all avenues of income to meet our financial targets	We will review and set fees for pre-application advice and Planning Performance Agreements (PPAs)	Increase in fee income, early engagement improves performance times on application	Development Management	Q1	Q1
	We will implement a finance business partnering approach which will embed finance into the business as usual for service managers and deliver high quality financial management and decision making	Business partnering in place	Financial Services	Q1	Q4
	We will review the benefits of Community Infrastructure Levy (CIL) and determine whether to proceed to adopt a CIL Charging Regime	Review completed and Council decision on whether to proceed with formal process to adopt CIL	Development Strategy	Q1	Q3
	We will progress the Sherbourne Recycling facility ensuring a viable commercial project, with quantified returns for the Council	Sherbourne project delivered to schedule	Ops and Traded	Q1	Q4
	We will develop the Council's trading functions through the Caldecott Group Limited Structure	Business plan produced and implemented	Deputy Executive Director	Q2	Q4

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Maintain robust systems of governance that ensure fairness, accountability, and transparency	We will formulate and agree an Internal Governance Code, to ensure that all staff are aware of and follow agreed ways of working	Creation of Code and increased understanding from all staff of standards and requirements of decision making	Legal Services	Q1	Q4
	We will support our Members by delivering a comprehensive training programme	Increase in Member attendance of training	Democratic Services	Q1	Q4
	We will ensure good governance by reviewing the Council's Constitution.	Review completed and implemented and overall sound decision making	Democratic Services	Q2	Q4
	We will promote equality, dignity and respect in all aspects of the Council's work	E&D Survey and analysis and implementation of data	Equality & Diversity	Q2	Q4
	We will maintain high levels of ethical standards by all Councillors and provide biannual reports to the A&E committee in relation to number of complaints and overall ethical governance	Increased Member engagement with training	Democratic Services	Q2	Q4
	Decrease in member complaints				

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Ensure that our organisational structure and methods of working are agile, efficient and effective	We will review Health and Safety compliance against the standard, HSG65.	Audit of actions completed; action plan set using priorities and red, green, amber to determine level of compliance; all actions green.	Resilience and Safety	Q1	Q4
	We will ensure that all officers have a training and development plan which will support the delivery of the corporate strategy	Delivery of corporate strategy	Financial Services/corporate assurance	Q1	Q4
	We will revise the Major Emergency Plan following Leadership Team restructure and identified local risks	Revised Emergency Plan published; key officers trained; completion of emergency exercise.	Resilience and Safety	Q1	Q3
	We will embed a programme management approach using adaptable reporting methods to speed up decision making	Programme management approach agreed and used	Finance and performance	Q1	Q4
	We will develop and implement a new communications strategy, ensuring that all services adopt consistent standards.	Communications strategy produced, consulted on and accepted	Communications, Consultation and Information	Q1	Q2
	We will improve the speed of approval for Neighbourhood Development Plans	Constitution amended	Development Strategy	Q1	Q3

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Ensure that our organisational structure and methods of working are agile, efficient and effective	We will work with Neighbourhood Plan Groups to sign SLAs to agree working arrangements	SLAs agreed with all Neighbourhood Plan Groups	Development Strategy	Q1	Q2
	We will review our fees and charges to ensure recovery of full costs (where legislation permits)	Completion of review; Council to consider any fees which need to be revised.	Finance and Performance	Q2	Q3
	We will document procedures and processes relating to electoral registration, canvass and elections in line with legislation and Electoral Commission guidance	Creation of Election Project Plan/Manual and increased resilience	Electoral Services	Q2	Q4
	We will implement a Local Validation Criteria for Planning Applications	Validation criteria implemented	Development Management	Q3	Q4
	We will complete the Webaspx project to determine the most efficient routing of waste collections	Round structure agreed	Ops and Traded	Q3	Q4

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Undertake commercial activities in the open market, where it is sustainable and responsible to do so	We will Identify and develop of commercial opportunities for improved customer service and revenue	Number of projects endorsed by the programme board	Finance and performance	Q1	Q4
	We will identify what it means for the organisation to be commercial through the establishment of a simple framework that all stakeholders have access to	Framework agreed	Leadership team	Q1	Q3
	We will develop a new parking strategy for the town centre	Publish a short and medium term strategy looking at compliance with legal requirements; cash less payment options; strategic use of underused car parks; EV charging; fees; and developed an action plan.	Licensing and Parking	Q1	Q3
	We will ensure that Council Assets are reviewed as part of the Town Centre Strategy	Town Centre Strategy includes options for Council Assets	Major Projects and Economic Development	Q1	Q4
	We will develop and roll out corporate communications standards, supported by established branding packs and supportive documentation and templates	Reduction in complaints regarding officer communications.	Communications, Consultation and Information	Q3	Q4
	Production of relevant guidance				

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Treat taxpayers' money with respect and ensure that our high-quality services demonstrate value for money	We will Implement a tool to provide live performance management information to inform decision making demonstrate VFM and identify comparisons with national best practice	Tool is implemented and all colleagues understand the positive impact it can have	Financial Services	Q1	Q2
	We will update the Medium Term Financial Strategy (MTFS) to align with the Corporate Strategy and the delivery of current aspirations	New MTFS agreed	Financial Services	Q1	Q4
	We will continue to monitor and assess incoming and outgoing post and systems to ensure efficiency and overall cost savings	Savings in both internal and external mail	Business Support	Q1	Q4
Make best use of data and customer insight to design services and interventions	We will aggregate or synchronise data into a Single Source of Truth (SSOT)	Data map from all systems, which develops roadmap and actions to SSOT	IT & Digital Services	Q1	Q4
	We will implement an updated performance management framework which aligns KPIs to the Corporate Strategy and provides all stakeholders up to date and relevant information	Updated KPIs agreed	Financial Services/leadership team	Q1	Q 2

OBJECTIVE	CORPORATE STRATEGY DELIVERY PLAN (2022-23)	MEASURE OF SUCCESS	LEAD SERVICE	START DATE	END DATE
Provide residents with the service they need when they need it	We will ensure current services transition into 24/7 availability where possible, and new services are 24/7 by default where possible	Tracked and measured roadmap of service availability	IT & Digital Services	Q1	Q4
	Ensure the new digital experience platform and microsites provides appropriate and inclusive services and information to stakeholders	Sites are migrated and fully operational. Swift, relevant information provided in line with portal outcomes.	Communications, Consultation and Information	Q1	Q4
	We will improve Councillor/Officer relations to support decision making and effective community leadership.	Collaborative Working between Members and Officers and stronger communication	Democratic Services	Q1	Q2
	We will carry out a resident questionnaire to receive baseline information relating to service delivery.	Collection of statistically relevant data to inform decisions	Finance and performance	Q2	Q3
	We will procure new provider for the Art Gallery and Museum Cafe	New provider	Rugby Art Gallery & Museum & Visitor Centre	Q2	Q3
		Income generation			
	We will adopt a Planning Enforcement Plan to ensure appropriate action is taken in relation to apparent breaches of planning control	Reduce number of complaints from residents and Cllrs	Development Management	Q2	Q4

PROGRAMME BOARD TERMS OF REFERENCE

Purpose The Programme Board has the following responsibilities:

- a) Oversee the development and subsequent reviews of the Transformation Programme's Business Cases;
- b) Oversee the development of project business cases/A3 reports within the Transformation Programme;
- c) Prepare recommendations to the Portfolio Holder and Cabinet relating to the programme and its projects;
- d) Oversee the performance and delivery of the Transformation programme and its projects, and reporting to the Portfolio Holder and Cabinet;
- e) Responsible for risk and issue management within the Programme (including those escalated from project level), escalating when necessary to the Portfolio Holder and Cabinet;
- f) Provide advice to Cabinet on matters relating to strategic direction of the programme;
- g) the terms of reference will be reviewed 6 months after incorporation to ensure they are still fit for purpose.

Role of the Transformation Programme Board

The Board is to ensure that:

1. the roles and responsibilities of its members are clear,
2. programme stakeholders are engaged in a manner that fosters trust,
3. the programme business case or A3 report is supported by relevant and realistic information that provides a reliable basis for making authorisation decisions,
4. the targeted benefits and key deliverables of projects are in line with and contribute to the strategy and that responsibilities for their achievement are clear,
5. the programme has an approved plan containing authorisation points (Gateways) at which the programme's progress and direction are reviewed and approved; decisions made at authorisation points are recorded and communicated,
6. outcomes are tracked from each project,
7. disciplined governance arrangements, supported by appropriate methods and controls, are applied throughout the programme lifecycle,
8. report to Cabinet as required,
9. there are clearly defined criteria for reporting programme status and the escalation of risks and issues to the levels required by the Authority,
10. strategic and directional issues between projects are resolved, which need the input and agreement of senior stakeholders to ensure progress of the programme.
11. the programme is adequately funded and resourced,
12. the Board should consider if and when independent scrutiny of the change programme and programme management system is required, and implement such scrutiny accordingly.
13. the programme is delivered within its financial limits and operational boundaries.

Member responsibilities

1. Individual members of the Board each have a responsibility to:
 - a. understand the programme objectives, scope, costs and benefits,
 - b. represent, as appropriate, specific stakeholder interests in the Programme,
2. Understand the impact of the programme on the organisation:
 - a. ensuring that the programme's objectives are in line with those of the organisation as a whole;
 - b. helping to identify interdependencies with other programmes and activities and where necessary resolve dependencies with other pieces of work;
 - c. helping to identify risks and issues facilitating their management by taking ownership for their resolution, and;
 - d. helping to resolve conflicts between organisational and transformation activities which might arise during implementation;
3. provide advice to stakeholders and project managers;
4. Identify, acknowledge and declare any potential or actual conflict of interest in any relevant area;
5. help to communicate throughout the organisation the programme's purpose and progress;
6. make such resources available as are necessary for the completion of agreed work in the programme and projects, and;
7. Ensure the delivery standards of programme and projects.

2. Project Process/Gateways/Business Case

2.1. The project process shall follow the outline attached at [programme flow chart](#)

3. Reporting Dashboard

3.1 The Programme Board shall formulate a reporting dashboard and produce quarterly performance reports.

4. Decision Making Powers

4.1 The Programme Board shall exercise any delegated powers in accordance with the Council's Scheme of Delegations.

4.2 The Programme Board shall provide the required guidance in respect of projects that require Member approval.

5. Membership

5.1 The Membership of the Programme Board shall be members of the Leadership Team alongside a representative from the Transformation Unit.

5.2 The sponsor and chair of the Programme Board shall be the Executive Director.

5.2 All Programme Board meetings shall be attended by the Programme Manager and where required a member of the Transformation Unit to provide support to the members of the Programme Board.

6. Proceedings of meetings

6.1 Agendas and papers for Programme Board meetings shall be circulated at least five working days before the meeting.

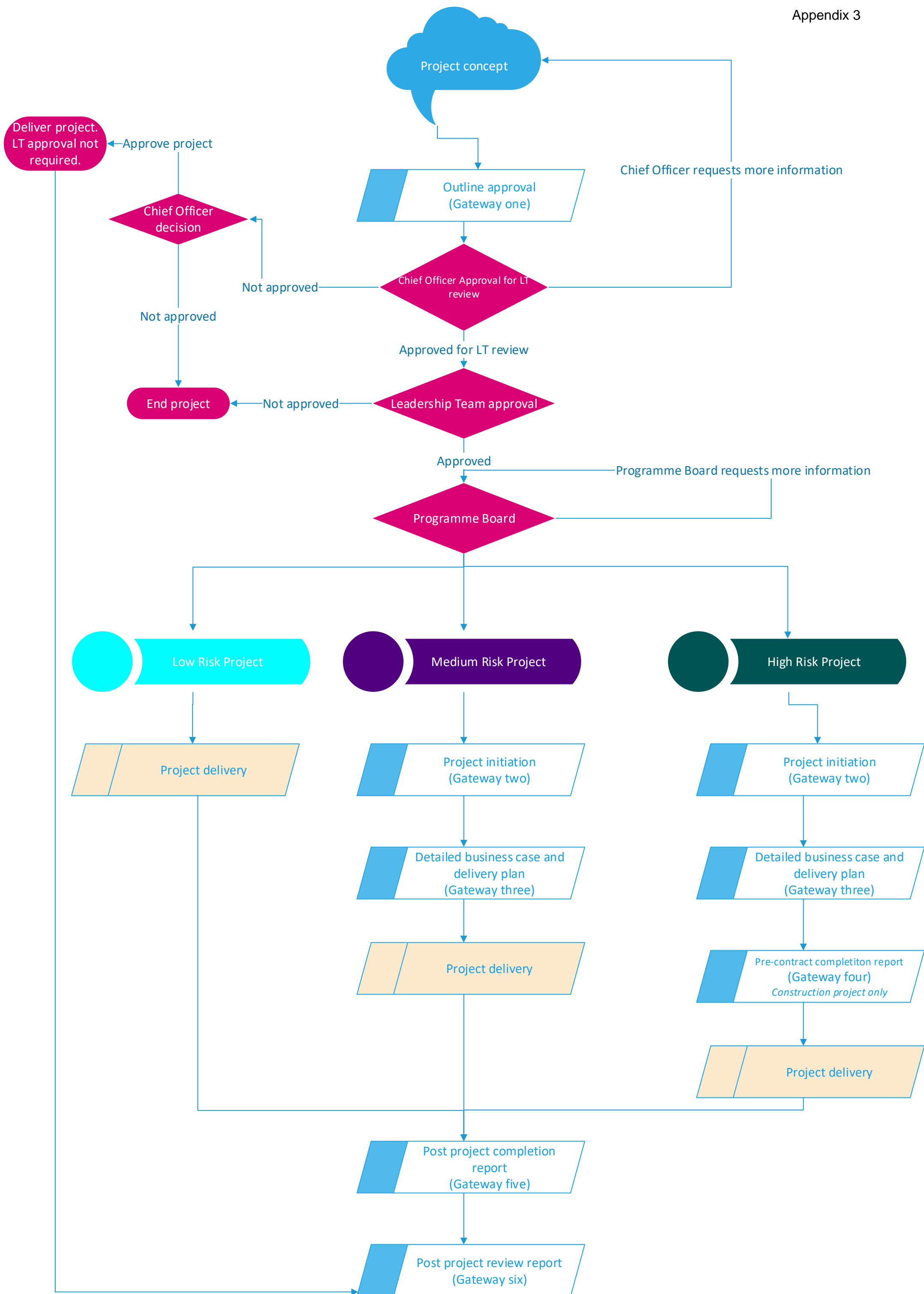
6.2 The Agenda shall include key project updates by exception

6.2 Records of each Programme Board shall be taken including any action points and will be approved at the next meeting.

7. Frequency

7.1 The Programme Board shall meet initially fortnightly. The frequency of meetings will be reviewed as the programme matures.

7.2 Each Programme Board meeting shall require a quorum of half of the members and within the quorum shall require either the Executive Director or the Deputy Executive Director to Chair the meeting.



What level is my project?

- Low Risk Project**
- Impact a single team or department
- Low risk
- Squad work / transformation team
- Quick delivery (<6 months)
- No cabinet approval

- Medium Risk Project**
- Impact multiple teams or departments
- Medium risk
- Squad work / transformation team / Chief Officer
- Medium delivery (<12 months)
- Possible cabinet approval
- Ward impact

- High Risk Project**
- Impact on Borough
- Impact on staffing or Unions
- Squad work / transformation team / Chief Officer
- Wholesale policy / contract changes
- Council approval

- Management team oversight

- Management team oversight
- Portfolio holder visibility
- Reporting by exception to Programme Board

- Programme Board visibility
- Portfolio holder visibility

Project delivery
Items to consider prior to delivery

- Procurement

- Capital appraisal

- Other approvals (cabinet, council etc)

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Equality Impact Assessment

Service Area	Executive Directors
Policy/Service being assessed	Corporate Strategy Delivery Plan
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	New
EqlA Review team – List of members	Dan Green Chris Green Jon Illingworth
Date of this assessment	8th July 2022
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	The corporate strategy delivery plan sets out intended projects to support delivery of the corporate strategy during 2022/23
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	It provides an holistic overview of key projects intended to deliver against all corporate priorities. Projects which do not meet this aim are not included
(3) What are the expected outcomes you are hoping to achieve?	Each constituent project will have it's own discreet objectives, however they all share the common aim of delivering the councils four identified outcomes.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	All
<u>Stage 2 - Information Gathering</u>	
	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).
(1) What does the information tell you about those groups identified?	The delivery plan affects the whole population of the Borough including workforces (who may not live in the Borough) and visitors. Each constituent project will have it's own specific impacts on different groups and will therefore be subject to Impact Assessment

<p>(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?</p>	<p>Broad consultation was undertaken in the production of the corporate strategy. Some constituent projects have led to their own consultation, while others will consult as they progress through design and implementation stages</p>		
<p>(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	<p>Constituent projects will consult as they progress through design and implementation stages</p>		
<p><u>Stage 3 – Analysis of impact</u></p>			
<p><u>(1) Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination? If yes, identify the groups and how they are affected.</p>	<p style="text-align: center;">RACE</p> <p>No adverse impacts identified however opportunities for many positive impacts, particularly where initiatives have the specific aim of engaging members of seldom heard communities. The council has previously developed positive relationships with numerous community organisations and community leaders who should be engaged to achieve these aims.</p>	<p style="text-align: center;">DISABILITY</p> <p>No adverse impacts identified however opportunities for many positive impacts, particularly where initiatives have the specific aim of engaging members of seldom heard communities. The council has previously developed positive relationships with organisations such as the Rugby Disability Forum who should be engaged to achieve these aims.</p>	<p style="text-align: center;">GENDER</p> <p>No adverse impacts identified however opportunities for many positive impacts, particularly where initiatives have the specific aim of engaging members of seldom heard communities.</p>

	<p>MARRIAGE/CIVIL PARTNERSHIP</p> <p>No negative impacts</p>	<p>AGE</p> <p>No adverse impacts identified however opportunities for many positive impacts, particularly where initiatives have the specific aim of engaging older members of the community.</p> <p>All projects will ensure a diverse range of communication methodologies to ensure no audience is excluded</p>	<p>GENDER REASSIGNMENT</p> <p>No adverse impacts identified however opportunities for many positive impacts. Early engagement of the LGBTQ+ communities should be sought through project delivery</p>
	<p>RELIGION/BELIEF</p> <p>No adverse impacts identified however opportunities for many positive impacts, particularly where initiatives have the specific aim of engaging members of seldom heard communities.</p> <p>The council has previously developed positive relationships with numerous community organisations and community leaders who should be engaged to achieve these aims.</p>	<p>PREGNANCY MATERNITY</p> <p>No negative impacts</p>	<p>SEXUAL ORIENTATION</p> <p>No adverse impacts identified however opportunities for many positive impacts. Early engagement of the LGBTQ+ communities should be sought through project delivery</p>

<p><u>(2) Cross cutting themes</u></p> <p>(a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	<p>Many of the initiatives described in the delivery plan seek to address social inequalities, for example by recognising health inequalities, financial exclusion, digital exclusion or climate change vulnerability. Each project will consider these factors and include measures to ensure positive impact at design stage.</p> <p>It is possible that individual initiatives will impact on carers – such impacts will be considered at design stage.</p>
<p>(3) If there is an adverse impact, can this be justified?</p>	<p>N/A</p>
<p>(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)</p>	<p>Periodic review of delivery plan Performance metrics for individual projects EQIAs for individual projects</p>
<p>(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?</p>	<p>This will be addressed through individual constituent projects</p>
<p>(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?</p>	<p>This will be addressed through individual constituent projects</p>
<p>(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?</p>	<p>This will be addressed through individual constituent projects</p>

Stage 4 – Action Planning, Review & Monitoring

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

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

EqIA Action Plan

Action	Lead Officer	Date for completion	Resource requirements	Comments
Quarterly review of delivery plan to include review of EQIA	Leadership Team	At the end of each quarter	N/A	Please record observations
EQIA to be agreed for constituent projects	Leadership Team	Rolling programme	N/A	

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

As above

Please annotate your policy with the following statement:

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

Rugby Borough Council

Climate Change and Environmental Impact Assessment

TEMPLATE - SEPTEMBER 2021

CONTEXT

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

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

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

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

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to the Deputy Executive Director.

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

SECTION 1: OVERVIEW

Portfolio and Service Area	Executive Directors (All Portfolios)
Policy/Service/Change being assessed	Transformation Programme and Corporate Strategy Delivery Plan 2022-23
Is this a new or existing Policy/Service/Change?	New change
If existing policy/service please state date of last assessment	N/A
Ward Specific Impacts	All
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	The assessment considers the environmental and climate change impacts of the transformation programme and corporate strategy delivery plan for 2022/23
Completed By	Dan Green
Authorised By	Dan Green
Date of Assessment	8 th July 2022

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Individual projects described within the delivery plan seek to proactively reduce energy consumption, for example through materials upgrades, efficiencies and insulation improvements	To be reviewed periodically and addressed through the Council's carbon management plan	Michelle Dickson	Quarterly review
Fleet usage	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Individual projects include a drive to reduce fleet usage and to move existing fleet to more sustainable sources where appropriate	The Chief Officer for Traded and Operational Services will ensure that every opportunity is taken to reduce fleet usage or move to more sustainable fuel sources	Claire Preston	Quarterly Review
Sustainable Transport/Travel (customers and staff)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Individual projects seek to promote active travel, public transport and other forms of sustainable travel	The Chief Officer for Growth and Investment will engage with colleagues partners to ensure that sustainable transport is built into all project proposals	Nicola Smith	Quarterly Review
Sustainable procurement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The delivery plan includes a review of current procurement proactive to ensure that sustainability is considered throughout procurement processes	The Chief Office for Finance and Performance will monitor procurement practice to ensure consistency with agreed procedures and policies	Jon Illingworth	Quarterly Review
Community leadership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Both the delivery plan and transformation programme	The Chief Officer for Law and Governance will ensure	Aftab Razzaq	Quarterly Review

				seek to empower members to fulfil their community leadership role. Integral to this is empowering members to lead their communities in delivering action to address climate change. By ensuring that RBC transformation is delivered with Climate Change as a key driver, the Council will be leading by example and demonstrating the art of the possible to the wider community	that members are sufficiently supported to fulfil their community leadership role		
Biodiversity and habitats	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Individual projects within the delivery plan seek to protect natural resources, enhance biodiversity and address habitat loss.	The Chief Officer for Leisure and Wellbeing will ensure that natural resources, biodiversity and habitats are considered through the delivery of all projects	Tom Kittendorf	Quarterly Review
Adaptation/Mitigation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Though the detail of the climate change risks being faced by the Borough is not known, the delivery plan and transformation programme take positive steps towards understanding this risk and communicating it with all stakeholders	The Deputy Executive Director will ensure that all projects are informed by (and delivered with consideration to) climate risk and adaptation – making use of the most up to date information available	Dan Green	Quarterly Review
Impact on other providers/partners	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Many of the initiatives being delivered through both the delivery plan and transformation programme	The Executive Director will ensure that the Borough Council remains an advocate and enabler of	Mannie Ketley	Quarterly Review

				<p>require coordination and joint working across the private, public and voluntary sectors. Through these partnerships, the Council will advocate for responsible environmental practice and action to address climate change in other organisations</p>	<p>positive climate action in all our working with external partners</p>		
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SECTION 3: REVIEW

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

Review date	8th July 2022
Key points to be considered through review	As detailed above
Person responsible for review	Dan Green
Authorised by	Dan Green

Agenda No 7(b)

AGENDA MANAGEMENT SHEET

Report Title:	Delivering the Corporate Strategy 2021-2022
Name of Committee:	Council
Date of Meeting:	19 July 2022
Report Director:	Executive Director
Portfolio:	Finance, Performance, Legal and Governance
Ward Relevance:	All wards
Prior Consultation:	None
Contact Officer:	Executive Director
Public or Private:	Public
Report Subject to Call-In:	No
Report En-Bloc:	No
Forward Plan:	No
Corporate Priorities:	This report relates to the following priority(ies):
(C) Climate	<input checked="" type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C)
(E) Economy	<input checked="" type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E)
(HC) Health and Communities	<input checked="" type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC)
(O) Organisation	<input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O)
	Corporate Strategy 2021-2024
	<input type="checkbox"/> This report does not specifically relate to any Council priorities but
Summary:	The report provides Members with an update on Levelling Up, Devolution Deal for Warwickshire and UK Shared Prosperity Funding for Rugby and seeks approval for funding allocations.
Financial Implications:	There are no direct financial implications arising from this report.

Risk Management/Health and Safety Implications:	There are no risk management implications arising from this report.
Environmental Implications:	There are no direct environmental implications arising from this report.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	There are no equality and diversity implications arising from this report.
Options:	N/A
Recommendation:	The performance and achievements in the delivery of the Corporate Strategy during 2021/22 be noted.
Reasons for Recommendation:	To update the Council on performance and key areas of success during 2021/22.

Council - 19 July 2022

Corporate Strategy 2021/22

Public Report of the Executive Director

Recommendation

The performance and achievements in the delivery of the Corporate Strategy during 2021/22 be noted.

1. BACKGROUND

1.1 The current Corporate Strategy 2021-24 was adopted by Council on 23 February 2021. The Strategy sets out *what we will be doing* to support the Borough, and was produced during the Covid-19 pandemic, incorporating the basis for the Council's proposed recovery with outcomes described that correlate to the four pillars of recovery: Economy; Climate; Health and Communities; and Organisation and the four overarching outcomes:

- ***Rugby is an environmentally sustainable place, where stakeholders work together to reduce and mitigate the effects of climate change***
- ***Rugby has a diverse and resilient economy, which benefits all residents***
- ***Residents are able to live healthy, independent lives, with the most vulnerable protected***
- ***Rugby Borough Council is a responsible, effective and efficient organisation***

2. DELIVERY OF THE CORPORATE STRATEGY

2.1 The attached report details the performance and achievements in the delivery of the Corporate Strategy during the 2021/22 municipal year.

Name of Meeting: Council

Date of Meeting: 19 July 2022

Subject Matter: Delivering the Corporate Strategy 2021/2022

Originating Department: Executive Director's Office

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



Delivering the Corporate Strategy 2021-2022



Contents

**Climate
Change
and the
Environment**



2-5

Economy



6-9

**Health and
Communities**



10-15

Organisation



16-24

Delivering the Corporate Strategy 2021-2022

In February 2021, the Council adopted a new Corporate Strategy – a strategy which sets a clear vision for all council teams to deliver over the coming years.

Comprising of four key outcomes, the Strategy supports the Council to move from a position of responding to the Covid 19 pandemic, to a recovery phase where we aim to support our communities to live with Covid and enable the Borough to thrive. The four outcomes focus on climate change and the environment, on the Borough's economy, and on healthier communities as well as organisational commitments that will help us prioritise and redirect resources.

Alongside supporting these outcomes, we have continued to deliver our statutory and essential services to the residents and businesses of Rugby, for which we have our employees to thank. They have been at the heart of our achievements and despite the significant challenges we have all faced, they have been diligent and dedicated to serving our communities.

This document sets out some of our achievements over the last 12 months, reflecting our journey towards delivering our corporate strategy and our commitment to do what is Right for Rugby.

Levelling Up

As we came to the end of 2021/22, the Government published it's White Paper on Levelling Up, setting out the 12 national missions that are critical to its aim. We feel that our Corporate Strategy is closely aligned to these missions and therefore for 2022/23 have started to identify the projects we will undertake that will support the delivery of Levelling Up alongside our Corporate Strategy. We look forward to sharing more on that with you in due course, for now we will leave you with an overview of some of our key achievements during 2021/22 and how we have continued to serve the residents and businesses of Rugby.



Cllr Seb Lowe
Leader of the Council



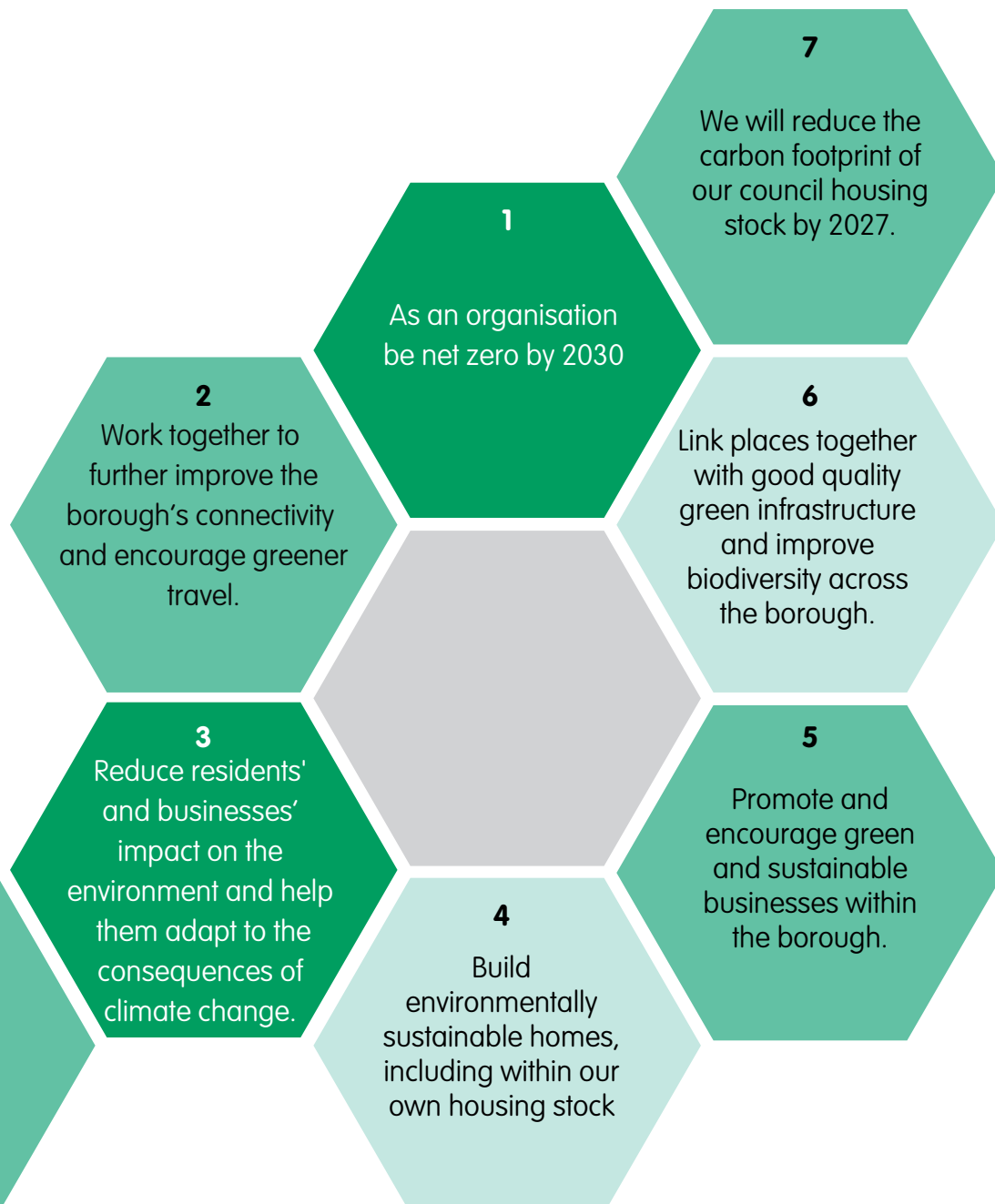
Mannie Ketley
Executive Director



Climate Change and the Environment

Over the past year, our cross-party Climate Emergency Working Group has focussed on the development of a Climate Change Strategy and Action Plan. Through this strategy, the Council will set out a long-term approach to delivering our net zero vision, where "Rugby is an environmentally sustainable place where we work together to reduce and mitigate the effects of climate change, transitioning Rugby to a low carbon place."

While setting this longer-term strategic direction, the Council has progressed many actions relating to climate change, ensuring that it is well placed to now turn that strategy into meaningful action.



Rugby is an environmentally sustainable place, where stakeholders work together to reduce and mitigate the effects of climate change

<p>7</p> <p>HOUSING CLIMATE CHANGE RESERVE</p> <p>The HRA budget for 2022/23 now includes a Housing Climate Change reserve of £1M. This will help us to be reactive to new funding opportunities when they arise and to have a series of off the shelf energy efficiency and retrofit projects. We are undergoing a stock modelling exercise across our social housing portfolio to identify measures we can take to improve energy efficiency and to plan for fully retrofitting properties.</p>		<p>1</p> <p>MAKING OUR OWN IMPACT</p> <p>We have begun upskilling our workforce to deal with the climate emergency, for example through carbon literacy training. We have implemented a climate change and environmental impact assessment, ensuring that decisions taken by Members take full account of all environmental implications.</p>
<p>3</p> <p>CLIMATE SUMMIT</p> <p>We hosted the first ever Rugby Climate Summit with voluntary and community organisations, residents, and businesses. We recognise that the climate emergency is not something that any organisation can address alone.</p>	<p>3</p> <p>RUGBY NET ZERO WEBSITE</p> <p>We built and launched the Rugby Net Zero website, to host information for residents & businesses on tackling climate change and encourage active involvement from our communities.</p>	
<p>1</p> <p>GRANT FUNDING</p> <p>We have been awarded grant funding of £507,000 by the Midlands Energy Hub to improve the energy efficiency of approximately 90 council owned homes through air source heat pumps, insulation, solar PV, and energy efficient electric heating. Rugby Borough Council match funded this with a contribution of £232,000.</p>	<p>1</p> <p>CLIMATE EMERGENCY WORKING GROUP</p> <p>The Climate Emergency Working Group has overseen development of a comprehensive Climate Strategy ready for public consultation</p>	<p>7</p> <p>ECO3 PROGRAMME</p> <p>As part of the ECO3 programme, 95 council owned homes have been targeted to benefit from cavity wall insulation and loft insulation. Our contribution to this programme was a modest £8,000, with EON contributing the remaining considerable balance.</p>
	<p>2</p> <p>AIR QUALITY</p> <p>A new Air Quality Action Plan is being developed in preparation for the new Environment Act. The aim of this is to reduce pollution to safe levels. Alongside this, an Air Quality Supplementary Planning Document was formally adopted. The taxi policy approved before COVID is now starting to improve the emissions from taxis.</p>	<p>2</p> <p>ELECTRIC VEHICLE CHARGING</p> <p>The Borough's first on-street publicly accessible, electric vehicle charging points have been installed with the capacity to charge 12 electric vehicles. Twenty-four electric vehicle points have also been added at M6, Junction 1 Service Station.</p>

3 **NEW HOUSING DEVELOPMENTS**
 We are developing plans for new housing developments at Rounds Gardens, Biart Place and some council owned garage sites with a particular focus on achieving high levels of sustainability.



4 **SUSTAINABILITY**
 We have begun work on a Climate Change and Sustainable Construction Supplementary Planning Document to ensure that new homes are built using sustainable construction methods and with climate adaption measures and alternative sources of energy from the outset.

6 **HEDGES**
 We laid two new hedges in the traditional Midlands style, one in Brownsover and one in Cawston. We used the planting to demonstrate the technique to staff, increasing the pool of skilled staff for the future.


5 **NET ZERO CONSTRUCTION**
 We have worked with businesses to ensure that new commercial buildings are sustainable and assist the Council achieve its net zero targets. The new Cadent building at Ansty Park has a BREEAM Excellent rating and EPC A and at Symmetry Park the new buildings will achieve net zero in construction.

3 **RECYCLING**
 We collected over 1,600 tonnes of dry mixed recycling from households and composting within the Borough each month, diverting that material away from landfill or incineration.



6 **WILDFLOWER SEEDING**
 We worked with the Warwickshire Wildlife Trust to complete wildflower seeding at Avon Mill Recreation Ground.

6 **POLLINATOR STRATEGY**
 A new Pollinator Strategy has been approved by Council for the management of Council land. The strategy ensures we manage and use our green spaces creatively to benefit biodiversity, health and wellbeing whilst ensuring a mosaic of habitats and environments are provided. Projects include wildflower meadows, urban meadows and supporting volunteer bee keeping at key locations.

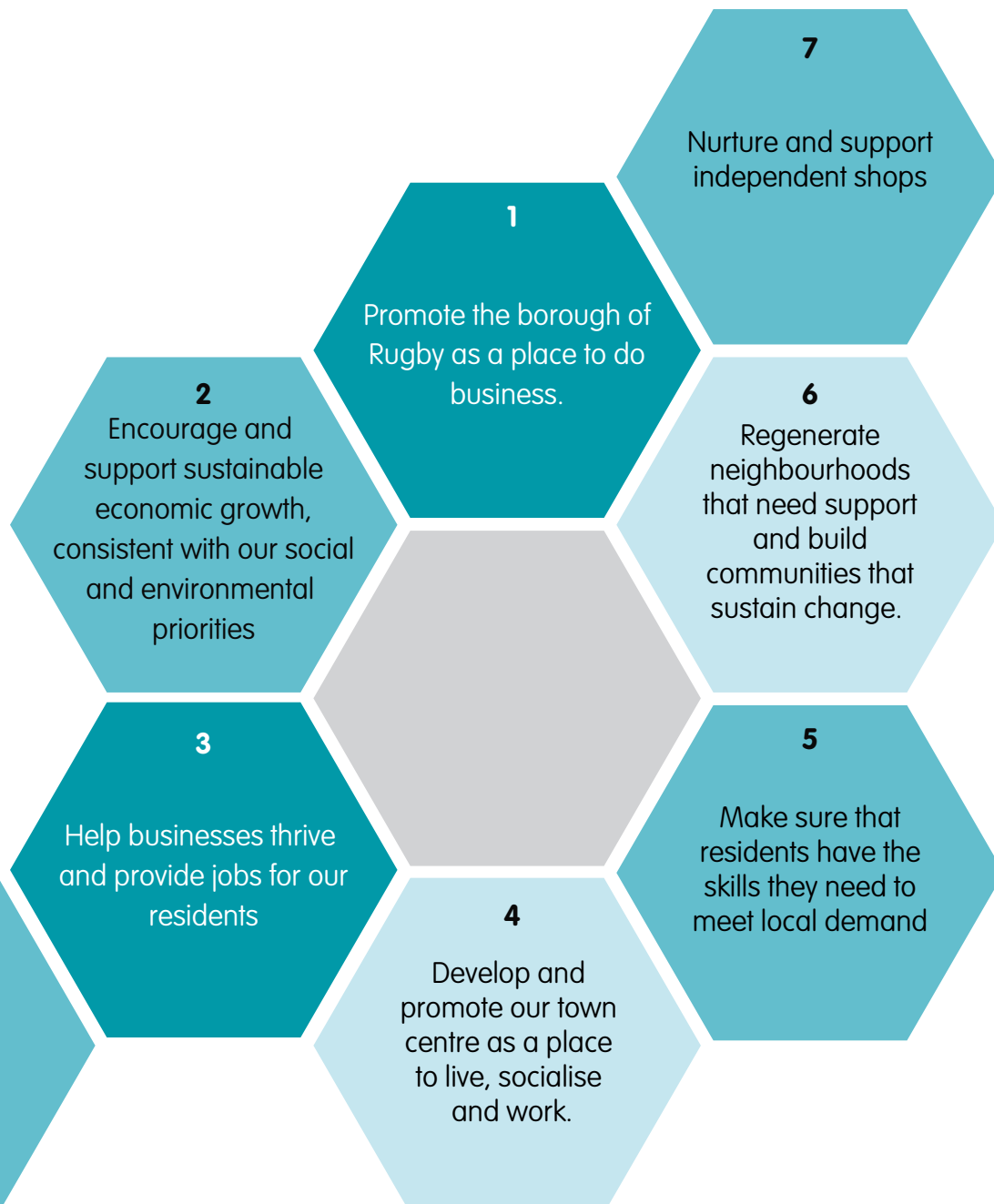
<p>7</p> <p>INVESTING IN OUR STOCK</p> <p>We continue to invest in our council housing stock. During 2021/22 we completed 623 boiler swaps with new controls & thermostats to replace failing boilers, with new Worcester Bosch high efficiency boilers.</p>	<p>4</p> <p>MARKET QUARTER</p> <p>Use of former vacant brownfield site for 360 apartments in a very sustainable location next to the Train station allowing for reduced reliance on cars.</p>	
<p>5</p> <p>GREEN BUSINESSES</p> <p>We have begun working with local businesses to understand their climate change aspirations and how the council can help to facilitate them</p>	<p>2</p> <p>WASTE PARTNERSHIP</p> <p>We continue to play an active role in the Warwickshire Waste Partnership, ensuring that sustainability is considered through the collection and disposal of all waste streams</p>	<p>2</p> <p>LOCAL TRANSPORT PLAN</p> <p>We are continuing to work with Warwickshire County Council in their development of a Local Transport Plan for Warwickshire which will set out plans and initiatives to encourage modal shift away from the private car and provision of alternative modes of transport so that residents have choices when it comes to greener travel.</p>
<p>3</p> <p>GLOBAL RECYCLING DAY</p> <p>On Global Recycling Day, the Visitor Centre launched its Rugby Town themed reusable and biodegradable takeaway cup. Several town centre cafes have signed up to a scheme offering discounts to customers presenting the cup. The scheme promotes sustainability as well as supporting local businesses.</p>	<p>4</p> <p>BELL HOUSE</p> <p>All apartments are very energy efficient with each apartment having an Energy Performance Certificate rated 'B'</p>	<p>1</p> <p>IT RECYCLING</p> <p>We have partnered with an IT recycling company which is a free service to the council. This guarantees zero landfill, re-use of equipment for good causes and our contribution to their mission to plant over 2000 trees.</p> 



Economy



This year has seen the continuation of significant threat to numerous sectors of the economy and the Council has played a significant role in supporting local businesses through these challenging times.

As the year progressed, our support continued and evolved, moving from supporting local businesses to live with Covid, to helping them to flourish through recovery. We have given particular attention to the regeneration of our town centre – recognising the focal point that it provides for the Borough and that change is needed to enable the town centre to thrive in the short, medium and longer term.



Rugby has a diverse and resilient economy, which benefits all residents

<p>3</p> <p>ADDITIONAL RESTRICTIONS GRANT</p> <p>In March 22 we paid out £221,084 to 222 applicants of Additional Restrictions Grant to support business that were not hospitality but were affected by the loss of revenue due to Coronavirus restrictions in December 2021.</p>	<p>3</p> <p>COVID-19 RECOVERY GRANTS</p> <p>During the year we paid out 25 grants totalling £916,000 to business to support the recovery from COVID-19 – working in partnership with the Growth Hub the scheme protected 471 jobs and created 109 jobs.</p>	
<p>6</p> <p>TOWN CENTRE CONSULTATION</p> <p>We held consultation events in Spring and Autumn on the strategy to regenerate and revive the town centre. Over 635 residents responded with overwhelming support for the initial ideas. Further consultation has also been undertaken with other key stakeholders which has all fed into the development of the strategy.</p>	<p>2</p> <p>COMMUNITY INFRASTRUCTURE LEVY</p> <p>Work has continued on the background research needed to advise on the suitability of adopting a Community Infrastructure Levy (CIL) in Rugby which will ensure that new development can mitigate its impact on local infrastructure. The background research was refreshed to take into account of the global pandemic and further work is continuing to enable the final scheme to be presented to Members with the possibility of adoption next year.</p>	<p>4</p> <p>TOWN CENTRE ACTION PLAN</p> <p>During quarter 4 of 2021/2022 we commenced work on a short term action plan for the Town Centre. It is envisaged the action plan will comprise of five key themes; Town Centre Events, Support for businesses, Town Centre Safety, Town Centre Market, Town Centre Public Realm</p>
		<p>4</p> <p>SOUTH WEST RUGBY</p> <p>We are continuing our work with Homes England and the Consortium at South West Rugby to bring the mixed used development forward. Partners have launched the Homestead View website, to keep communities affected by the South West Rugby Sustainable Urban Extension informed and engaged.</p>

<p>1</p> <p>FIT FOR PURPOSE</p> <p>We have created a new Major Projects and Economic Development Team within Growth and Investment to ensure that we have the resources required to deliver and support inward investment on some of our key strategic sites and the town centre as well as providing an increased support for business and other town centre improvements.</p>	<p>2</p> <p>ECONOMIC STRATEGY</p> <p>We have commenced work on an Economic Strategy which will be based around 3 pillars Place and Regeneration, Business Support and People and Skills, this will align with the Corporate Strategy but also the Levelling Up and Regeneration Bill. This strategy will ensure that we can identify and support local businesses and also work with our partners in Higher and Further Education to ensure our residents have the skills they need and that Rugby is a place we can be proud of.</p>	<p>4</p> <p>WELCOME BACK FUND</p> <p>£193,000 of grant funding was secured from the Welcome Back Fund. This was used to deliver and promote a free programme of Summertime and Wintertime events and activities with the aim of bringing footfall to the town centre.</p>
<p>6</p> <p>HEDNA</p> <p>We are leading the work with authorities across Coventry and Warwickshire on a joint Housing and Employment Development Needs Assessment (HEDNA). This will ensure that we are meeting the needs across the region and planning for new housing and employment growth.</p>		
	<p>2</p> <p>SHAPING OUR INFRASTRUCTURE</p> <p>We continue to liaise with neighbouring authorities along the A5 and A46 corridors to ensure that essential improvements to network infrastructure that will facilitate growth is on the government agenda.</p>	<p>3</p> <p>WELCOMING NEW BUSINESSES</p> <p>We are continuing to support key strategic employment sites such as Ansty Park in their development, this year saw the completion of the office building for Cadent which will house a 1,000 employees on the site in their state of the art new building.</p>

<p>4</p> <p>DEVELOPMENT MANAGEMENT</p> <p>In Development Management, over 1,000 planning applications have been determined, 1022 dwellings have received permission and 124 affordable dwellings have been built along with the approval of 78,865 SQM of employment floorspace.</p>		
<p>6</p> <p>HOULTON</p> <p>In supporting sustainable communities, the Council continues to work with Urban and Civic on the delivery of Houlton which opened an award winning new Secondary School in September 2021.</p>	<p>7</p> <p>INDEPENDENT SHOPS</p> <p>There is no doubt about the value our independent shops bring into the Town Centre and wider borough. The short term action plan for the town centre and forthcoming economic strategy will focus on this area to identify how we can nurture and support this key sector.</p>	<p>3</p> <p>SUPPORTING OUR BUSINESSES</p> <p>We have continued to work with partners including West Midlands Combined Authority, Coventry & Warwickshire Local Enterprise Partnership, The Growth Hub, Chamber of Commerce, Federation of Small Businesses and Warwickshire County Council to support our existing businesses to expand, to attract new investment into the Borough and to support new businesses start up.</p>
	<p>3</p> <p>OTHER BUSINESS GRANTS</p> <p>We gave out other COVID-19 related grants for businesses totalling £6,996,000.</p>	

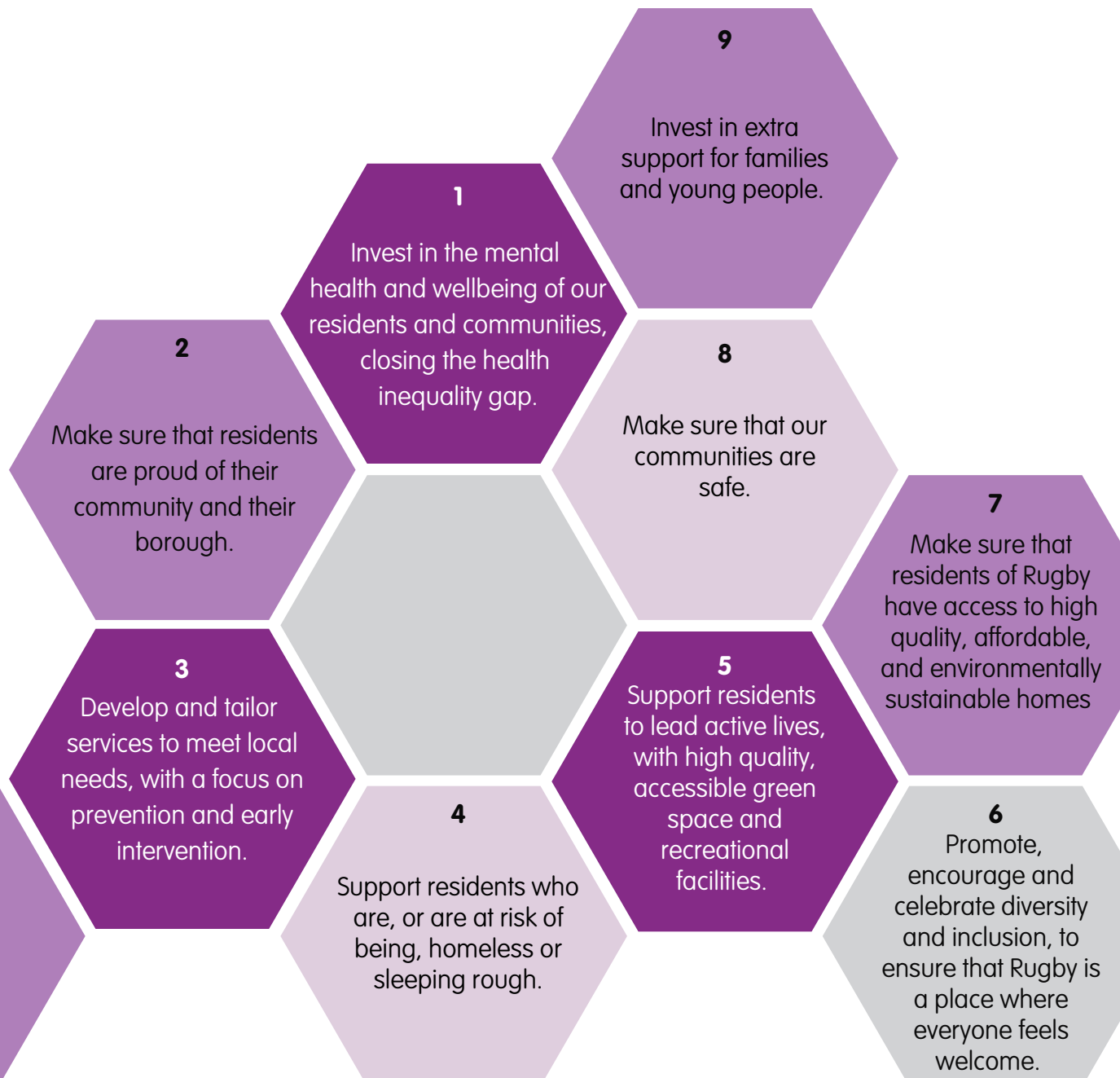


Health and Communities


Throughout the pandemic period, the wellbeing and health of our communities has been amongst our highest priorities, carrying more importance than ever before. Our understanding of health vulnerabilities has improved and, we have implemented new ways of working to address health inequality.

As we begin living with Covid, the importance of ensuring healthy communities has remained high, with the Levelling Up White Paper setting out how the government will seek to address health inequality.

Over the past year, we have delivered many new projects to support the delivery of our corporate outcome where 'Residents live healthy, independent lives, with the most vulnerable protected.'



Residents are able to live healthy, independent lives, with the most vulnerable protected

<p>3</p> <p>RENSENSE</p> <p>A new rent arrears monitoring software has been successfully implemented. Rentsense has enabled us to focus efforts on supporting those tenants more susceptible to struggling to maintain their rent payments and this is really paying off. We are on target to achieve a 95% collection rate for this year.</p>	<p>4</p> <p>PHIL PROJECT</p> <p>We continue to host the PHIL (Preventing Homelessness Improving Lives) project for Rugby, Stratford, and North Warwickshire Councils, and this agreement has been extended to March 2023. The PHIL project has prevented 137 Rugby households from becoming homelessness in the last year.</p>	
<p>4</p> <p>HELPING PEOPLE INTO WORK OR TRAINING</p> <p>Together with BEAM, a social enterprise, we are working to support people who are homeless or at risk of becoming homeless. The aim is to help 50 people into employment or training during 2022/23</p>	<p>3</p> <p>COMMUNITY ALARM SERVICE</p> <p>Despite challenging operating conditions due to the pandemic, we continued to offer a 24/7 community alarm service for our older and more vulnerable residents.</p>	<p>4</p> <p>ROUGH SLEEPER SOLUTION</p> <p>Due to the work of our Rough Sleeper Solution Officers, rough sleeping in the town continues to be very low. This Autumn's snapshot counted 3 rough sleepers, one of whom was travelling through Rugby.</p>
<p>2</p> <p>VOLUNTEER WORK</p> <p>Over 2,100 hours of practical conservation volunteer work was completed by the Ashlawn Working Party and Rugby Wildlife Group and Warwickshire Wildlife Trust. The work included hedge laying, and footpath restoration.</p>	<p>9</p> <p>HOUSING PATHWAYS</p> <p>We supported three Housing Pathways Clients, in need of intensive Housing Support into an introductory tenancy in social housing.</p>	<p>6</p> <p>LEADING THE WAY</p> <p>we have worked with our partners to support the asylum seekers currently hosted in interim accommodation in the borough, ensuring that they feel welcome, safe and supported, whilst valuing their unique cultural identity</p>
<p>8</p> <p>RESIDENTS SURVEY</p> <p>A residents survey which received over 400 responses is informing our approach to tackling violence against women and girls. RBC, in partnership with Warwickshire CC and the Office of the Police and Crime Commissioner, successfully applied for government funding for initiatives to improve the safety of women and girls including CCTV and education.</p>		

<p>7</p> <p>HOUSING STOCK</p> <p>Work continues to increase our stock of homes with 6 new homes being acquired up to the end of Q3 of 2021/22, and an additional 21 properties at differing stages of the purchase process. We have also successfully bid for 8 new homes delivered via S106, and Bloor Homes will be handing these over in summer 2025.</p>	<p>7</p> <p>LOCAL LETTINGS PLAN</p> <p>We agreed as local lettings plan for 143 new additional homes at Houlton, built by Midland Heart. The aim of the plan was to give people more mobility in terms of downsizing/ upsizing their current social rented home, as well as being an opportunity to help families 'just getting by' in the private rented sector.</p>	
<p>7</p> <p>ROUNDS GARDENS</p> <p>We have rehoused all the tenants from Rounds Gardens in readiness for demolition. This was achieved within the target date of 31 March 2022.</p>	<p>5</p> <p>PARK CONNECTOR NETWORK</p> <p>There has been a major development of Route 'East A' with Whinfield Wood, Whinfield Park and footpaths being upgraded and completed with tarmac paths replacing poor pathways. This has been achieved with partnership funding from Veolia Environmental Trust Landfill Community Funds.</p>	<p>1</p> <p>HEART PARTNERSHIP</p> <p>We remain part of the HEART partnership ensuring that disabled facility grants continue to support people to retain both their independence and dignity in their own homes.</p>
<p>7</p> <p>BELL HOUSE</p> <p>Bell House, a formerly derelict site has been transformed into 18 new-build apartments for social rent, with 13 one-bedroom apartments and 5 two-bedroom apartments to cater for our tenant's needs.</p>		<p>3</p> <p>WAITING LIST APPLICATIONS</p> <p>The backlog to our housing waiting list applications (caused by a surge as a result of the pandemic) has now been substantially reduced. New cases are triaged daily to identify those requiring a more urgent response.</p>

<p>9</p> <p>HOUSEHOLDER GRANTS</p> <p>In response to the national scheme providing band A-D householders a £150 grant to support inflationary increases, Rugby was the first Council in the district to pay any of the grants out. By 21 April over 15,000 of the 38,000 grants have been received by residents.</p>	<p>2</p> <p>AREA ACTION</p> <p>We are piloting area action plans with our partners and local communities to identify priority actions and solutions. This pilot will take a levelling up approach, starting with a focus on improving local pride and a sense of community.</p>	<p>5</p> <p>REFURBISHMENT</p> <p>A major refurbishment was completed at Whinfield Play Area and MUGA. Rokeby play areas were refurbished with new play equipment, and new pathways were installed with extensive hedgerow planting.</p>
<p>3</p> <p>WELFARE CHECKS</p> <p>In partnership with Warwickshire CC we assisted in the tracing of positive cases where they had not given correct information or had not engaged with the Test and Trace process. Officers carried out 200 visits.</p>	<p>8</p> <p>INSTALLATIONS</p> <p>In response to a resident survey about making our open spaces safer after dusk and to improve green travel opportunities and aid public usage in autumn and winter we installed solar bat hat lights at Whinfield Park and Wood, Caldecott Park, Rokeby, and Centenary Park. We also planted a family of Sakura cherry trees from the Japanese Embassy in Whitehall Recreation Ground.</p>	<p>4</p> <p>DISCRETIONARY HOUSING PAYMENTS</p> <p>£160,000 of Discretionary Housing Payments supported 137 households as an intervention to prevent homelessness.</p>
		<p>2</p> <p>REBRAND AND WEBSITE</p> <p>Rugby Art Gallery & Museum successfully rebranded and launched a new website to make the offer more relevant and attractive to Rugby's communities</p>
<p>4</p> <p>BREAKING THE CYCLE</p> <p>As an alternative to the winter night shelter, we worked with partners to secure housing support and accommodation for 6 clients. Two of these have gone on to full time employment, 2 have moved into the private rented sector, 1 is being supported into employment / training via BEAM and 1 was evicted. For 5 of the 6 clients, we have managed to break the rough sleeping cycle.</p>		

<p>6</p> <p>ARTS COUNCIL FUNDING</p> <p>Rugby Art Gallery and Museum received £50,000 from the Arts Council to work with the Benn Partnership Community Centre and are currently building an exciting new social group who will be discovering and adding to the history of the town.</p>	<p>2</p> <p>IMAGES OF RUGBY</p> <p>Our Images of Rugby exhibition featured photographs and artworks of Rugby from the museum collection and had 9,200 of visitors and our Facebook posts reached over 43,000 people.</p>	<p>6</p> <p>CREATIVE YOUTH EXHIBITION</p> <p>103 young people contributed to the Creative Youth exhibition at Rugby Art Gallery and Museum, many working with artists and peers to document their time during lockdown.</p>
<p>2</p> <p>EVERY OBJECT TELLS A STORY</p> <p>In February, Rugby Art Gallery and Museum opened Every Object Tells a Story Exhibition which tells the story of some of Rugby's hidden histories. It features contributions from local people, members of the local history group and Warwickshire Pride.</p>	<p>1</p> <p>COMBATING SOCIAL ISOLATION</p> <p>A successful social prescription project runs at the Benn Partnership Centre helping socially isolated members to build confidence and combat loneliness through engagement in an art or craft activity each week. Referrals come from Connect Well, ESOL and the local medical centre.</p>	<p>9</p> <p>FUNDED WORKSHOPS</p> <p>Rugby Art Gallery and Museum obtained funding to provide 10 community group and 10 primary school classes with free workshops. The funds also subsidised 479 creative workshop places for families.</p>
<p>9</p> <p>ON TRACK</p> <p>On Track worked with key partners including Orbit Housing, The Police & Crime Commissioner, and community organisations to deliver health and wellbeing interventions for young people in the Borough.</p>	<p>5</p> <p>NATIONAL PLAYDAY</p> <p>Over 1000 residents attended our National Playday event at Whitehall Recreation Ground.</p>	

<p>8</p> <p>HATE CRIME AWARENESS</p> <p>Our members undertook Hate Crime Awareness training to support them in their wider role around community cohesion and fostering good relations.</p>	<p>5</p> <p>SUPPORTING COMMUNITY PROJECTS</p> <p>We awarded £28,000 in grants to support community projects in 2021/22</p>	<p>5</p> <p>SERVICE LEVEL AGREEMENTS (SLA)</p> <p>We continue to support SLAs for the Community Associations for 2022/23; Benn PaRtnership Centre, Overslade, New Bilton, Brownsover, Long Lawford, Newbold on Avon Community Partnership and the Foodbank</p>
	<p>6</p> <p>GYPSY AND TRAVELLER DEVELOPMENT PLAN</p> <p>We have commenced work on a Gypsy and Traveller Development Plan Document to ensure that we understand what the needs are for all our residents and so that we can plan to meet any needs that are required.</p>	<p>3</p> <p>WORKING WITH OUR VOLUNTARY AND COMMUNITY SECTOR</p> <p>We have continued to work with Warwickshire CAVA and the Citizens Advice Bureau, to help them support Rugby's residents during the year.</p>
<p>7</p> <p>AFFORDABLE HOMES</p> <p>We continue to work in partnership with registered providers to support their delivery plans for affordable homes in the borough, including Homes England's Shared Ownership and Affordable Housing Programme.</p>	<p>9</p> <p>COUNCIL TAX SUPPORT</p> <p>£5.4 million in local council tax support has been given to our residents in 21/22</p>	<p>1</p> <p>WORKING WITH AGE UK</p> <p>Rugby Art Gallery and Museum are working with Age UK to develop and support activities within our local communities both on site and in the community.</p>



Organisation

The Council has continued to be a responsible, effective, and efficient organisation – delivering high quality services and innovative solutions while managing public funds responsibly and ensuring good governance.


We have revisited many of our ways of working, restructuring our Leadership Team and beginning a transformation programme which fundamentally changes many of the ways in which we do business.

We continue to recognise that our staff are our greatest assets and that without them, none of the successes of the past 12 months would have been possible.



Rugby Borough Council is a responsible, effective and efficient organisation



<p>4</p> <p>EMPLOYEE COMMUNICATION</p> <p>We have improved communication and engagement with our employees through the formation and redefinition of the management team, empowering our workforce to collaborate and take the lead on operational decision making</p>	<p>3</p> <p>JOINT VENTURES</p> <p>We have supported the establishment of a joint venture trading company. This has included recruitment and training of non-executive directors to two company boards and establishment of a Shareholders Committee.</p>	<p>4</p> <p>AGILE WORKING</p> <p>The organisation is now working in an agile way in response to our changing needs, incorporating hybrid meeting rooms, agile project delivery, collaborative portals, and remote access services such as digital signage.</p>
<p>8</p> <p>RESIDENT CONSULTATION</p> <p>We consulted our residents' on how they would like to access and be informed about council services. The results are being used to develop our customer access, digital, and communications strategies.</p>	<p>4</p> <p>APPRENTICES</p> <p>Five out of the eight 2021 cohort apprentices have already been successful in completing their apprenticeship, and have been recruited into roles within the wider Council.</p>	<p>1</p> <p>MICROSOFT TEAMS</p> <p>The introduction of Microsoft Teams means that we can maintain inclusion for everyone and communicate with everyone either on a 1-1 basis or in group meetings regardless of where people are working.</p>
<p>7</p> <p>BENN HALL</p> <p>Following 18 months doing vital work supporting key services the Benn Hall reopened to audiences. Since then over 11,000 people have attended events under Covid secure measures. The programme continues to grow and achieved record ticket sales for Rugby's only professional pantomime attracting over 2,200 customers over the Christmas period.</p>	<p>4</p> <p>LEADERSHIP TEAM</p> <p>Following recruitment to the Leadership Team the organisation is being restructured to focus on the Corporate Strategy and transformation.</p>	
	<p>1</p> <p>CUSTOMER CONTACT MANAGEMENT SYSTEM</p> <p>The development of the Councils digital platform continues and in May 2021 we successfully procured and rolled out a new Customer Contact Management System - Digital Place.</p>	

<p>3 COMBINED ELECTIONS In May 2021 we held covid secure combined elections for the Police & Crime Commissioner, County Council, Borough Council, Parish Councils, by election for the Borough Council for Wolvey & Shilton ward and a Neighbourhood Plan Referendum.</p>	<p>3 FREEDOM OF INFORMATION AND ENVIRONMENTAL INFORMATION REGULATIONS Since April 2021 to March 2022, communications have dealt with 544 FOI (freedom of information) requests and 476 EIR requests.</p>	<p>3 ANNUAL CANVAS During our annual canvass, between July and November 2021 we contacted over 50,000 properties in the Borough to ensure that elector details were accurate and up to date.</p>
<p>1 BUSINESS SUPPORT Business support delivered consistent customer service throughout the pandemic, in person and virtually, completing over 8,800 emailed task requests on demand, on top of daily tasks, and advancing the Council's digital agenda by delivering over 7,000 pages of physical mail electronically since July 2021.</p>	<p>7 CUSTOMER SERVICE CENTRE In 2021/2022, the customer service centre dealt with over 100,000 enquiries</p> 	<p>8 POLICY REVIEW The gambling policy and alcohol policies have been reviewed and updated to meet the needs of the developing market. As part of their Governance role the Equality & Diversity Steering group reviewed the Equality, Diversity & Inclusion Policy Statement, Objectives and amended them to ensure they were aligned with the Corporate Strategy.</p>
<p>1 DIGITAL SIGNAGE Digital signage was installed in the reception area as well as at the front of the town hall to increase our ability to display information quickly and effectively to our residents and businesses</p>		

<p>1</p> <p>DIGITAL CULTURE</p> <p>We have embedded a digital culture, including allowing council meetings to be paperless. This has resulted in a 56% reduction in use and expenditure on paper across the Council.</p>	<p>4</p> <p>IT SERVICES</p> <p>In 2021 IT Services dealt with 22,179 tickets with an average resolution of 7.16 hours [MCI] 96% of respondents rated the service as "great" from our customer satisfaction survey.</p>	<p>1</p> <p>RUGBY WASTE APP</p> <p>Our Rugby Borough Council waste app continues to grow with current subscriptions at over 8000 unique households.</p>
<p>1</p> <p>DIGITAL EXPERIENCE PLATFORM</p> <p>The implementation of phase one of our digital experience platform has enabled a new Customer Case Management Module enabling Rugby Borough Council staff and customers to log and track issues via one portal. Phase two work is now underway to migrate our website services to this platform and to expand the number of services available to both staff and customers.</p>		<p>7</p> <p>PLANNING ADVICE</p> <p>We have introduced a new chargeable planning pre-application advice service to allow residents and businesses to get planning advice prior to submitting a planning application. This new service will generate additional income using Planning Performance Agreements (PPAs) along with an advice service that now covers all types of development.</p>
<p>2</p> <p>RUGBY LOTTO</p> <p>The Rugby Lotto awarded its first £25,000 jackpot and has surpassed £100,000 income for local voluntary and community groups since its launch three years ago. This year, the Rugby Lotto has generated £34,600 for good causes.</p>	<p>7</p> <p>SUPPORT PAYMENTS</p> <p>The CAST team administered the Test and Trace support payments for the lifetime of the scheme, which closed at the end of February 2022. During 2021/22 £374,000 was allocated to 748 residents.</p>	<p>7</p> <p>COVID VACCINATION SUPPORT</p> <p>The Benn Hall supported the National Vaccination role out, assisting the NHS with 21 days of clinics over the Summer</p>

<p>5</p> <p>COMMERCIALISATION</p> <p>Work has commenced to identify principles and our approach to commercialisation within the organisation. A review of service areas has also commenced to identify opportunities.</p>	<p>7</p> <p>REFUSE</p> <p>In 2021-22 we collected an estimated 24,000 of residual waste and 18,000 tonnes of dry and green recyclable material</p>	<p>1</p> <p>TRANSFORMATION PROGRAMME</p> <p>Development of a transformation programme for the organisation commenced in quarter 3 which will shape how the council operates along with opportunities for improving innovation and efficiencies..</p>
<p>4</p> <p>INTERNAL GOVERNANCE</p> <p>In quarter 4 work commenced on the creation of an "internal constitution". The purpose of this is to support and improve the internal operations of the Council.</p>	<p>4</p> <p>WORKING WITH MEMBERS</p> <p>We have undertaken workshops with both Members and Officers to fully understand the key issues to be included within our newly formed Member and Officer Protocol. This will create a new collaborative approach between members and officers. We have also worked closely with appointed Training Co-ordinators to identify training needs for Members. This will developed further through our Member Learning & Development Policy.</p>	<p>7</p> <p>RECYCLING FACILITY</p> <p>We have progressed work with partners to develop a state of the art materials recycling facility, which will maximise the range and quality of collected household waste that can be recycled.</p>
		
<p>7</p> <p>RUGBY ART GALLERY AND MUSEUM</p> <p>The installation of the Lego inspired Brick Live exhibition saw over 5,000 attendees over the 7 week festive period, supported by a town trail with giant Snowman and Snowdog figurines.</p>		

<p>7</p> <p>EVENT STREAMING</p> <p>A live streaming funeral service was developed to support grieving residents and families as part of our pandemic response.</p>	<p>4</p> <p>RECRUITMENT</p> <p>A new recruitment microsite was created which helped us to successfully recruit 2 new senior managers to the Council.</p>	<p>2</p> <p>LOCAL DIGITAL FUND</p> <p>We were granted £350,000 via the Local Digital Fund Round 5 to lead development on a new and flexible digital waste service that integrates front end resident user requests with back office delivery functions in an accessible “low code” way. We are the only authority within the region to have ever been granted this funding.</p>
	<p>6</p> <p>DIGITALISING HEALTH AND SAFETY</p> <p>A new software system known as SHE was introduced which will allow easier management by service managers, better accident investigation and improved dashboards for senior managers.</p>	
<p>5</p> <p>DEVELOPMENT COMPANY</p> <p>A new joint venture commercial development company has been incorporated with experienced joint venture partner the Norse Group. The initial aim is to build 60 new homes.</p>	<p>4</p> <p>E-LEARNING PLATFORM</p> <p>We have introduced a digital e-learning safety platform which is easy to implement and use. It features a suite of motivational training videos to help managers engage all staff.</p>	<p>1</p> <p>DIGITAL PLACE MICROSITES</p> <p>A variety of microsites have been launched using our new Digital Place platform. Including a new website for Rugby Art Gallery & Museum and a Net Zero site to support our climate initiatives.</p>

<p>7</p> <p>COUNCIL EVENTS</p> <p>We increased accessibility to public meetings by livestreaming selected committee and Council meetings, providing an improvement in engagement in the democratic process. We continued to deliver civic events such as Remembrance Sunday during Covid restrictions, and members returned to the Council Chamber for all Full Council meetings from April 2022.</p>	 <p>8</p> <p>TAXI FARE REVIEW</p> <p>Taxi fares have been reviewed and approved and the meters in the taxis altered across the Borough.</p>	<p>2</p> <p>BENN HALL</p> <p>The Benn Hall facilitated over 25 blood donation clinics and 20 vaccination clinics throughout the 12 month period. The return of public access events and shows saw sell out audiences for the Fureys, Bingo Revolution and Forbidden Nights to name a few. .</p>
<p>6</p> <p>DIGITALISING LAND CHARGES</p> <p>Work has commenced on the digitisation of land charges information. Working with HM Land Registry this 18 month project will allow all land charges information to be available to all on a national database.</p>		<p>1</p> <p>ONLINE GRANTS APPLICATIONS</p> <p>Our online grants process has been refined once again this year to ensure a smooth and slick digital service that was also reactive to the governmental changes and funding streams made available during the pandemic.</p>

<p>8</p> <p>ENVIRONMENTAL ACT</p> <p>We have started work to design the service changes that will need to be implemented to meet the requirements of the environment act</p> 	<p>3</p> <p>HEALTH AND SAFETY GOVERNANCE</p> <p>The health and safety of our team members, councillors and visitors is of the highest importance. With the restructure of the council's Leadership Team it was necessary to review our health and safety controls and to see if we could improve them. A Health and Safety Committee and a Health and Safety Operational Group have been established to improve the management and performance indicators necessary, along with a new software system called SHE to improve operational management and make it easier to manage and be more consistent.</p>	
<p>5</p> <p>LIFELINE SERVICE</p> <p>The Lifeline Service continues to support private and social housing customers. During the year it was re-accredited by the Telecare Services Association and inspectors praised the dedication of staff in service delivery.</p>	<p>4</p> <p>PARKING STRATEGY</p> <p>We are producing a parking strategy, looking at issues such as demand, alternative use of car parks, pricing, and cash free payments.</p>	<p>4</p> <p>REFUSE ROUNDS</p> <p>We have progressed work to optimise our waste collection routes, ensuring that each round is completed as efficiently as it can be.</p>
<p>4</p> <p>GARDEN WASTE PROCESS</p> <p>The Garden Waste process was redesigned and launched on our new Digital Experience Platform with over 15,000 subscriptions purchased since going live in February 2022.</p>	<p>8</p> <p>PUBLIC SECTOR INSIGHT WEEK</p> <p>We hosted a talk for Public Sector Insight Week about our ongoing journey with partners to build digital waste services in low code. The talk was voted in the top ten talks over the week.</p>	<p>7</p> <p>PLANNING ADVICE</p> <p>A new chargeable planning pre-application advice service has been launched allowing residents and businesses to get planning advice prior to submitting a planning application.</p>



Thank you to all our staff for delivering great things for Rugby



Agenda No 7(c)

AGENDA MANAGEMENT SHEET

Report Title:	Levelling Up / Devolution Deal / UK Shared Prosperity Fund
Name of Committee:	Council
Date of Meeting:	19 July 2022
Report Director:	Executive Director
Portfolio:	Finance, Performance, Legal and Governance
Ward Relevance:	All wards
Prior Consultation:	None
Contact Officer:	Executive Director
Public or Private:	Public
Report Subject to Call-In:	No
Report En-Bloc:	No
Forward Plan:	No
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:	The report provides Members with an update on Levelling Up, Devolution Deal for Warwickshire and UK Shared Prosperity Funding for Rugby and seeks approval for funding allocations.
Financial Implications:	There are no direct financial implications arising from this report.
Risk Management/Health and	There are no risk management implications arising

Safety Implications:	from this report.
Environmental Implications:	There are no direct environmental implications arising from this report. As proposals progress, detailed Environmental and Climate Change Impact Assessments will be completed
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	There are no equality and diversity implications arising from this report. As proposals progress, detailed EQIAs will be completed
Options:	N/A
Recommendation:	<ol style="list-style-type: none">1) Group Leaders work with their groups to identify;<ol style="list-style-type: none">a) Any additional Levelling Up objectivesb) Any other Devolution Deal themesc) Devolved power / funding asks for the devolution deal 2) The UK Shared Prosperity Fund allocations as proposed within the report for each of the three years across the three investment areas be approved.
Reasons for Recommendation:	To enable Members to shape these key considerations and to agree the UK SPF funding proportions prior to submission of the investment plan by 1 st August 2022.

Council- 19 July 2022

Levelling Up / Devolution Deal / UK Shared Prosperity Fund

Public Report of the Executive Director

Recommendation

- 1) Group Leaders work with their groups to identify;
 - a) Any additional Levelling Up objectives
 - b) Any other Devolution Deal themes
 - c) Devolved power / funding asks for the devolution deal
- 2) The UK Shared Prosperity Fund allocations as proposed within the report for each of the three years across the three investment areas be approved.

1. INTRODUCTION

1.1 The purpose of this report is to provide an update to Members on;

- Levelling Up
- Devolution Deal for Warwickshire
- UK Shared Prosperity Funding

2. LEVELLING UP

2.1 On 2 February 2022 the Government published the Levelling Up White Paper, followed by the Levelling Up and Regeneration Bill in May 2022.

2.2 The White Paper outlines the Government's strategy to "spread opportunity and prosperity to all parts of the country" by 2030, through twelve national missions. This will also include stronger oversight of local government on performance against these missions.

2.3 The Government's Levelling Up White Paper sets out four core objectives:

- boost productivity, pay, jobs, and living standards by growing the private sector, especially in those places where they are lagging;
- spread opportunities and improve public services, especially in those places where they are weakest;
- restore a sense of community, local pride and belonging, especially in those places where they have been lost; and
- empower local leaders and communities.

2.4 These missions and core objectives are closely aligned to the Council's Corporate Strategy and its four overarching outcomes which sets out *what we will be doing*; the draft Rugby Blueprint which is our framework *for how we will become the best we can be* and; the Council's CAN DO values, which represent *who we are*, as set out in agenda item 1.

2.5 The Corporate Strategy delivery plan for the current year and subsequent years will comprise of initiatives which will support the core objectives of Levelling Up. Actions within the 2022/23 delivery plan (agenda item 1) include the following projects;

- Reviewing the Local Strategic Partnership
- Area action plans and projects
- Develop our Community Development Strategy

These projects and others within the delivery plan will include working at a hyper-local level with our communities and partners across the public, community and voluntary and private sectors, to address the challenges and issues that are most important to our residents and build upon the strengths that exist at a local level to support community resilience.

2.6 Key objectives identified for these projects centre around the following;

- Enhance local pride
- Improve access to health services and population health
- Support and identify skills, training and employment opportunities
- Identify actions to help support improved educational attainment
- Address financial exclusion and digital exclusion
- Address food & fuel poverty and cost of living related issues
- Support the community to achieve theirs and our environmental sustainability aspirations
- Address community safety issues

2.7 Group Leaders are invited to work within their groups to identify other objectives they feel should be included within the list above. It is recognised that the priority of these objectives will vary dependent upon areas/locality and levels of deprivation. Also, urban and rural locations will have different priorities, but equally there will be some objectives that will be common across multiple areas and therefore require a more strategic approach to be taken with our partners.

2.8 The Index of Multiple Deprivation (IMD) data 2019 for Rugby identifies 7 lower super output areas (LSOA), in the top 30% of most deprived areas nationally, this has increased from 5 in 2015. This data, alongside other sources, will drive the prioritisation of Levelling Up projects within Rugby.

2.9 In recent months cross party Members and officers have undertaken ward walks in the Benn and New Bilton wards, alongside other key partners including the Police and community and voluntary sector. A pilot project is currently being developed with stakeholders for Benn ward, aimed at addressing the objectives above and recognising that there will be some quick wins that can be identified, whilst other issues will take many years to bring

about sustainable change. Further details on this project will be presented to wider Members at a later date, with a view to expanding this project across other wards in the borough.

- 2.10 The Leader and the Executive Director have attended two dedicated workshops with the Leaders and Chief Executives of the other District and Borough councils, along with the County Council to collectively develop an approach for Levelling Up and identify early considerations for a potential devolution deal for Warwickshire.
- 2.11 Broad principles for Levelling Up have been developed collectively for Warwickshire which are based around;
- Working together with all partners across the public, private and voluntary & community sector and the Government to identify opportunities for levelling up.
 - Making sustainable progress on long term disparity issues but also identifying the quick wins.
 - Building on the strengths of our communities and places.
 - Using data to identify the root causes of often complex issues.
 - Using data to priorities the communities and places that need the most support.
- 2.12 This Levelling Up approach will form the basis of prioritising resource allocations that the County Council secures on behalf of Warwickshire.

3. Devolution Deal

- 3.1 A Devolution Deal can only be agreed at an upper-tier level, however it is important to recognise the value of both places and partnerships to Levelling Up. Across Warwickshire all Council Leaders and Chief Executives have committed to this joint, collective approach to shape a Deal and the approach as to identify specific needs and priorities in both communities of place and communities of interest.
- 3.2 As stated earlier there have been two discussion meetings with district and borough and County Council Leaders and Chief Executives.
- 3.3 Emerging themes have been developed for a Devolution Deal, these have been drawn from common priorities as identified by each organisation for their place and are as follows;
- Inclusive, green, economic growth, good jobs and skills for the future;
 - Improving infrastructure, transport, and connectivity;
 - Delivering net zero;
 - Educational attainment including skills/talent retention;
 - Improving health and well-being; and
 - Resilient communities, planning & meeting future housing need.

- 3.4 Group Leaders are invited to work within their groups to identify other themes they feel should be included within the list above and also what Warwickshire's "asks" should be for devolved powers and/or funding from Government. This will be fed back to partners at subsequent discussion meetings and Members will continue to be kept updated on progress.

4. UK SHARED PROSPERITY FUNDING

- 4.1 To assist Councils to deliver the Levelling Up agenda at a local level the Government have launched a UK Shared Prosperity Fund, a 3 year fund to replace the monies which used to come from the European Union such as the European Social Fund (ESF) and European Regional Development Fund (ERDF).
- 4.2 The prosperity fund is centred around 3 investment priorities Community and Place, Supporting Local Business and People and Skills.

Community and Place

- Improvements to town centres and highstreets
- Support for local arts, cultural, heritage and creative activities
- Funding for local sports facilities
- Community measures to reduce the cost of living

Supporting Local Business

- Investment in open markets and improvements to town centre retail
- Business Support measures to drive employment growth
- R&D grants to support the development of innovative products and services

People and Skills

- Employment support for inactive people
- Support for local areas to fund local skills needs
- Green skills courses
- Support and help people in employment who are not supported by mainstream provision to address barriers to accessing education and training courses

- 4.3 Not only are these areas important to the levelling up agenda but they are very much in line with the Council's Corporate Strategy. Rugby will be applying for the funding available with the deadline for submission by 1st August 2022. The amounts of funding available to Rugby are as follows;

- Year 1 22/23 £457,938
- Year 2 23/24 £824,289
- Year 3 24/25 £1,770,694

- 4.4 All the money is required to be spent in each financial year and a minimum amount each year varying from 10-20% must be spent on capital projects. The Government will sign off plans in October which will unlock the first year of payment.

- 4.5 The Council is required to write an Investment Plan which needs to set out the high-level strategic aims that the Council wish to address over the next 3 years. It does not need to however identify specific, costed projects.
- 4.5 Officers have considered the objectives in the levelling up agenda against the Corporate Strategy priorities and have made recommendations on the apportionment of the funds on this basis to put into the Investment Plan.
- 4.7 There are a number of other constraints that needs to be taken into account when considering the apportionment of funds for each year; Funding for People and Skills can only be used in year 3 (24/25). This is because the Government is providing separate funding via the Multiply Scheme for People and Skills directly to education authorities and Warwickshire County Council submitted their bid on the 1st July.
- 4.8 From our discussions with Warwickshire County Council and the Chamber of Commerce the existing grant funding to support businesses runs until June 2023 and therefore no additional money for these schemes is needed in 22/23.
- 4.9 Each year's allocation has to be spent in that particular financial year so as the Council's will be half way through the year when they receive the funds for year 1 and therefore the schemes identified need to be quick wins that can easily be delivered.
- 4.10 Up to 4% of the fund can also be used to fund posts within the Council to administer the fund and a report elsewhere on this agenda is for approval to recruit a Senior Economic Development Officer on a 3 year fixed term contract to administer the fund.
- 4.11 Engagement has been taking place with key local stakeholders including Warwickshire County Council, the Growth Hub, the Chamber of Commerce, Rugby College along with other smaller organisations to establish their needs and also their ability to deliver schemes and programmes in partnership with the Council.
- 4.12 WALC has offered to run a workshop with all parish councils in Rugby to identify potential projects and effectively create a pipeline of rural projects for other possible fundings streams also. A date is yet to be confirmed for this workshop.
- 4.13 The Council will continue to engage with a variety of stakeholders over the coming weeks and months and throughout the 3 year period to ensure the money is spent efficiently and where the most outcomes can be secured.
- 4.14 Due to the tight turn around required to submit the Investment Plan, Members are being asked to approve the split of funds across the three areas for each year's allocation and not the specific schemes. Decisions on the specific schemes will return to Council at a future date for approval. Set out below is the split recommended followed by a brief explanation of why the split is recommended.

4.15 Year 1 22-23 Allocation = £457,938

The split recommended for Year 1 is as follows;

- Community and Place = £304,620
- Supporting Local Business = £135,000
- Administration of fund = £18,318

4.16 As set out above, this fund for year 1 is weighted heavily towards Community and Place.

4.17 As set out above, having discussed with partners, in terms of supporting local business there are several schemes which are funded from other sources until 2023. Furthermore, it will be very difficult to deliver entirely new schemes within the remaining 6 months of the year.

4.18 People and Skills cannot be claimed in year 1.

4.19 Below is an indication of potential projects that could be implemented in year 1. However, all projects will be presented to Members for approval prior to implementation and engagement with stakeholders will inform the options presented for consideration.

- Town Centre improvements as identified by the Town Centre working groups
- Green Space improvements - green space and planting management improvements to develop wild flowering, hedgerows and grassland across the urban area
- Supporting local community groups to target health inequalities
- Deliver a range of interventions including physical and mental wellbeing opportunities to targeted groups including older people and young people who may be socially or financially isolated from mainstream opportunities.
- Install a network of digital signage supporting local businesses, community events, resident interests, communications and providing commercial opportunities.
- Drawing on the work from the West Midlands Combined Authority, commission a study that focus specifically on Warwickshire and Rugby to identify what the issues are in the local economy. The findings of the study will inform supporting local businesses spend in years 2 and 3.

4.20 Year 2 23-24 Allocation = £824,289

The split recommended for Year 2 is as follows

- Community and Place = £633,055
- Supporting Local Business = £158,263
- Administration of fund = £32,971

4.21 As set out above this fund for year 2 is weighted heavily to Community and Place. It is envisaged, following receipt of the Town Centre Regeneration Strategy there will be several projects that this funding can be utilised

towards. It also ensures that we support our communities where need is most required.

4.22 Projects utilising the Supporting Local Business proportion of funding will be informed by the forthcoming Economic Strategy and also by the study commissioned in year 1 to ensure that schemes are targeted at those areas of greatest need and where the best outcomes can be achieved.

4.23 As set out above People and Skills cannot be funded in year 2.

4.24 Below is an indication of potential projects that could be implemented in year. However, all projects will be presented to Members for approval prior to implementation and engagement with stakeholders will inform the options presented for consideration.

- Shopfront Improvement Grants Scheme
- Financial support scheme for meanwhile uses and pop up shops in vacant units
- Implementation of St Andrews Gardens Masterplan
- Green / sustainable environment projects
- Caldecott Park - Installation of outdoor seating and covered areas to expand the footprint and public use of the park cafe and refurbish the toddler play area to ensure safe and modern facility.
- Parks Connector Network
- Creation of a business hub and workspace for local businesses
- Rugby Digital Skills Training Programme
- Direct grants to start-up businesses

4.25 Year 3 24-25 Allocation = £1,770,694

The split recommended for Year 3 is as follows

• Community and Place	=	£1,168,660
• Supporting Local Business	=	£177,069
• People and Skills	=	£354,138
• Administration of fund	=	£70,827

4.26 As per year 2, it is envisaged there will be a number of town centre related projects following receipts of the Town Centre Regeneration Strategy and therefore a greater proportion of funding is weighted towards Community and Place.

4.27 Projects utilising the Supporting Local Business proportion of funding will be informed by the forthcoming Economic Strategy and also by the study commissioned in year 1 to ensure that schemes are targeted at those areas of greatest need and where the best outcomes can be achieved.

4.28 The Council is also working with Rugby College to collaborate on exploring options relating to further and higher education opportunities, to meet the needs of local employers and emerging sectors.

4.29 Year 3 schemes are the least developed as they will be informed by emerging plans for different sites across the town centre however potential options could include;

- Rugby Railway Station and Town Centre links- wayfinding, public realm and CCTV
- Further / Higher education related projects
- Frank Whittle Apprentice Placement Fund - Arrange paid work placements for unemployed young people (e.g. under 25s). There would be a focus on engineering work placements, including logistics.
- Work Placements in specific Council departments e.g grounds maintenance to learn skills from existing employees in grounds maintenance to support the next generation of horticulturists.

4.30 It is envisaged there could be some projects in year 3 which could satisfy more than one of the three investment priorities; however all projects will be presented to Members for approval prior to implementation.

Name of Meeting: Council

Date of Meeting: 19 July 2022

Subject Matter: Levelling Up / Devolution Deal / UK Shared Prosperity Fund

Originating Department: Executive Director's Office

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Agenda No 7(d)

AGENDA MANAGEMENT SHEET

Report Title: Additional Resources Major Projects and Economic Development

Name of Committee: Council

Date of Meeting: 19 July 2022

Report Director: Chief Officer – Growth and Investment

Portfolio: Growth and Investment

Ward Relevance: All

Prior Consultation: None

Contact Officer: Nicola Smith

Public or Private: Public

Report Subject to Call-In: No

Report En-Bloc: No

Forward Plan: No

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

(C) Climate Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C)

(E) Economy Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E)

(HC) Health and Communities Residents live healthy, independent lives, with the most vulnerable protected. (HC)

(O) Organisation Rugby Borough Council is a responsible, effective and efficient organisation. (O)

Corporate Strategy 2021-2024

This report does not specifically relate to any Council priorities but

Summary:

The purpose of this report is to make recommendations for improving the resources within the new Major Projects and Economic Development Team to enable them to deliver the aims of its Corporate Strategy, emerging Town Centre and Economic Strategies and the levelling up agenda to meet the Council's growth, economic and levelling up aspirations.

Financial Implications:

The financial implications are set out in section 4 of this report

Risk Management/Health and Safety Implications:

A dedicated strategic risk register is in place for each strand of the corporate strategy. Creation of the new posts and budgets is a key action towards delivering on the corporate strategy priorities. If the new posts and budgets are not agreed, there will be an increased likelihood that the Council's corporate strategy objectives are not achieved.

Environmental Implications: None arising directly from this report.

Legal Implications: None arising directly from this report.

Equality and Diversity: The posts will be recruited within the Borough Council's Recruitment & Selection procedures.

Options:Option 1

Approve the formation of the new fixed term and permanent posts.

Option 2

Do not approve the formation of the new fixed term and permanent posts.

Recommendation:

1. The permanent Senior Economic Development officer post is added to the staffing establishment.
2. The three year fixed term Senior Economic Development Officer post is added to the staffing establishment.
3. The general fund manages the additional staffing cost of £14,540 for 2022/23 within existing staffing budgets.
4. The permanent funding of the permanent Senior Economic Development Officer be funded via the 2023/24 budget setting process.
5. The residual year 3 funding required for the fixed term post is met from the 2023/24 budget setting process.

Reasons for Recommendation:

To enable the Borough Council to deliver the aims of its Corporate Strategy, emerging Town Centre Strategy and Economic Strategy and the levelling up agenda.

Council- 19 July 2022

Major Projects and Economic Development resources

Public Report of the Chief Officer - Growth and Investment

Recommendation

1. The permanent Senior Economic Development officer post is added to the staffing establishment.
2. The three year fixed term Senior Economic Development Officer post is added to the staffing establishment.
3. The general fund manages the additional staffing cost of £14,540 within existing staffing budgets.
4. The permanent funding of the permanent Senior Economic Development Officer be funded via the 2023/24 budget setting process.
5. The residual year 3 funding required for the fixed term post is met from the 2023/34 budget setting process.

1. INTRODUCTION

- 1.1 The purpose of this report is to make recommendations for improving resources and resilience within the Growth and Investment Portfolio and specifically the Major Projects and Economic Development Team.
- 1.2 This report sets out the need for the posts and how they will be funded.

2. BACKGROUND

- 2.1 At the Cabinet meeting of the 6th December a report was taken to seek permission to make temporary and permanent appointments within the Growth and Investment Portfolio to prevent immediate service failure. It was also agreed that following the appointment of a new Chief Officer for Growth and Investment further reviews of the service would be undertaken during 2022 to ensure the service has the resources to meet the needs of the Council, drive economic growth and implement the changes required for the benefits of the residents of Rugby.
- 2.2 Following the Cabinet decision and emergency decision of the Council the posts required were approved and have now all been appointed to. A review has also been undertaken of the portfolio with a new structure rolled out on the 1st July (attached at Appendix 1).
- 2.3 The new structure is formed around 3 key pillars.
 - Delivering the Corporate Strategy
 - Delivering our statutory planning functions

- Delivering for the needs of our customers
- 2.4 Central to this is the Council's Corporate Strategy and particularly Outcome 2: Economy where the council wants to ensure that businesses grow, individuals prosper and places thrive. To achieve this the Strategy sets out a number of objectives;
- Promote the borough of Rugby as a place to do business.
 - Encourage and support sustainable economic growth consistent with our social and environmental priorities.
 - Help businesses thrive and provide jobs for our residents.
 - Develop and promote our town centre as a place to live, socialise and work.
 - Make sure that residents have the skills they need to meet local demand.
 - Regenerate neighbourhoods that need support and build communities that sustain change.
 - Nurture and support independent shops.

3. REVIEW AND REALIGNMENT

- 3.1 The review of the service has been completed. This review concluded that the existing Economic Development Team which was made up of an Economic Development Manager and a Place Marketing Officer was insufficient to deliver on the Corporate Strategy and emerging Economic Strategy. Furthermore, the need to support the delivery of our major development sites including the two Sustainable Urban Extensions at Houlton and SW Rugby and the delivery and implementation of the Town Centre Strategy required more focused attention.
- 3.2 To deliver on the significant requirements a new team has been formed called the Major Projects and Economic Development Team to deliver on some of the Council's key projects. This team will comprise of a manager who starts on the 18th July who will manage two small teams; one responsible for major projects, and the other for economic development. Two Principal Planners from the Development Management Team and a new Senior Planning Officer starting in August will be responsible for delivering the Major Projects. The Place Marketing Officer has been moved to the Leisure and Wellbeing Portfolio to assist with events and other cultural and heritage responsibilities.
- 3.3 The functions of the Economic Development part of the team will be as follows.
- The Council's main point of contact for economic development and to provide specialist advice to potential clients and existing businesses, representing the Council on partnerships and networks whose aim is to generate growth in Rugby's economy.
 - To work proactively with Coventry and Warwickshire LEP, Coventry and Warwickshire Growth Hub, Warwickshire County Council and the Chamber of Commerce to attract inward investment to the borough and ensure a coordinated offer of support is available to businesses.

- To lead the production and implementation of the Borough Council's Town Centre Strategy and Economic Strategy.
- To proactively contract monitor the Borough Council's Service Level Agreement with Rugby First, the Business Improvement District, to ensure the delivery of agreed outcomes to the agreed standard and reviewing the terms as necessary.
- To research sites and properties available for existing business expansion and respond to new business inward investment enquiries in order to retain and attract business investment.
- Work with organisations and businesses to constantly improve the town centre.
- Oversee the implementation of 'The Rugby Town' brand. Contribute content for relevant channels including for the web, social media and printed publications.
- Project manage short, medium and long term public realm improvements to the town centre.
- To oversee Council funded and external funded economic development grants within the Borough.
- To liaise closely with the private sector, voluntary and community groups and other public sector bodies in implementing the Council's Economic Strategy and generally to enhance the economic life chance for residents of the Borough.
- Work with schools, colleges and university to develop the training and educational courses in line with the Economic Strategy.
- Lead on the identification of external funding and where appropriate lead work with partner agencies to develop and submit appropriate funding applications.

3.4 The resources needed to carry out these responsibilities cannot be provided by the Manager alone who will also have responsibility for major projects. It is therefore essential that additional resources are provided so that the aims of the Corporate Strategy can be delivered.

3.5 In addition to the above the Government has also announced the creation of a UK Shared Prosperity Fund (UKSPF) as part of its Levelling Up Agenda. UKSPF is a 3 year fund to replace the monies which used to come from the European Union such as the European Social Fund (ESF) and European Regional Development Fund (ERDF). The prosperity fund is centred around 3 investment priorities Community and Place, Supporting Local Business and People and Skills.

- 3.6 Rugby will be submitting its Investment Plan for the funding, with the deadline for submissions the 1st August 2022. Further details on this can be found at item 7c on this agenda. The amounts of funding available to Rugby are;
- 22/23 £457,938
 - 23/24 £824,289
 - 24/25 £1,770,694
- 3.7 For each year up to 4% of the fund can be used to fund resources to administer and deliver the Investment Plan.
- 3.8 To support the delivery of the economic function of the Council and the delivery of its UKSPF Investment Plan two additional posts are proposed: one permanent and one fixed term for 3 years.
- 3.9 In addition to the above, approval was given in July 2021 for a Funding Officer for the Economic Development team to allow the Council the resources and skills to bid for external funding opportunities. The recruitment of this post on a 1 year fixed term contract was unsuccessful. A request to extend this post to a Bid Officer on a two year contract and also widen the scope to seek funding opportunities across the Council is proposed and approval for this will be sought by a separate report to Council.

4. FINANCIAL IMPLICATIONS

- 4.1 The Senior Economic Development Officer has been job evaluated as a grade F which equates to a cost of £44,570 per annum. Due to the recruitment process it is expected that the 2022/23 cost will be £14,xxx based on the postholder being in post for 4 months. It is proposed this is managed through the General Fund in the current financial year and built into the budget setting process for 2023/24 onwards.
- 4.2 The Senior Economic Development Officer has also been job evaluated as a grade F role and the annual costs for the post are shown below;
- 22/23 – £14,540 (based on 4 months)
23/24 – £44,570
24/25 – £45,780
25/26 – £30,540.00 (based on 8 months)
- 4.3 This fixed term post is proposed to be funded by the money received from UKSPF.

5. OPTIONS AVAILABLE

- 5.1 Taking the above into account, two options are proposed for the consideration of Members, namely:

Option 1

To approve the formation of the new permanent and temporary officers for the Major Projects and Economic Development Team.

Option 2

To not approve formation of the new permanent and temporary officers for the Major Projects and Economic Development Team.

6. CONCLUSION

- 6.1 It is recommended that the new fixed term and permanent posts detailed in the above report, are approved. This will enable the Council to deliver the aims of its Corporate Strategy, emerging Town Centre Strategy and Economic Strategy and the levelling up agenda all to meet the Council's growth, economic and levelling up aspirations.

Name of Meeting: Council

Date of Meeting: 19 July 2022

Subject Matter: Major Projects and Economic Development Resources

Originating Department: Growth and Investment

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	Structure Chart

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:

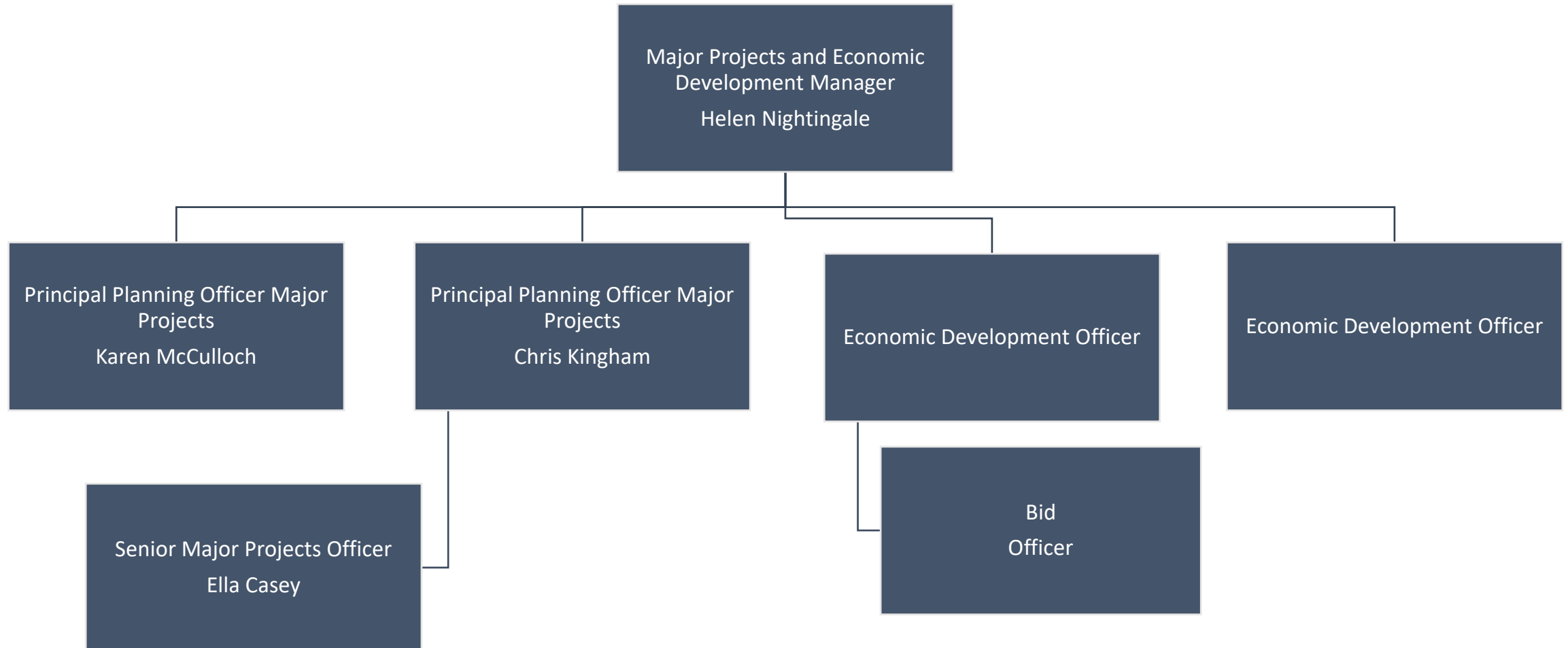
Doc No	Relevant Paragraph of Schedule 12A

Appendix 1

Team Structure Growth and Investment



Major Projects and Economic Development



EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Equality Impact Assessment

Service Area	Growth and Investment
Policy/Service being assessed	Major Projects and Economic Development
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	Two new posts. One post is fixed term and the other is permanent
EqlA Review team – List of members	Nicola Smith
Date of this assessment	7 th July 2022
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	To create additional posts within the Major Projects and Economic Development Team.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<p>The specific corporate objective that these objectives / workstreams relate to are: Outcome 2 – Economy where the council wants to ensure that businesses grow, individuals prosper and places thrive. To achieve this the Strategy sets out a number of outcomes.</p> <ul style="list-style-type: none"> • Promote the borough of Rugby as a place to do business. • Encourage and support sustainable economic growth consistent with our social and environmental priorities. • Help businesses thrive and provide jobs for our residents. • Develop and promote our town centre as a place to live, socialise and work. • Make sure that residents have the skills they need to meet local demand. • Regenerate neighbourhoods that need support and build communities that sustain change. • Nurture and support independent shops.
(3) What are the expected outcomes you are hoping to achieve?	Two new posts which will create the capacity in the team to deliver the Corporate Strategy.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>No employees will be affected by the decision.</p> <p>The decision will provide a better service for our customers which include local businesses who will be able to have a point of contact for advice.</p>

Stage 2 - Information Gathering

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

(1) What does the information tell you about those groups identified?

The functions of the Economic Development part of the team will be as follows.

- The Council's main point of contact for economic development and to provide specialist advice to potential clients and existing businesses, representing the Council on partnerships and networks whose aim is to generate growth in Rugby's economy.
- To work proactively with Coventry and Warwickshire LEP, Coventry and Warwickshire Growth Hub, Warwickshire County Council and the Chamber of Commerce to attract inward investment to the borough and ensure a coordinated offer of support is available to businesses.
- To lead the production and implementation of the Borough Council's Town Centre Strategy and Economic Strategy.
- To proactively contract monitor the Borough Council's Service Level Agreement with Rugby First, the Business Improvement District, to ensure the delivery of agreed outcomes to the agreed standard and reviewing the terms as necessary.
- To research sites and properties available for existing business expansion and respond to new business inward investment enquiries in order to retain and attract business investment.
- Work with organisations and businesses to constantly improve the town centre.
- Oversee the implementation of 'The Rugby Town' brand. Contribute content for relevant channels including for the web, social media and printed publications.
- Project manage short, medium and long term public realm improvements to the town centre.
- To oversee Council funded and external funded economic development grants within the Borough.

(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?	N/a – This is about the creation of new posts		
(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.	N/a – This is about the creation of new posts		
<u>Stage 3 – Analysis of impact</u>			
<p><u>(1)Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	<p style="text-align: center;">RACE</p> <p>HR advice has been sought and RBC policies and procedures will be followed to ensure sensitivity and fairness is applied throughout the recruitment process</p>	<p style="text-align: center;">DISABILITY</p> <p>HR advice has been sought and RBC policies and procedures will be followed to ensure sensitivity and fairness is applied throughout the recruitment process</p>	<p style="text-align: center;">GENDER</p> <p>HR advice has been sought and RBC policies and procedures will be followed to ensure sensitivity and fairness is applied throughout the recruitment process</p>

	<p>MARRIAGE/CIVIL PARTNERSHIP</p> <p>HR advice has been sought and RBC policies and procedures will be followed to ensure sensitivity and fairness is applied throughout the recruitment process</p>	<p>AGE</p> <p>HR advice has been sought and RBC policies and procedures will be followed to ensure sensitivity and fairness is applied throughout the recruitment process</p>	<p>GENDER REASSIGNMENT</p> <p>HR advice has been sought and RBC policies and procedures will be followed to ensure sensitivity and fairness is applied throughout the recruitment process</p>
	<p>RELIGION/BELIEF</p> <p>HR advice has been sought and RBC policies and procedures will be followed to ensure sensitivity and fairness is applied throughout the recruitment process</p>	<p>PREGNANCY MATERNITY</p> <p>HR advice has been sought and RBC policies and procedures will be followed to ensure sensitivity and fairness is applied throughout the recruitment process</p>	<p>SEXUAL ORIENTATION</p> <p>HR advice has been sought and RBC policies and procedures will be followed to ensure sensitivity and fairness is applied throughout the recruitment process</p>
<p><u>(2) Cross cutting themes</u></p> <p>(a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	Not applicable		

(3) If there is an adverse impact, can this be justified?	Not applicable
(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)	The recruitment and selection policy of the Council will be applied.
(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?	Not applicable
(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?	Not applicable
(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	Any colleague with specific needs will be taken into consideration as part of the recruitment and selection process
<u>Stage 4 – Action Planning, Review & Monitoring</u>	

<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	
<p>(2) Review and Monitoring State how and when you will monitor policy and Action Plan</p>	<p>Review of the new way of working will be via 121's, team meetings, informal feedback, outcomes in service plans.</p>

Please annotate your policy with the following statement:

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

AGENDA MANAGEMENT SHEET

Report Title: S106 and Grant Funding Capital Projects and Rugby Gymnastics Club

Name of Committee: Council

Date of Meeting: 19 July 2022

Report Director: Chief Officer – Leisure and Wellbeing

Portfolio: Leisure and Wellbeing

Ward Relevance: All

Prior Consultation: Various public consultation

Contact Officer: Tom Kittendorf- Chief Officer Leisure & Wellbeing

Public or Private: Public

Report Subject to Call-In: No

Report En-Bloc: No

Forward Plan: Yes

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

(C) Climate
(E) Economy
(HC) Health and Communities
(O) Organisation

Summary: The report outlines capital budget requests for the utilisation of Section 106 and grant funding for projects including Rugby Gymnastics Club, Whitehall Recreation Ground, Apple and Sorrel Grove Play Areas, Park Connector Network and Riverside Improvements.

Financial Implications:	The projects identified have capital projects already approved with capital budgets. This report seeks to ensure capital projects have appropriate capital budgets approved, new budget requests adding to the programme and additional support of Rugby Gymnastics Club through utilisation of Section 106 funding.
Risk Management Implications:	Risk management implications include the potential non delivery of capital projects should recommendations and budget requests not be approved.
Environmental Implications:	A Climate Change and Environmental Impact Assessment is appended to this report
Legal Implications:	None arising directly from this report.
Equality and Diversity:	Equality and Diversity considerations have been taken into account and the proposed recommendations have a positive impact in terms of accessibility for all communities, especially for those with disabilities and supports the health, wellbeing and safety if all communities in areas.
Options:	<p>1) Approve the capital budget requests for 2022/23 and enable S106 expenditure on projects identified.</p> <p>2) Reject the capital budget requests</p>
Recommendation:	<p>To approve the capital budget requests for 2022/23 as outlined in the report for the utilisation of S106 and grant funding and delivery of key Leisure and Wellbeing projects including:</p> <ol style="list-style-type: none"> 1. A 2022/23 capital budget of £255,650 for Whitehall Recreation Ground be approved, to be fully funded through Section.106 income. 2. A 2022/23 capital budget of £100,000 for Apple & Sorrel Drive play area and footpaths be approved, to be fully funded through external income from FCC Community Action Fund and enter into funding agreement for the scheme. 3. A 2022/23 capital budget of £51,000 for Riverside Improvements be approved, to be fully funded through Section.106 income.

4. A 2022/23 capital budget of £150,000 for the Parks Connector Network scheme for Freemantle & Cornwallis be approved, to be funded through Section.106 income of £125,000 and external funding from Green Shoots of £25,000.
5. A 2022/23 supplementary capital budget of £130,000 for the Rugby Gymnastics Club be approved for indoor sports provision, to be fully funded through Section.106 income.

**Reasons for
Recommendation:**

The capital budget requests will enable the Council to support Rugby Gymnastics Club deliver its new facility on Council land and secure the delivery of capital refurbishment of Council owned play areas, open spaces and leisure infrastructure.

Council - 19 July 2022

S106 and Grant Funding Capital Projects and Rugby Gymnastics Club

Public Report of the Chief Officer – Leisure and Wellbeing

Recommendation

To approve the capital budget requests for 2022/23 as outlined in the report for the utilisation of S106 and grant funding and delivery of key Leisure and Wellbeing projects including:

1. A 2022/23 capital budget of £255,650 for Whitehall Recreation Ground be approved, to be fully funded through Section.106 income.
2. A 2022/23 capital budget of £100,000 for Apple & Sorrel Drive play area and footpaths be approved, to be fully funded through external income from FCC Community Action Fund and enter into funding agreement for the scheme
3. A 2022/23 capital budget of £51,000 for Riverside Improvements be approved, to be fully funded through Section.106 income.
4. A 2022/22 capital budget of £150,000 for the Parks Connector Network scheme for Freemantle & Cornwallis be approved, to be funded through Section.106 income of £125,000 and external funding from Green Shoots of £25,000.
5. A 2022/23 capital budget of £130,000 for the Rugby Gymnastics Club be approved for indoor sports provision, to be fully funded through Section.106 income.

1. BACKGROUND

- 1.1 In February 2021, Council adopted a new Corporate Strategy which detailed the delivery of four priority outcomes, focussing on the environment, the economy, health & wellbeing and the organisation.
- 1.2 Of relevance to this report, the strategy identifies the following two priority outcomes:

“Residents live healthy, independent lives, with the most vulnerable protected”.

“Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change”.

- 1.3 This report recommends a total of £687,000 of capital improvements, to be funded through Section 106 and external funding, across the borough's parks, open spaces and sporting infrastructure.
- 1.4 This investment will be integral to delivering the Corporate Strategy outcomes detailed above.

2. INTRODUCTION

- 2.1 The schemes outlined will deliver significant impact across their localities and ensure residents are able to access quality open spaces through enhancements or safety improvements to sites.
- 2.2 The Council delivers numerous capital schemes each financial year which are funded through a variety of sources including capital financing, external funding applications and S106 funding where developer contributions towards the costs of providing community and social infrastructure.
- 2.3 Capital budget requests are created to account for the overall expenditure of projects and reference how the projects will be funded. The following report sets out capital budget requests for; identified new projects, current projects that have experienced budget increases due to rise in material costs, additional works identified in current projects being undertaken and a request from Rugby Gymnastics Club for support towards completing the new build facility on Council land at Kilsby Lane, Rugby.
- 2.4 The report sets out upcoming capital project schemes that have been identified and approved within S106 funding agreements that the Council can now bring forward for implementation. Additional external funding has also been secured through a grant application process that further supports the development of the borough's open spaces. S106 contribution categories include:
 - Open Space
 - Outdoor Sports
 - Indoor Sports
 - Play Areas
- 2.5 The Park Connector Scheme aims to improve access to open spaces and create a series of 'green' travel corridors to encourage walking and cycling across the borough. There are three schemes within the borough, 'East', 'West' and 'North' that have been subject to public consultation and have approved plans and maps on Rugby Borough Council's website.
- 2.6 The schemes within the parks and open spaces will see development of play areas identified for improvements, and also improve biodiversity by protecting habitats and reduce carbon emissions and improve local air quality.

3. WHITEHALL RECREATION GROUND

- 3.1 The scheme was initially established on the capital programme in 2017/18 with a programme budget of £618,000. The purpose of the scheme was to deliver a site wide masterplan.

- 3.2 At 31 March 2022, £77,000 of the work was yet to be completed so it has been recommended to Council as slippage, more details can be found in the 2021/22 Outturn report presented to Cabinet on 27 June.
- 3.3 The next phase of the work can be broken down into three elements
- Bandstand improvement
 - Power for bandstand
 - Circular footpath
- 3.4 These schemes did not form part of the original capital programme, but although will be recommended to be funded from section 106 grant, required approval to be added to the capital programme.

Bandstand improvement and power installation - £148,000

- 3.5 The benefits of power installation includes enabling a greater variety of events to take place from the park and provides a sustainable power source rather than using petrol generators.

Circular footpath – £217,000

- 3.6 Whitehall Recreation Ground has seen significant development of the circular footpath and was part of the original masterplan. The development of this footpath will make walking and jogging around the park accessible all year round. The current path was also under significant damage due to the tree roots. The costs were in excess of the original plan due to additional material costs and labour and therefore it is recommended that S106 funding be utilised to fund the additional costs as identified for open space improvements following completion of the works.
- 3.7 Whilst contractors are undertaking improvements to the bandstand and circular path, there presents a new opportunity for an extra link path to be created to install a formal path on current desire links, linking the park to residential areas. The installation of additional footpath in this area will give significant improvement to a frequently used access that is currently subject to adverse conditions and causing health and safety concerns.
- 3.8 It is recommended that the capital programme of Whitehall Recreation Ground be increased to £255,650 in 2022/23 to deliver the aims of the next phase of the work to be funded through S106 developer contributions.**

4. APPLE AND SORREL GROVE PLAY AREAS AND FOOTPATHS

- 4.1 Included within the 2021/22 capital programme was a project of Council to undertake £250,000 of capital improvements at the two play areas to be used as match funding for external grants applications. Funding for this scheme was via £50,000 section 106 and £100,000 from borrowing.
- 4.2 Designs for the play areas will be informed by residents and users. Phase 1 consultation was undertaken in 2021 and phase 2 will be taken forward following the confirmed designs intended for use.

- 4.3 As a result of the consultation, it was identified that residents wished to see improvements to the connecting footpaths between the play areas which would increase the cost of the scheme
- 4.4 In June 2022, officers were informed that a funding application to the FCC Community Foundation had been successful and had secured £100,000. The funding application was to support the increased development of the play areas and support the additional works of footpath improvements as identified during the consultation. The report seeks approval to enter in a contract with the FCC Community Foundation and accept the grant funding of £100,000 to support the capital works.
- 4.5 Further details of the scheme can be found in appendix B
- 4.6 It is recommended that the capital programme of Apple and Sorrell Grove be increased by £100,000 subject to a successful FCC application**

5. PARKS CONNECTOR NETWORK

- 5.1 Rugby Borough Council's Park Connector Network aims to create 'green' corridors across the Borough, improving access to open spaces and promoting active travel. The Park Connector Schemes are identified and published on the Council website and projects are brought forward as appropriate funds are secured.
- 5.2 The next phases of the work to the park connector network can be broken down into two elements:
- Riverside improvements
 - Freemantle and Cornwallis

RIVERSIDE IMPROVEMENTS

- 5.3 Following from work/investigation, the next phase of the work relates to the pathways between Strawberry Fields/Humpty Dumpty Fields, linking route to Clifton over the River Avon. The area is severely affected through flooding and heavy mud during winter periods and heavy rain causes residents access issues to the pathway and desire line in the area.
- 5.4 Further details of the scheme can be found in appendix C

FREEMANTLE AND CORNWALLIS

- 5.5 The Cornwallis and Freemantle project form part of the Park Connector West schemes.
- 5.6 Improvements through this project would provide appropriate pathways to encourage green, sustainable travel between open spaces within the borough.
- 5.7 Further details can be found in appendix C of this report

5.8 It is recommended that the capital programme of the Parks Connector Network be increased by £201,000 to deliver the Riverside & Freemantle and Cornwallis stage of the project to be funded through S106 and Green Shoots Funding.

6. RUGBY GYMNASTICS CLUB

6.1 Rugby Gymnastics Club have been working to deliver a new gymnastics facility to replace the current facility that is past its useful end of life. In 2018, planning permission was granted for a new purpose-built facility located at Kilsby Lane, adjacent to the Rugby Borough Football Club.

6.2 The Council's Built Facilities Strategy (2015) sets out that there is one specialist gymnastics centre in Rugby which is ageing and in very poor condition using Victorian former factory buildings which are no longer fit for purpose. The Strategy sets out that a dedicated gymnastics centre is required for the borough and future requirements would require a new larger centre to accommodate the current membership of 1,000+ and growing.

6.3 Through the design of the scheme the club have identified a site on the Council owned land at Kilsby Lane and the cost of the scheme is approximately £2.3 million. The club have other confirmed funding through Sport England, the sale of their current site and fundraising efforts to date.

6.4 Included within this total is £176,000 from the Council which was committed in 2021 as members recognised the importance of the provision of gymnastics in the borough. This was committed funded via a section 106 contribution which was provided for the delivery of indoor sports provision.

6.5 The capital project has experienced various challenges over the last 6 years with the club having assessed a number of locations for the project. An original concept saw a proposed facility share with Rugby Borough FC and a new futsal hall, but this was ultimately undeliverable. In the last 12 months, the raw material costs have significantly increased against the original quotations and this challenge is currently being experienced in Council play area projects following increases in prices due to economic conditions.

6.6 The Club have been informed by the construction team that due to various conditions, delays and cost of material rises, the total project cost has increased to £2.1m from £2.3m. In May 2022, a request was received to Council officers for consideration of further contribution to ensure the capital build can demonstrate it has appropriate funds and enable all funding streams to be released and building commenced.

6.7 The capital project will see significant enhancement and development of gymnastics provision within the borough of Rugby and ensure the long-term viability of a high performing sports club. The project also secures the long-term opportunity for children and young people to participate in recreational gymnastics, improving their health and wellbeing and to lead active lives, a key outcome of the Council's Corporate Strategy.

- 6.8 The Council has a balance of £130,000 of section 106 funding for the purpose of a contribution to Indoor Sports Provision. In utilising the funding for the scheme the benefits are ensuring an appropriate project is identified and the funding is committed to the delivery of its S106 conditions. It will also enable the club to secure contract prices and mitigate against the rising prices as a result of inflation.
- 6.9 An allocation of £130,000 from S106 has been discussed with the S106 Officer and confirmed the project meets the conditions and can be utilised for the project, however the condition of release will be related to fundraising income that the club can generate. If the club over achieves its target the Council's contribution will be reduced.
- 6.10 Discussions with the Gymnastics Club have taken place with the Chief Officer for Finance and Performance and Leisure and Wellbeing to understand the costs and challenges of the project and to seek assurances of the capital build taking place, which have been adequately provided.



Name of Meeting: Council

Date of Meeting: 19 July 2022

Subject Matter: S106 Capital Projects & Rugby Gymnastics Club

Originating Department: Leisure and Wellbeing

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 A - Whitehall Recreation Ground

cheme	Description of work	Corporate Strategy Delivery Plan outcomes achieved	Spend £000s	Remaining balance £000s	Funded by	Revenue implications
Approved budget 2022/23		Support residents to lead active lives, with high quality, accessible green space and recreational facilities		(30)		
2021/22 Slippage	Remaining capital balance from original capital budget for Whitehall Recreation Ground improvements.	Develop and implement further areas linked to the Park Connector Scheme across the borough supporting active travel between green spaces		(79)		
Bandstand	Additional costs due to rise in cost of materials, material for the roof and	Make sure that our	118	11	Section 106	none

	<p>additional safety works identified by the Corporate Property Unit.</p> <p>The additional works will ensure the structure is sound, defects to the concrete base are remedied.</p> <p>The scheme will see the restoration and development of the borough's oldest open space having been purchased in 1874. The scheme will enhance the opportunities residents have for leading active lives all year round and ensure open spaces are accessible for all.</p> <p>The scheme will also develop the site in line with the masterplan and make it fit for purpose for large scale events.</p>	<p>communities are safe</p> <p>Make sure that residents are proud of their community</p>				
Power for bandstand	<p>New scheme to deliver power to develop the potential of the site and support the delivery of community and large scale events.</p> <p>The power supply will bring the bandstand up to modern day standards and develop the functionality of the recreation ground.</p> <p>The power supply will reduce external hirers need to deliver events using diesel generators.</p>	<p>Make sure that our communities are safe</p> <p>Make sure that residents are proud of their community</p>	30	41	Section 106	Minimal increase when power used, to be sourced from existing revenue budget and fees and charges
Circular footpath	<p>The circular footpath will improve the recreation ground accessibility for all users to enjoy.</p>	<p>Support residents to lead active</p>	217	256	Section 106	Existing revenue budgets

	<p>It will also enable healthy, active lives through a year round path network for walking, running and general exercise.</p> <p>The footpaths will improve the amenity space for all residents.</p>	<p>lives, with high quality, accessible green space and recreational facilities</p> <p>Develop and implement further areas linked to the Park Connector Scheme across the borough supporting active travel between green spaces</p>				
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Appendix B - Apple and Sorrel Grove Play Area and Footpaths

Scheme	Description of work	Corporate Strategy Delivery Plan outcomes achieved	Spend £000s	Remaining balance £000s	Funded by	Revenue implications
Approved budget 2022/23	Approved capital budget for Apple and Sorrell Grove play areas to be used as match funding for external applications.			(150)		
Apple and Sorrel Grove play area	Approved in 2021/22	Support residents to lead active lives, with high quality, accessible green space and recreational facilities	150	0	£50,000 Section 106 £100,000 borrowing	
Apple and Sorrel Grove play area	External funding from FCC Community Foundation against the match funding above for the delivery of the two schemes.	Support residents to lead active lives, with high quality, accessible green space and recreational facilities	100	100	FCC grant application	

		Develop and implement further areas linked to the Park Connector Scheme across the borough supporting active travel between green spaces				

Appendix C – Parks Connector Scheme

Scheme	Description of work	Corporate Strategy Delivery Plan outcomes achieved	Spend £000s	Remaining balance £000s	Funded by	Revenue implications
Approved budget 2022/23			(150)	(150)		
Riverside Improvements	To carry out essential maintenance to ensure protection of open space and footpaths through refurbishment and improvements.	Support residents to lead active lives, with high quality, accessible green space and recreational facilities	51	(99)	Section 106	
Freemantle and Cornwallis	Park Connector West Scheme to improve green corridors and enable healthy living with improved walking and cycling routes in the borough	Support residents to lead active lives, with high quality, accessible green space and recreational facilities	150	51	£25,000 grant £125,000 Section 106	Maintenance of equipment to be met from existing revenue budgets

		Develop and implement further areas linked to the Park Connector Scheme across the borough supporting active travel between green spaces				

Rugby Borough Council

Climate Change and Environmental Impact Assessment

TEMPLATE - SEPTEMBER 2021

CONTEXT

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

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

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

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

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to the Deputy Executive Director.

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

SECTION 1: OVERVIEW

Portfolio and Service Area	Leisure and Wellbeing
Policy/Service/Change being assessed	Parks and Open Spaces
Is this a new or existing Policy/Service/Change?	No
If existing policy/service please state date of last assessment	N/A
Ward Specific Impacts	ALL
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	
Completed By	Tom Kittendorf
Authorised By	Dan Green
Date of Assessment	5 July 2022

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Fleet usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable Transport/Travel (customers and staff)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Positive development of the Park Connector 'West' Scheme linking parks and open spaces through improving the green travel corridors.	None	CH	2022/23
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Community leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Biodiversity and habitats	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Improvements to the riverside and extension of the Park Connector Scheme will support biodiversity by protecting habitats and reduce carbon emissions and improve local air quality.	None	CH	2022/23
Adaptation/Mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Impact on other providers/partners	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Local communities and residents will have improved open space and sporting infrastructure. The Rugby Gymnastics Club will have a more sustainable, environmentally friendly building, displacing an old facility that would be replaced.		TK	2022/23
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SECTION 3: REVIEW

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

Review date	
Key points to be considered through review	
Person responsible for review	
Authorised by	

AGENDA MANAGEMENT SHEET

Report Title: Homes England Grant Allocation for Biart Place

Name of Committee: Council

Date of Meeting: 19 July 2022

Report Director: Chief Officer – Communities and Homes

Portfolio: Communities, Homes, Digital and Communications

Ward Relevance: Eastlands

Prior Consultation: Council on 14 March 2022

Contact Officer: Michelle Dickson - Chief Officer Communities & Homes (michelle.dickson@rugby.gov.uk tel: 01788 533843)

Public or Private: Public

Report Subject to Call-In: No

Report En-Bloc: No

Forward Plan: No

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

(C) Climate
(E) Economy
(HC) Health and Communities
(O) Organisation

Summary: On 14 March 2022 Council agreed that delegated authority be given to the Executive Director to agree potential Homes England grant terms (the grant will reduce capital outlay).

These negotiations have now been concluded, resulting in Homes England allocating the Council £6.8M in funding toward the project costs. This one-off grant towards costs will reduce the capital outlay.

Financial Implications:

The grant contribution will release additional spending capacity within the Housing Revenue Account to facilitate the delivery of additional projects.

Risk Management/Health and Safety Implications:

The scheme must achieve practical completion by 28 February 2025. The Council is working with Wilmot Dixon - a suitably qualified and experienced main contractor, with established supply chains to achieve this.

Wilmot Dixon are fully aware of the requirement to deliver projects in accordance with Homes England funding obligations as they are delivery partners on the Homes England Delivery Partner Panel 3 Framework.

The Council has already successfully delivered 18 new apartments at the former Bell House site utilising a previous allocation of Homes England grant funding. This was awarded under the same Affordable Homes Programme 2021-26, with the same conditions attached.

Environmental Implications:

There are no additional environmental implications arising since the private report considered by Council on 14 March 2022

Legal Implications:

Due diligence has been carried out by the Legal Services Team, who have confirmed their satisfaction in respect of the conditions attached to the Homes England grant award, enabling the Council to accept the allocation of £6.8M for the delivery of the Biart Place project.

Equality and Diversity:

There are no additional environmental implications arising since the private report considered by Council on 14 March 2022

Options:

This report is informational / an update on progress.

Recommendation:

The Homes England grant funding be allocated to the financing of the Biart Place capital project

**Reasons for
Recommendation:**

The funding has been earmarked specifically for the Biart Place scheme.

Council - 19 July 2022

Homes England Grant Allocation for Biart Place

Public Report of the Chief Officer – Communities and Homes

Recommendation

The Homes England grant funding be allocated to the financing of the Biart Place capital project

1.0 Introduction

At the meeting of Council on 14 March 2022 members were provided with a detailed proposal on the Biart Place development which gave delegated authority for the Executive Director to agree potential Homes England grant terms to reduce the capital outlay for the new homes delivery at Biart Place.

2.0 Grant awarded by Homes England

Homes England have determined that the Council's proposals for the future development of the site meet their requirements in terms of quality.

As Rugby is recognised by Homes England as a high-pressure affordability area, they have agreed to fund the scheme as 100% social rented housing, as opposed to the more expensive affordable rent which is up to 80% of market rent.

The allocation of grant, totalling £6.8M has been made via the Affordable Homes Programme 2021-26.

The grant conditions have been reviewed by the Legal Services Team ahead of grant acceptance.

3.0 Conclusion

The Homes England grant award of £6.8M in respect of new homes at Biart Place is both welcomed and seen as an endorsement of the quality of the proposed scheme. A formal planning application will be submitted in Autumn 2022.

Name of Meeting: Council

Date of Meeting: 19 July 2022

Subject Matter: Homes England Grant Allocation for Biart Place

Originating Department: Communities and Homes

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

AGENDA MANAGEMENT SHEET

Report Title:	Town Centre Working Parties Update
Name of Committee:	Council
Date of Meeting:	19 July 2022
Report Director:	Chief Officer - Growth and Investment
Portfolio:	Growth and Investment
Ward Relevance:	All
Prior Consultation:	None
Contact Officer:	Nicola Smith, Chief Officer – Growth and Investment
Public or Private:	Public
Report Subject to Call-In:	No
Report En-Bloc:	No
Forward Plan:	No
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
(C) Climate (E) Economy (HC) Health and Communities (O) Organisation	
Summary:	The report sets out the findings and associated action plans of the five Town Centre Working Groups focusing on events, public realm, business support, the market and safety.
Financial Implications:	The report sets out the use of existing budgets to undertake a series of proposed town centre events

and public realm improvements using existing revenue budgets.

Risk Management/Health and Safety Implications:

None rising directly from this report.

Environmental Implications:

None arising directly from this report. As proposals progress, detailed Environmental and Climate Change Impact Assessments will be completed.

Legal Implications:

None directly rising from this report.

Equality and Diversity:

None arising directly from this report.

Recommendation:

1. That the content of the report be noted.
2. Items 1a to 1 e as shown in Appendix 1 be approved totalling £38,000, to be funded from the Town Centre Improvement Fund as identified by the Public Realm Working Group.
3. Items 2a and 2b as shown in Appendix 1; Bicentenary of The Game be noted and a separate report brought back to Members with full costings for consideration for approval.
4. Items 3a and 3b as shown in Appendix 1; Town Centre Lighting, be noted and a separate report brought back to Members with full costings for consideration and approval.
5. Members to note Priority 2 actions with separate report brought back to Members once reviewed by Officers.
6. A series of town centre events totalling £55,000 to be funded from Economic Development (£15,000) and Town Centre Improvement (£40,000) budgets to support the town centre economy and encourage residents and visitors into the town centre.

Reasons for Recommendation:

That Members are aware of the outcomes of the working groups and give approval for costed actions as identified by the groups.

Council - 19 July 2022

Town Centre Working Parties Update

Public Report of the Chief Officer - Growth and Investment

Recommendation

1. That the content of the report be noted.
2. Items 1a to 1 e as shown in Appendix 1 be approved totalling £38,000, to be funded from the Town Centre Improvement Fund as identified by the Public Realm Working Group.
3. Items 2a and 2b as shown in Appendix 1; Bicentenary of The Game be noted and a separate report brought back to Members with full costings for consideration for approval.
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5. Members to note Priority 2 actions with separate report brought back to Members once reviewed by Officers
6. A series of town centre events totalling £55,000 to be funded from Economic Development (£15,000) and Town Centre Improvement (£40,000) budgets to support the town centre economy and encourage residents and visitors into the town centre.

1. INTRODUCTION

- 1.1 On 6 June Cabinet proposed the setting up of Cabinet led Member Working Groups to cover five key themes. The purpose of this report is to update Members regarding the work carried out by the working groups during June and July.

2. BACKGROUND

- 2.1 The Council's Corporate Strategy and particularly Outcome 2: Economy aim is to support businesses to grow, individuals to prosper and places to thrive. To achieve this the Strategy sets out a number of outcomes.
 - Promote the borough of Rugby as a place to do business.
 - Encourage and support sustainable economic growth consistent with our social and environmental priorities.
 - Help businesses thrive and provide jobs for our residents.

- Develop and promote our town centre as a place to live, socialise and work.
- Make sure that residents have the skills they need to meet local demand.
- Regenerate neighbourhoods that need support and build communities that sustain change.
- Nurture and support independent shops.

2.2 Central to the delivery of these outcomes is a focus and support for our town centre. The town centre is currently underused by residents and the decline of retailers has been hastened by the pandemic which has led to many national retailers ceasing trading and has resulted in a large number of empty units across the town centre.

2.3 The Council has already recognised that the town centre needs large scale and ambitious proposal to bring life back and to support the businesses within the town centre which is why it commissioned a Town Centre Strategy in 2020. It is however recognised that even when the Town Centre Strategy is adopted later this year, this is a long term strategy, and that short and medium term interventions are needed.

2.4 On the 7 April, Leadership Team held a Business Breakfast which was attended by over 40 town centre businesses. The businesses who attended were updated about the work on our Town Centre Strategy but were also able to talk to officers about the issues facing them. The feedback Leadership Team received identified 5 key areas of focus, these areas were;

- Town Centre Safety
- Events
- Public Realm
- Markets
- Business Support

2.5 In line with the key areas identified, 5 cross party working groups were established to discuss each issue. The groups met during June and July with a series of meetings which also included key stakeholders and a questionnaire to residents.

2.6 The working groups, in response to their discussions with key stakeholders formulated a number of actions to be carried out over the summer and beyond that are summarised in this report.

3. WORKING PARTIES ACTION PLANS AND RECOMMENDATIONS

3.1 Each Working Party scheduled a series of up to 4 meetings to discuss each theme and devise a series of short to medium term action plans for implementation. The working parties considered the public consultation and how the Council and key stakeholders can respond to the challenges currently presented.

3.2 Following the establishment of the working groups, with the exception of business support, the other 4 working groups combined to issue a joint public

consultation questionnaire. Running from the 16th to the 30th June the questionnaire received 1,231 responses. A summary of the responses received are set out Appendix 1

Safety Working Group

- 3.3 The group recognised that safety is more than simply protection from crime. It considered representation from key partners. This included verbal feedback (Rugby Central), written feedback (Building Control), and also Warwickshire Police and Warwickshire Fire and Rescue attending a meeting. Councillors also visited businesses in the town centre to find out their views. Warwickshire County Council Highways, the Street Pastors and Rugby First were invited to give feedback.
- 3.4 Officers from the Council's Environmental Health and Community Safety Team and Community Wardens also attended a meeting to give their views.
- 3.5 The group considered the public feedback and partner feedback in determining the action plan. There was significant consistency in the feedback given regarding priorities. However, officers also identified issues which although not considered a priority in the feedback are still important.
- 3.6 The group recognised that many of the actions required other partners to take a lead, for example the pedestrianised area, and accepted this may limit the outcomes, but thought they should still be part of the action plan.
- 3.7 Some actions were already in progress before the group started, but the group thought it was important that those actions were captured in the action plan to make the council's actions more transparent and provide reassurance.
- 3.8 The actions identified are mainly within existing resources. However, it identified that works in the pedestrianised area, improvements to CCTV and anti-terrorist works may involve investment, but it was not possible at the moment to identify what level of funding would be needed. They did recognise that any significant expenditure would involve consideration of a report by full council and would be considered then.
- 3.9 The group wanted to thank everyone for their help in developing the action plan.
- 3.10 The main actions identified were:
 - Pedestrian safety –
 - (1) Review traffic restrictions and barriers in pedestrianised area with Warwickshire County Council and other partners;
 - (2) Review parking restrictions and enforcement in the pedestrianised area with Warwickshire County Council;
 - (3) Look at physical and enforcement options e.g. public space protection orders (PSPOs) for protecting pedestrians in the pedestrianised area from bicycles, e- scooters and mobility scooters; and

- (4) Repairs to pavements in pedestrianised area with Warwickshire County council
- Anti-social behaviour especially linked to groups of young people –
 - (1) Review interaction between Community Wardens, Warwickshire Police, Warwickshire Police, the Street Pastors and Rugby First to improve the already good partnership working around young people;
 - (2) Identify legal options for control where interaction fails to control behaviour for all enforcing authorities, including working with partners in the county where a workshop is planned;
 - (3) Increased patrols in areas and at times when they are most active, e.g. parks. Patrols by Community Wardens planned in hotspots during summer school holiday. Investigating potential volunteer wardens to support.
- Intoxicating substances –
 - (1) Coordinated education and enforcement in high-risk areas such as St. Andrew’s church yard;
 - (2) Campaign for advice to licence holders about behaviour of customers in the street;
 - (3) Identifying hot spots at night of ASB associated with alcohol e.g. taxi rank and diverting resources to those areas;
 - (4) Identifying and targeting known drug dealing.
- CCTV –
 - (1) Review of current equipment, locations, upgrading and funding;
 - (2) Increased signage to reassure the public.
- Building Safety –
 - (1) Survey of properties in the town centre to identify those with a risk of falling masonry. Corrective action when found. Working with Building Control.
- Derelict buildings –
 - (1) Target interventions on higher risk buildings. 3 highest risk former Herbert Grey College and surrounding buildings, former snooker club, Railway Terrace, and former LA Central, Old Market Place;
 - (2) Review of available legislation to deal with derelict buildings including community protection notices (currently subject to pending court case).
- Homelessness and begging –
 - (1) Continued action by Council’s Homes and Communities, Warwickshire Police, Community Wardens and Rugby First Rangers including review of support options available, review of powers (e.g. PSPOs) and enforcement in relation to begging. The Council’s Vulnerable People Working Group will be involved. To consider a scheme for public to give vouchers for food from local food businesses.
- Improved lighting –
 - (1) Alleys near St. Andrew’s church and near Little Church Street identified as areas where visitors avoid at night due to the poor lighting and low footfall. Bid made to government funding initiative Safer Streets 4 for improved lighting and CCTV improvements. Waiting for outcome of bid but expected to be positive. We will also plan for the planned Safer Streets 4a and 5 bids.

- Violence against women and girls –
 - (1) Ongoing programme and separate action plan proposed following a survey last year by the council and supporting county and national initiatives. Officer group established and plan being developed, which will be focused on issues raised in the survey including grooming in the town centre. Plan to include previous successful scheme regarding grooming awareness and training taxi drivers and hotel staff to identify and report possible grooming.
- Anti-terrorist controls –
 - (1) New Protect function coming into legislation later this year. Supporting business to comply with risk assessments and emergency planning. Working with Warwickshire County Council and Warwickshire Police on physical measures.

Town Centre Events Working Group

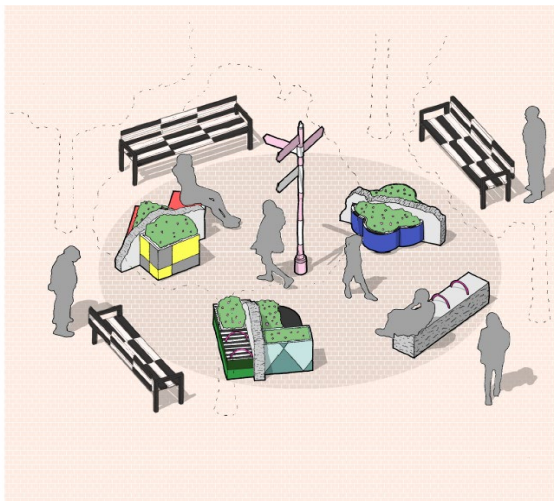
- 3.11 The Town Centre Events Working Group invited key stakeholders including Rugby First, Rugby School, The Rotary Club and town centre businesses representatives.
- 3.12 The group have identified a Calendar of Events from various stakeholders with events such as Rugby School's Festival on The Close, The Rotary's Music Festival in Caldecott Park and Rugby First's Food and Drink Festival.
- 3.13 The formulation of the Events Calendar allowed members of the working group to consider potential opportunities and gaps that present themselves for delivery through the utilisation of existing council budgets.
- 3.14 The group were asked to submit their ideas and proposals for additional events that the Council could organise over the next 6-month period with the remit of increasing footfall to the town centre and building on the Welcome Back Fund successes.
- 3.15 Using the public consultation responses and working group member proposals, a programme of additional proposed events has been established. These include events such as an outdoor cinema, town centre beach, a street circus bus and outdoor theatre performance.
- 3.16 The proposed series of town centre events totals £55,000 and is proposed to be funded through the existing Economic Development and Town Centre Improvement budgets respectively. The additional events will see a full programme of activity throughout the town centre and aim to encourage visitors and provide opportunities for additional footfall.
- 3.17 The group recognised the importance of the town centre supporting key national sporting events and religious festivals and recommend enhancements to the ability to deliver a range of street dressing opportunities throughout areas such as Corporation Street, Market Place, Regent Street, Albert Street. The areas were discussed to ensure all key shopping routes were dressed rather than one main area of Market Place.

- 3.18 Appendix 2 outlines the calendar of events and a variety of new events. It is therefore recommended that Members note that events will utilise existing budgets of Town Centre Improvements and Elliot Field business rate income to deliver a full programme of events to support the town centre economy.
- 3.19 Additional events/activities around the celebration of Charter Day and Diwali do not currently have confirmed event plans, but the group felt these events should be recognised within the borough.
- 3.20 Charter Day recognises the day that Rugby became a municipal borough, entitled to have a mayor and corporation of its own. The 19th October 2022 will be the 90th anniversary of the occasion and it is proposed to hold an appropriate event to mark the date.
- 3.21 The group discussed the importance of the Bicentenary of the Game, whereby 2023 will see the 200th anniversary of the birth of rugby union. Rugby School have shared an extensive plan of events and are working with local partners and businesses to ensure the town celebrates the anniversary year.
- 3.22 The group discussed the role of the town centre and how it can support this key milestone of the towns history. Proposals include the installation of street post banners using imagery supplied by Rugby School. The street posts across the borough are owned by Warwickshire Council and an approach has been made for appropriate approvals to install street banners throughout the year.
- 3.23 The bicentenary of the game of rugby union is outside the scope of the group but the importance of the anniversary of the birth of the game and the links to note are recommended to be noted. A separate report it to be brought to Council with specific actions and costings for consideration and approval.
- 3.24 In October 2022, the Women's Rugby World Cup will take place in New Zealand. The group discussed the potential for the town to forward plan for the possibility of the England team making the final and potentially winning the tournament. Being in New Zealand the final is scheduled to take place at 6.30am on a Sunday morning and it was felt that this would restrict the opportunity to deliver an event such as a large TV screen in the town centre.
- 3.25 A final outcome of the working group is establishing a group of invested partners to forward plan and coordinate the various events that have been showcased as taking place across the borough. This collaborative working will ensure all events can be supported, particularly through The Rugby Town branding.

Public Realm Working Group

- 3.26 The public realm working group purpose was to examine the public realm of the town centre and identify quick wins with costed actions that can be implemented over a 12 to 24 month period to improve the look and feel of the town centre.

- 3.27 The group consisted of members and key officers within the Council including street scene and economic development services to contribute knowledge and understanding.
- 3.28 Relevant partners were invited including Rugby First and Rugby Central to understand some of the challenges faced within the town centre and potential solutions that the group could consider. Rugby Central were unable to attend the meetings but provided verbal feedback following a meeting with the Chief Officer for Leisure and Wellbeing. This included discussion and feedback for the events and town centre safety working groups respectively.
- 3.29 Officers shared with the working group a project currently in the pipeline called Creative Giants. This is a fully funded art installation project being delivered across Warwickshire county by the County Council. The location was selected as the town centre and is located at the junction for Sheep Street and High Street. Graphics of the installation can be seen below and the 'Rugby Butter Stones' art installation has now been successfully installed.



- 3.30 The public consultation highlighted similar themes and discussions that had been held within the working group. An action plan has been devised and evolved over the series of 4 meetings with recommendations submitted for approval in Appendix 2.
- 3.31 The action plan sees proposals for a variety of potential interventions that have been split in to coherent categories including 'general', 'bicentenary of the game' and 'town centre lighting'. The types of public realm changes discussed some of the below highlights:
- New interpretation boards across the town displaying historical information that is currently not highlighted.
 - New themed benches representative of Rugby's heritage
 - A new wire sculpture representing a female rugby player to contribute to the Women's Rugby World Cup in October 2022.
 - A full restoration and development of the William Webb Ellis statue for the Bicentenary of the game and the Men's Rugby World Cup in 2023.
 - Additional Pathway of Fame gold plaques representing the Bicentenary of the Game and a new "legend of the game".

- Street lamp post infrastructure and associated banners to recognise national sporting events, cultural celebrations and general promotional opportunities.
 - New town centre sculpture to be commissioned
 - New installation and modification of current Big Belly Bin stocks
 - Replacement and additional bicycle stands following public consultation feedback.
 - Town hall external lighting to support key cultural celebrations, national events and annual anniversaries.
 - A Covid Memorial space including decorative bench and commissioned artwork for placement in Caldecott Park to be explored.
- 3.32 The public realm action plan established a priority list using Working Group discussion and was agreed as priority orders. There is additional scope for public realm recommendations to be included in the borough councils proposed submission to the confirmed UK Social Prosperity Fund application.
- 3.33 This report seeks the approval of immediate opportunities for improvements to the public realm, including items 1a to 1e within Appendix 2 -the public realm action plan, totalling £38,000 of immediate improvements to the public realm to be funded through the existing Town Centre Improvement budget.
- 3.34 The public realm categories referred to as ‘town centre lighting’ and ‘Bicentenary of The Game’ will be subject to further reports being brought to Members with full costings of options for consideration and approval.

Markets

- 3.35 The markets working party’s purpose was to examine how the market in Rugby should be improved and diversified.
- 3.36 The markets are currently operated on behalf of the Council by Rugby First and therefore Rugby First were invited to the second meeting so that members of the working party could understand how the market was currently run.
- 3.37 The working groups preference was for the market to include more food and drink offer on the stalls along with street food vendors by allowing more pitches for specialist vehicles. This diversification of offer is reflective of the responses received in the public consultation.
- 3.38 The look of the market was also discussed and the need to invest in new stalls and also to consider the location of the market as part of the Town Centre Strategy.
- 3.39 A survey of stall holders has also been undertaken to understand what their current issues are with the market and what they would like to see improved. The results of this survey were not available at the time of the report being finalised.
- 3.40 The agreed action points from the meetings were as follows

- The Council and Rugby First have already put out an expression of interest document for a new operator for the market and this should be chased up to establish interest so that a 3rd party can be appointed as soon as possible
- As part of the work on the Town Centre Strategy explore other locations for a market and also the possibility of an indoor market.
- Feedback the comments from stall holders
- Once a 3rd party operator has been appointed look to procure new market stalls to improve the look of the market.
- Ensure that as part of the agreement with the 3rd party operator a board is established, with the Council having a seat on the board to ensure that the quality and offer of stall holders in the new market is maintained
- Ensure that the 3rd party operator is able to run speciality markets e.g farmers markets in addition to the regular market.

Business support

- 3.41 The business support working party's purpose was to examine how the Council can support businesses within the Town Centre. The group were given feedback from Officers about the issues raised by the business owners at the Business Breakfast in April.
- 3.42 The business support action over the next 6 months include the following
- Work with the Growth Hub and Chamber of Commerce to provide seminars and tailored support for business
 - Hold further business breakfasts in the autumn
 - Look at arranging a business fair
 - Update and rebrand The Rugby Town Website
 - Ensure through the Council's webpages provide access to information and a one stop shop for advice or signposting to other sites of useful information
 - Ensure that the Council has a single point of contact e.g an Officer responsible for supporting businesses

4. CONCLUSION

- 4.1 The five one-page strategies highlighted key themes for members, officers and key stakeholders to formulate a series of action plans for short to medium term interventions that can support the town centre and deliver increased impact to increase footfall.
- 4.2 The Welcome Back Fund provided a platform to deliver a series of events in 2021/22 that were delivered successfully across the town centre and the Council wish to continue supporting post the end of this external funding.
- 4.3 Council are asked to approve the series of actions that are to be delivered through either existing budgets such as the Town Centre Improvement Fund and Economic Development.

Name of Meeting: Council
Date of Meeting: 19 July 2022
Subject Matter: Town Centre Working Parties Update
Originating Department: Growth and Investment

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

PUBLIC CONSULTATION SUMMARY

- 1.1 Following the establishment of the working groups, with the exception of business support, the other 4 working groups combined to issue a joint public consultation questionnaire. Running from the 16th June to the 30th June the questionnaire received 1,231 responses.
- 1.2 Each Chief Officer reported back the results and key themes of the public consultation to their respective working groups and a summary of the responses received are given below.
- 17% said they visited the town centre at least once per week, with 64% saying they attended at least monthly. But 36% visited less than once a month.
 - The main reasons were shopping and visiting pubs, cafes and restaurants.

Town Centre Safety Responses

- 1.3 The Town Centre Safety Working Group asked a number of key questions including Do you generally feel safe while in the town centre, considering e.g. crime, traffic including cars, delivery vehicles, bicycles, and scooters? 76% said yes or most of the time.
- 1.4 When asked about if they feel unsafe what is the reason, the responses showed, in order of number of responses
- behaviour of others,
 - vehicles in the pedestrianised area,
 - anti-social behaviour,
 - especially from young people,
 - people intoxicated or under the influence of alcohol,
 - begging,
 - not feeling safe at night, e.g. poor lighting.
 - Others included knife crime; lack of police presence; vulnerable due to disability; feels unsafe as run down; bikes being stolen; cleaning; men hanging around; cyclists feeling unsafe from cars; women being followed; crossing at taxi rank; refugees hanging around; dangerous block paving; uneven pavements affecting people with disabilities; police not taking action when should be arrested; ASB at taxi rank; no support for those with visual or hearing disabilities; attacked and no one cared; attempted theft of handbag; too crammed during events; companies and charities 'pestering' visitors; gangs of young people in the parks.
- 1.5 When asked if there had been specific incidents which caused this fear, the number of responses dropped about 80%. Incidents in order of number of responses included
- almost being hit by a vehicle
 - drunk behaviour

- gangs not being tackled,
 - behaviour of men,
 - knife attacks
 - begging
 - no police being seen
 - groups of men
 - drug dealing and drug taking.
 - Other comments included being harassed by aggressive men, pub fights, a girl attacked, young people fighting in the parks, mugging in cemetery due to poor lighting and racist comments. These results seem to suggest that the fear of crime is greater than actual crime, which is important when determining what actions are needed to make the town safe and make visitors feel safe.
- 1.6 When asked about any locations people feel unsafe, the main response was the area and alley ways around the church and Little Church Street. Parks were also mentioned and multi-storey car parks.
- 77% said they had seen patrols by the Council's Community Wardens, Warwickshire Police, or the BID Rangers, and 40% were reassured or 73% yes or to an extent, by these patrols. These suggest that being seen is important.
- 1.7 The value of CCTV was less clear. 29% said they felt safer because of it, and 51% yes or some. This suggested that action as required for visitors to be reassured. This included signage, positioning, and updating equipment.
- 1.8 When asked a general question about what actions the council could be taking, the safety responses included taking action against anti-social behaviour, more patrols by the police and BID Rangers, more caution by the police, traffic management, homelessness and begging, better lighting, improved CCTV, and BID Rangers working evening.

Town Centre Events

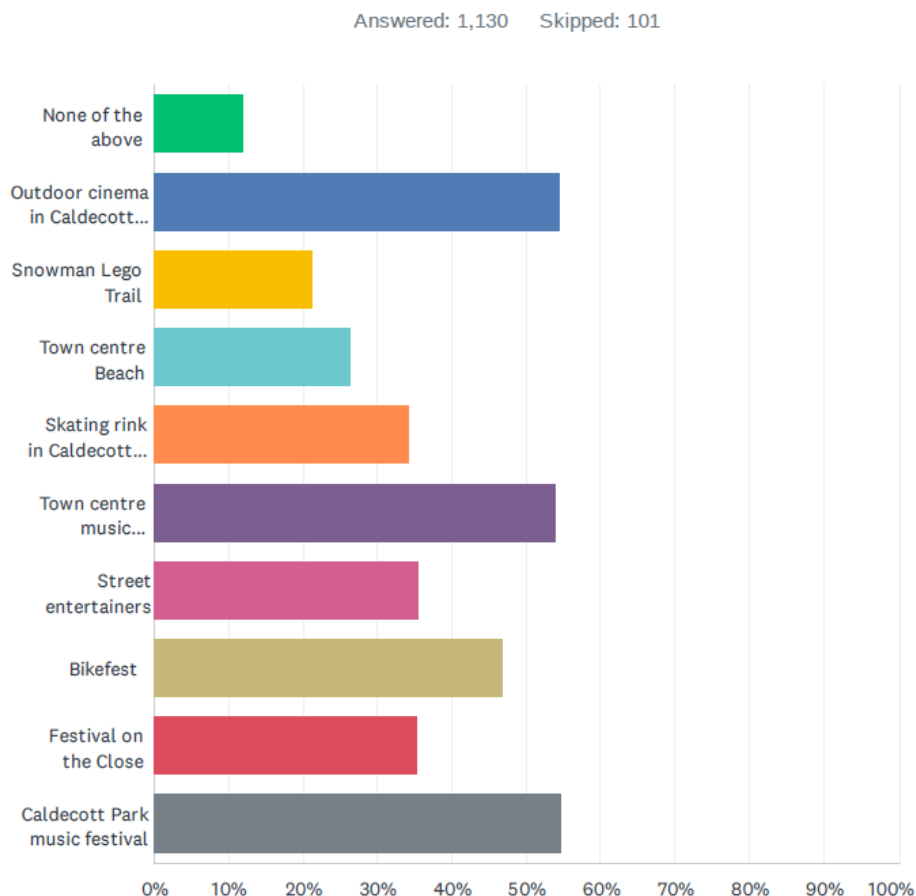
- 1.9 The Town Centre Events Working Group decided upon 3 key questions to be included in the public consultation. These included:
1. Did you attend any of these events in the last year?
 - None
 - Outdoor Cinema
 - Snowman Lego Trail
 - Town Centre Beach
 - Town Centre Music Performances
 - Bike Fest
 - Caldecott Park Music Festival
 2. Which events would you like to see again?

- None
- Outdoor Cinema
- Town Centre Beach
- Skating Rink
- Street Entertainers
- Bikefest
- Festival on The Close
- Caldecott Park Music Festival

3. What other events would you link to see?

1.10 50% of individuals responded positively to see the outdoor cinema and the Caldecott Park Music Festival and other popular responses included town centre music, Bikefest, street entertainers and the town centre beach.

Q4 Which of these events would you like to see again/more (if any)?



1.11 The open question generated over 800 individual comments for suggested events including a variety of ideas that people would like explored. These included:

- A variety of themed markets including artisan, Christmas and farmers
 - markets.

- A Food (and drink) Festival
- General music themed comments featured throughout.
- Outdoor theatre
- Arts themed events

1.12 The Events Working Group considered the public consultation and used the responses to check for potential opportunities and gaps in the calendar of events being constructed through feedback from the various partners.

Public Realm

1.13 The Public Realm Working Group decided upon 5 key questions to be included within the public consultation. These questions were deliberately asked as open questions to encourage more qualitative responses. Therefore it is more difficult to demonstrate statistical responses, but the questions and key comments are included below:

4. What problems do you experience in the town centre with street furniture (for example seating, bins, cycle racks, planting etc)?
 - Seating (more needed, look tired, often occupied,
 - Bins (more needed, excess litter, cleanliness of bins, no recycling options, overflowing, hard to find near Sheep & High Street etc)
 - Cycle Racks (secure, covered storage, more needed, sometimes hard to find etc)
 - Cars/Traffic (too many cars in town centre, cars everywhere etc)
 - Planting (positive comments for planting in general, but most would welcome more)
5. What ideas for new art installations in the town centre?
 - Historical references (hologram, rugby football)
 - Metal art pieces for children to enjoy
 - Jet engine reflecting Frank Whittle history
 - Sculptures (rugby themed)
 - Fountain
 - Live / permanent stage
 - Street Art / murals
 - Lighting (Summer fairy lights, interactive for children, new Christmas lights)
6. Ideas for representing Rugby's history throughout the Town?
 - More blue plaques
 - Large photos of past and present
 - Decoration / flags, banners/ lights
 - Screens / displays
 - Railways representation
 - Town trails / floor trails
 - Explanation Boards
 - Themed areas / gardens
 - Clean current structures

- Museum
 - Signage
7. Where could we improve and enhance the landscape (eg floral displays, trees etc)
- The Clock Tower (featured heavily in comments)
 - High Street and Sheep Street
 - In the pedestrianised area in town (Market Place, High St, Sheep St)
 - More flowers throughout
 - Water Feature in town centre
 - The paving (needs improving)
 - Floral displays (positive comments but welcome more across other areas)
 - Better Christmas decorations
 - Reinstate Caldecott Park water fountain

Markets

- 1.14 The markets working group decided on six questions.
- Do you visit Rugby Market?
 - How often should a market take place per week?
 - What type of stalls would you like to see at an extended market?
 - Would you like to see speciality markets from time to time?
 - The market is currently located in Market Place is this the best place for the market
 - If no where should the market be located instead?
- 1.15 54% of respondents stated that they have visited the Market in Rugby, and 42% considered it should run twice a week with 37% stating once a week.
- 1.16 There was overwhelming support for food and drink along with street food vendors with 60% of responses stating this was the type of stall they would like to see at an extended market. This was followed by craft stalls and upcycling/ repair.
- 1.17 68% of respondents would like to see a monthly farmers market. 116 respondents also commented on other types of speciality markets they would like to see from food and drink, artisan, speciality food, European markets, Christmas markets, craft markets, stalls for local businesses and flea markets.
- 1.18 71% of people believed that Market Place was the best place for the market. If the market was relocated the most popular location was an indoor market with 30% of the vote followed by the area in front of John Barford car park with 17%. 29% of people voted that they preferred a different location including using a combination of Market Place, Sheep Street and High Street, closing North Street and Regent Street for speciality markets, Caldecott Park and also using vacant retail units.

Date	Event	Location	Delivery Agency
27 June - 30 June 2022	Festival on The Close	Rugby School	Rugby School
15 July 2022	Hampified	St Andrews RFC	Enterlude
23 July - 2 September	Shop Window Trail	Town Centre	Local Retailers
21 July 2022	Commonwealth Games Baton Relay	Town Centre	RBC
22 July 2022	Rugby's Got Talent Final	Benn Hall	Rotary Club
23 July 2022	Battle of the Bands	Yum Yum World	Yum Yum World
26 July 2022	Professor Pumpernickle - Launch of RAGM STEM Summer Activities	RAGM	RBC
26 July 2022	Local Heroes Trail	RAGM	RBC
4 August 2022	National Playday	Whitehall Recreation Ground	RBC
10 August - 13 August	Outdoor Cinema	Caldecott Park	RBC
16 August - 18 August	Town Centre Beach	Market Place	RBC
19 August 2022	George Michael Story	Benn Hall	RBC
24 August 2022	Street Circus Bus	Market Place	RBC
27 August 2022	Street Performers	Market Place, St Andrews, Speech Rooms	RBC
27 August 2022	UK Beard Championships	Rugby School	Rugby School
29 August 2022	Rotary Music Festival	Caldecott Park	Rotary Club
2 September 2022	Outdoor Theatre	Caldecott Park	RBC
10 September - 17 September	A Bunch of Amateurs	Rugby Theatre	Rugby Theatre
24 September 2022	Food and Drink Festival	Town Centre	Rugby First
19 October 2022	Charter Day	Town Centre	RBC
21 October 2022	Night at Your Museum	RAGM	RBC
23 - 24 October 2022	Wizard of Oz	Benn Hall	RBC
27 October 2022	Witches and Wizards Playday	Benn Hall	RBC
22 - 31 October 2022	Halloween Shop Window Trail	Town Centre	Local Retailers
24 October - 27 October	Diwali		
29 October 2022	Town Centre Trick or Treat Day	Town Centre	Local Retailers
12 November - 19 November 2022	The 39 Steps		
20 November 2022	Christmas Light Switch On	Town Centre	Rugby First
7 December - 15 December 2022	Christine Anderson Theatre Annual Dance Show (CATS)	Rugby Theatre	
21 December - 28 December	Sleep Beauty Christmas Panto	Benn Hall	RBC
1 December - 24 December	Santas Grotto	Rugby Central	Rugby Central & Rotary
31 December 2022	New Years Eve	Benn Hall	RBC
1 January to 31 December 2023	Bicentenary of the Birthplace of the Game		

Total Costed Actions to Deliver using Existing Funds

National Sporting Events

6 July - 31 July	Women's Euro Football Club	
12 November 2022	Women's Rugby World Cup Final	New Zealand - 6.30am UK Time
18 December 2022	FIFA Football World Cup Final	Qatar
5 February - 19 March 2023	Six Nations	UK, France & Italy

Town Centre Events Considerations

Town Dressing
Religious Festivals
Big ticket item for throughout Xmas?

Public Realm Action Plan 2022-23	
Priority	Item
PRIORITY 1	
CATEGORY A	Town Centre
1a	Install new notice boards / information boards across Town Centre
1b	Install Town Centre benches THEMED x3 (Train, Jubilee, and another
1c	Install new Rugby Player wire sculpture
1d	Refresh of individual Blue Plaques located in the town for greater awareness and exposure
1e	Install lampost banner infrastructure to celebrate events/festival periods
CATEGORY B	Bicentenary of The Game of Rugby
2a	Bicentenary of Rugby 2023 Street Dressing
2b	Pathway of Fame additional plaques x2 (200 years & new female player?)
CATEGORY C	Town Centre Lighting Options
3a	Refresh of Festive Lighting stock previously used for Diwali and Christmas Celebrations
3b	Town Hall and Benn Hall External Lighting - A+B option
CATEGORY D	Town Centre Infrastructure / Design
4a	RAGM Public Realm Installations - EG. Reproductions of Rugby Collection on large scale
PRIORITY 2	
	Street Furniture
3a	Replace all the existing bicycle stands
3b	Add a further 25 new bicycle stands throughout the town
3c	Modify the existing 'Big Belly' solar powered compacting litter bins to foot pedal operation
3d	Upgrade 2no. old style 'Big Belly' bins and fit 1no. new BB bin

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Equality Impact Assessment

Service Area	Growth and Investment
Policy/Service being assessed	Town Centre Working Groups
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	No
EqlA Review team – List of members	Nicola Smith
Date of this assessment	11 th July
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	To provide focused support for the Town Centre
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<p>The specific corporate objective that these objectives / workstreams relate to are: Outcome 2 – Economy where the council wants to ensure that businesses grow, individuals prosper and places thrive. To achieve this the Strategy sets out a number of outcomes.</p> <ul style="list-style-type: none"> • Promote the borough of Rugby as a place to do business. • Encourage and support sustainable economic growth consistent with our social and environmental priorities. • Help businesses thrive and provide jobs for our residents. • Develop and promote our town centre as a place to live, socialise and work. • Make sure that residents have the skills they need to meet local demand. • Regenerate neighbourhoods that need support and build communities that sustain change. • Nurture and support independent shops.
(3) What are the expected outcomes you are hoping to achieve?	Improve the look and feel of the town centre and support local businesses.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>No employees will be affected by the decision.</p> <p>The decision will allow actions from the working groups to be implemented.</p>

<u>Stage 2 - Information Gathering</u>	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).
(1) What does the information tell you about those groups identified?	There is commonality amongst all residents concern and issues with the town centre. There is also commonality with how people would like it to improve.
(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?	Yes - questionnaires and a business breakfast were held to find out the views of local residents and businesses. Their views are included in the report.
(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.	
<u>Stage 3 – Analysis of impact</u>	

<p><u>(1) Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	RACE	DISABILITY	GENDER
	MARRIAGE/CIVIL PARTNERSHIP	AGE	GENDER REASSIGNMENT
	RELIGION/BELIEF	PREGNANCY MATERNITY	SEXUAL ORIENTATION
<p><u>(2) Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	No		

(3) If there is an adverse impact, can this be justified?	Not applicable
(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)	The outcomes proposed are designed to improve the experience for all users of the town centre.
(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?	The outcomes proposed are designed to improve the experience for all users of the town centre.
(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?	The outcomes proposed are designed to improve the experience for all users of the town centre.
(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	Not applicable
<u>Stage 4 – Action Planning, Review & Monitoring</u>	

If No Further Action is required then go to – Review & Monitoring (1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.	
(2) Review and Monitoring State how and when you will monitor policy and Action Plan	

Please annotate your policy with the following statement:

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

AGENDA MANAGEMENT SHEET

Report Title: IT & Digital Services Strategy

Name of Committee: Council

Date of Meeting: 19 July 2022

Report Director: Chief Officer - Digital and Communications

Portfolio: Communities, Homes, Digital and Communications

Ward Relevance: All

Prior Consultation: Access to council services – Public consultation
Leadership Team
Portfolio Holder - Digital and Communications
IT and Digital Services Team

Contact Officer: Stuart Mewes, IT & DS Manager
stuart.mewes@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

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

Summary:	<p>The proposed IT & Digital Services Strategy 2022-2024 (Appendix 1) comprises of five key themes to success and five associated principles:</p> <ul style="list-style-type: none"> • Digital by Choice <ul style="list-style-type: none"> ○ Understanding our data. • Digitally inclusive <ul style="list-style-type: none"> ○ Accessibility and inclusion • Embracing Digital <ul style="list-style-type: none"> ○ A culture of innovation • Collaboration & Value <ul style="list-style-type: none"> ○ Continuous service improvement • Standards & Outcomes <ul style="list-style-type: none"> ○ Insightful Performance and metrics
Financial Implications:	There are no financial implications as a direct result of this report.
Risk Management/Health and Safety Implications:	The strategy action-plan will be kept under regular review, allowing it to be updated to reflect new and anticipated risks that arise during the lifetime of the strategy
Environmental Implications:	A Climate Change and Environmental Impact Assessment has been carried out.
Legal Implications:	There are no legal implications as a direct result of this report.
Equality and Diversity:	An Equality Impact Assessment has been carried out and is attached at Appendix 3.
Options:	<p>1. Adopt the IT & Digital Services Strategy 2022-24</p> <p>Risks: None Known</p> <p>Benefits: The Council will have a robust strategy in place for delivery against the identified 5 key themes. The action plan will be a dynamic one, refreshed at regular intervals throughout the lifetime of the strategy.</p> <p>2. Do not adopt the IT & Digital Services Strategy 2022-24</p> <p>Risks: There will not be a strategic and transparent plan in place to tackle the changing needs of our stakeholders.</p>
Recommendation:	(1) the IT & Digital Services Strategy for 2022-24, as at Appendix 1 to the report, be adopted; and

(2) delegated Authority granted to the Chief Officer for Digital and Communications to make any non-material amendments.

Reasons for Recommendation:

The strategy, and the action-plans that supports the delivery of its ambitions, has been developed against an understanding of the ever changing issues within IT and Digital Services that impact on Rugby residents, businesses, stakeholders, and the Council's ability to effectively deliver services. This strategy sets out strong principles which will guide action plans across the Council moving forward whilst retaining the ability to remain agile as technological advances, and local & global challenges require the Council to quickly adapt. The strategy has been developed to directly support the Corporate Strategy priority outcomes, ensuring IT & Digital Services strive to provide the ability for the Council to achieve their ambitious commitments.

Council - 19 July 2022

IT & Digital Services Strategy

Public Report of the Chief Officer - Digital and Communications

Recommendation

- (1) The IT & Digital Services Strategy for 2022-24, as at Appendix 1 to the report, be adopted; and
- (2) Delegated Authority granted to the Chief Officer for Digital and Communications to make any non-material amendments.

1. Introduction

1.1 The proposed IT & Digital Services Strategy 2022-2024 (Appendix 1) comprises of five key themes to success and five associated principles:

- Theme: Digital by Choice
 - Principle: Understanding our data.
 - The quality and understanding of our data remains the key to making informed business decisions; gathering accurate data and combining data sets together to present actionable and accessible output provides the foundation for strategic and operational decisions, departmental empowerment and strong Information governance.
- Theme: Digitally inclusive
 - Principle: Accessibility and inclusion
 - React to local consultancies and community feedback alongside national standards. Ensuring annual reviews of customer facing services, including telephony and digital portals, to ensure accessibility for all.
- Theme: Embracing Digital
 - Principle: A culture of innovation
 - We will work in a collaborative way with customers, stakeholders and internally. We will look to share our experiences, knowledge and technologies with other local government authorities and third parties to ensure that we are making use of best in breed technology, processes and tools.
- Theme: Collaboration & Value
 - Principle: Continuous service improvement
 - We will ensure that service improvement is inbuilt into our processes, systems, and our way of working. It will take on board internal, supplier and customer-based feedback, ensuring improvements add value, follow best practice, and utilise best in breed technologies.

- Theme: Standards & Outcomes
 - Principle: Insightful Performance and metrics
 - Measurement in the right way to deliver, improve and be proud of what we get right and to learn and improve what we can do better.

2. Identification of themes

2.1 These themes were identified in consultation with Chief Officers across the service areas of the Council, subject specialists with IT & Digital Services, collaboration with other authorities, analysis of our incoming service requests and through public consultation “Access to Council Services”.

2.2 The rate of change within the last few years has guided the themes to be agile yet impactful.

2.3 As an authority it is imperative that the Council work to a set of principles which brings the very best out of the entire corporate infrastructure. Working independently simply isn’t an option if we are to provide value for money and excellent service to our residents.

2.4 Each theme introduces an element of the Council’s corporate outcomes to demonstrate how each principal ties in with the overall objectives, focussing us on delivery of the Council’s climate, economic, health & communities and organisational commitments.

2.5 The Council’s residents remain the primary driver for all our ambitions. These five themes will provide accessibility, value and efficient services to residents and businesses.

2.6 The themes have been worded to provide clearly defined guidance to the workforce, members and the public. A simple commitment to the ambitions laid out.

3. Conclusion

3.1 The proposed IT & Digital Services for 2022-24 is a robust document that set out clear ambitions and principles in response to the identified key themes and has clear links to achieving the required outcomes set out in the Corporate Strategy 2021-24.

Name of Meeting: Council
Date of Meeting: 19 July 2022
Subject Matter: IT & Digital Services Strategy 2022-2024
Originating Department: Digital and Communications

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

IT & Digital Services Strategy

2022-2024



Embrace Change, Collaborate, Innovate and Drive Excellence



“The digital age provides opportunities for our community to benefit from easier access to more efficient services, better connectivity, and more accountability.”

Cllr. Emma Crane, portfolio holder for Digital & Communications

There is a constant need to adapt to the challenges we face as a local authority; from the financial pressures placed upon us, the need to provide services in a more efficient way and our own determination to drive excellence. We will as an organisation embrace change and look to the positive outcomes it can bring. Making better use of our digital and data infrastructure is a big organisational challenge and brings a lot of change, but change we can be positive and proud about.

We will ensure that our services are customer centric and that when we reimagine and redesign these services that customers are at the centre of what we do. We will engage and develop relationships with our customers to ensure that we can deliver excellent quality online services, ensuring smoother and quicker transactions.

We will ensure that our customers are not left behind and unable to access the services and support they need. We recognise that some of our community may need extra help; by being more efficient through digital we can reinvest that time and expertise in the right areas supporting those that need it.



“Never before has it been possible to collaborate so effectively, to deliver services across so many boundaries, to interrogate our data so insightfully, to realise such great efficiencies, and to reshape public services for the benefit of all while retaining local sovereignty.”

Source: <https://www.localdigital.gov.uk/declaration/>



“The foundation we are creating for our IT & Digital Services in the next few years will completely transform how our services are delivered. Agility, integration, efficiency and data availability will greatly support and drive Rugby Borough Council’s strategic priorities.”

Cllr. Emma Crane, portfolio holder for Digital & Communications

Where are we now?

Rugby Borough Council has encouraged and enabled digital efficiencies and resilience throughout a multitude of services. This has reduced paper use, manual processes and increased efficiency. Our infrastructure is now available both locally and in the cloud, and includes off site disaster recovery and cloud backup for our systems.

Our investment into the Microsoft 365 cloud continues to reap benefits as modern systems make use of single sign on to simplify and secure how we access services, use cloud hosted databases and enable widespread uptake in Office 365 usage. A huge amount of work has been undertaken to allow the workforce to work remotely, and for services to be efficiently requested by our residents digitally.

We migrated our forms and workflow system to a new Digital Experience Platform, giving us the ability to efficiently provide services to our residents both digitally and through the customer service centre. Our new Customer Content Management is the first major step to bring all of our systems and data to a solitary source, finally working towards a single portal for our residents and businesses to access all the services they need, whenever they need them. This pulling together of platforms and the ability to develop our own structures and integrations using the new platform gives us the agility and freedom to strive for system excellence which has been previously in the hands of suppliers.

This strategy sets out how we will create the foundation and functionality for the next stage of local public services, where digital technologies are an enabler and guide to service improvements. To deliver against this objective requires a digital technology and data shift, and this IT & Digital Services Strategy design defines the technology principles required to deliver it.

What does this mean for Rugby residents?

- Ultra resilient services
- Agile workforce
- Single platform for customer access
- Secure systems
- Foundation ready for the next stage of digital transformation

Summary

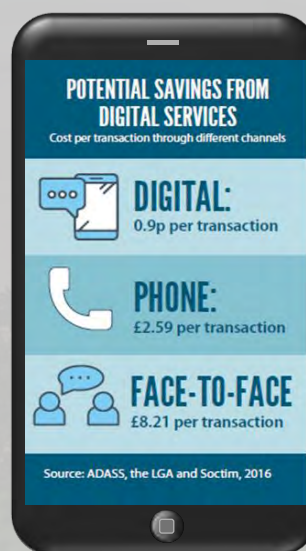
Rugby Borough Council's Digitalisation progression recently has been extensive, driving the Council through a period of change. These considerable improvements have not only improved the digital presence of Rugby but also the digital capability of the workforce. There is now a requirement for a longer term plan to build on the foundations introduced by the digitalisation priority and further enrich our capability to provide agile, location agnostic and efficient integrated data systems.

IT & Digital Services (IT & DS) is an integral part of the business and whilst IT & DS will drive many important changes within the Council, its role is that of enabler rather than an end in itself. Within that enablement, it is crucial that IT & DS provides rapid guidance, support, strategic advice and steer to ensure that systems are as efficient as possible, bring as much value as they can and are robust. Rugby Borough Council's Strategic Plan sets out the Council's service delivery priorities summarising the financial climate that the Council is working in and setting out service commitments and aspirations for the Borough. This IT & DS Strategy does not therefore stand alone and is placed in the wider context of the Council's overall strategy and business plans.

5 Themes for Success

This strategy contains 5 key themes which link all of our corporate and departmental strands together. It provides an approach to how we plan, design and implement services and how we ensure value, efficiency and outstanding standards in everything we do.

Importantly it embeds our corporate values within 5 ambitions and principles of how we will approach our work.



Right for Rugby

One of the key goals is “Digital by Choice” which is not unique in local government under the current demands of reduced funding year on year.

The reason is simple – Digital services cost less on a transactional basis than both phone or face to face. The ambition of uniting data which drives these digital services will further enhance the efficiency and usefulness of this data.

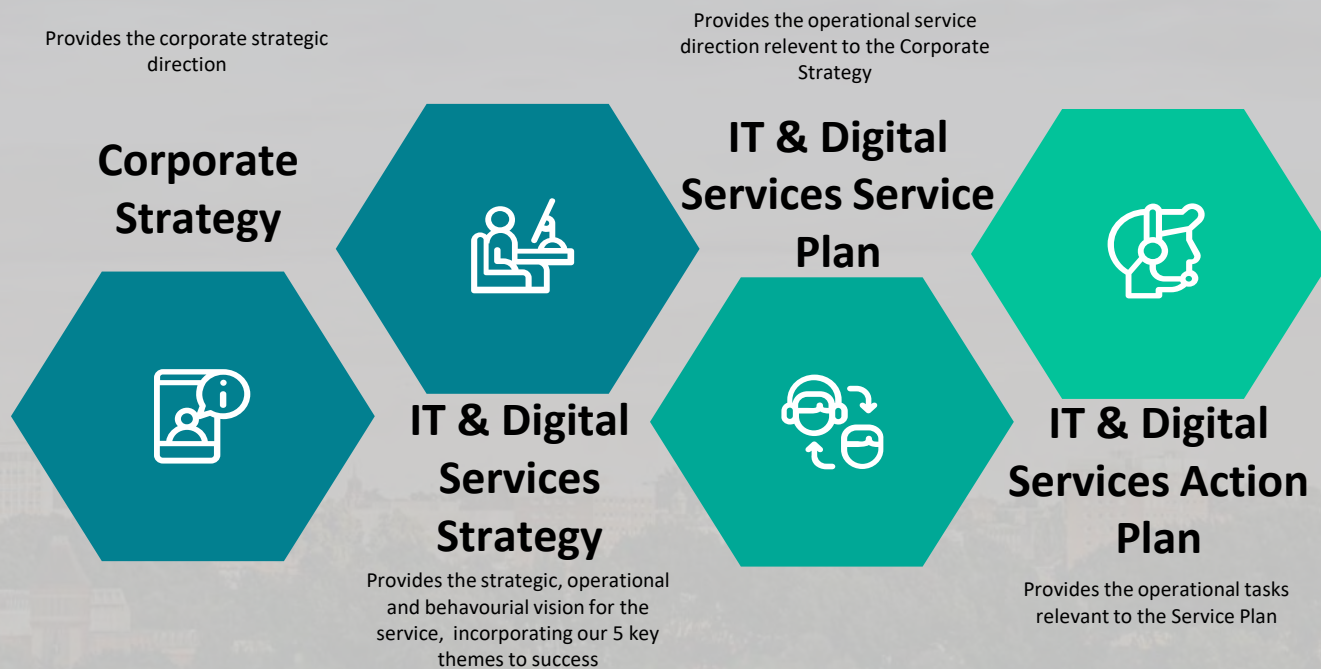
However, how we choose to provide and meet the challenge of providing digital services in the best way for our residents, businesses and stakeholders is very much within our control.

5 Themes to Success

The IT & Digital Services Vision



The Direction





Ambition

Digital by Choice

In a 2021 local survey, 60% of respondents described themselves as trying to do most things online, and 57% stated they specifically access council services during their internet usage. We will ensure that our services are customer centric and that when we reimagine and redesign these services that customers are at the centre of what we do. We will engage and develop relationships with our customers to ensure that we can deliver excellent quality online services, ensuring smoother and quicker transactions.

1

Principle

Understanding our data



The quality and understanding of our data remains the key to making informed business decisions; gathering accurate data and combining data sets together to present actionable and accessible output provides the foundation for strategic and operational decisions, departmental empowerment and strong Information governance.



Action Plan Themes

To create an omni channel environment where customers can access services in a variety of ways (self service portal, online chat, telephone, mobile device) with the focus on “digital by choice”. Making services available online, on any device, 24/7, allowing the ability to do business at a time to suit customers.

Make best use of data and customer insight when designing services and interventions. Providing information and advice that is accurate, up to date and easy to find.

Develop single sources of truth for data, leading to "Big Data" where our data is combined, enabling wider and better systems integration, accuracy of information and insightful analytics for customers and staff.

Remote appointments to facilitate less travel, better efficiency and more convenience for our customers by providing a face to face and personal experience digitally.

What this might look like

Aggregate Council carbon Data into a single platform for review and action incorporating agreed targets.



Climate

Economy



Supporting all service areas to ensure that digital portals, services and processes are as integrated and accessible as possible.

Ensuring the quality, accuracy and relevancy of data being used in our systems, portals and services so that it is of benefit to our communities.



Health & Community

Organisation



Creation, design and development of digital services that are available 24/7 and the review/re-design of our Omni channel provision. Redesigning our website to better suit customer needs, ensuring it is customer driven and easy to access.




Ambition

Inclusivity for All


Whilst we strive for “Digital by Choice” digital should not be exclusive and a barrier, and always an enabler. We will always look at opportunities and innovation around how we provide services for all by being digitally inclusive. It is particularly crucial that vulnerable residents can access our services.

2

Principle

Accessibility and Inclusion 

React to local consultancies and community feedback alongside national standards. Ensuring annual reviews of customer facing services, including telephony and digital portals, to ensure accessibility for all.



Action Plan Themes

Annual reviews of customer facing services and processes, including digital and customer portals, but not exclusively, for accessibility for all.

Integrate, create and design business specific processes and workflows ensuring they are inclusive and accessible.

Develop digital self service areas within our facilities ensuring opportunity for all of our communities to be able to engage and transact.


To create channel shift of standard and non-complex calls away from our contact centre and our Service Points by providing excellent quality digital services. Allowing us more time to deal with more complex calls and needs of our customers.

What this might look like

Provide accessible information, services, in particular household and recycling waste.  **Climate**

Economy  Service improvement to the community and rural grants process.

Introduce multilingual opportunities as appropriate in digital services.  **Health & Community**

Organisation  Creation, design and development of digital services that are available, accessible and inclusive.



Ambition

Embracing Digital

We will embed digital ways of working at all levels of our organisation as the norm; we will build our capability, encouraged by our senior managers and with investment in both our infrastructure and the skills of our workforce. We will encourage and cultivate self-confidence in the use of digital systems, tools and technology.

3

Principle

A Culture of Innovation



We will work in a collaborative way with customers, stakeholders and internally. We will look to share our experiences, knowledge and technologies with other local government authorities and third parties to ensure that we are making use of best in breed technology, processes and tools.



Action Plan Themes

Ensuring the technology is robust and fit for purpose and that the systems and infrastructure that inspires trust and confidence to utilise digital every day.

We will ensure that our customers are not left behind and unable to access the services and support they need.

Develop a systems roadmap for the review, replacement and/or re-design to ensure all systems are in life, fit for purpose and deliver interoperability and integration.

We will engage and develop relationships with our stakeholders to ensure that we can deliver excellent quality online services, ensuring smoother and quicker transactions.

What this might look like

Create and implement a remote meeting strategy and capabilities to reduce travel for both staff and customers



Climate

Economy



Integrate, create and design business specific processes and workflows into our digital portals and services

Ensuring annual reviews of customer facing services and processes, including digital and customer portals, but not exclusively, for accessibility for all



Health & Community

Organisation




Provide residents with the service they need when they need it




Ambition
Collaboration and Value

Ensuring that we engage at all levels of our organisation and with our partners, customers and beyond to deliver good value and quality services, platforms and solutions. Seeking innovation and opportunity to develop services and collaborate more effectively no matter the process, technology or platform.

4

Principle
Continuous Service Improvement 


We will ensure that service improvement is inbuilt into our processes, systems, and our way of working. It will take on board internal, supplier and customer-based feedback, ensuring improvements add value, follow best practice, and utilise best in breed technologies.

 **Action Plan Themes**

- Actively engage and be aware of innovation, services and technology that could drive service improvement, stakeholder engagement and efficiencies.
- Ensure appropriate sharing of data across departments and centralising records where possible.
- Working with service areas to streamline manual processes and review back office systems.
- To engage and share experiences and best practice with stakeholders, service areas and to the wider community such as Local Digital and partners.

What this might look like

Identify, map and embed appropriate resources such as electric charging points, cycle lanes, parking, green spaces on our digital portals and platforms.




Climate

Economy 

Supporting all service areas to ensure portals, platforms, services and processes meet expectations.

The provision of green space activity and recreational information mapping.



Health & Community

Organisation 

Engage with Local Government Partners, Third Party Sector and customers to widen commercial opportunities.



Action Plan Themes

Establish a standardised methodology and approach to digital transformation and service design.

An agreed Document Management System for use within the council with an agreed set of record keeping principles and policies.

A data map will allow for a better information governance and compliance. It will allow for understanding interoperability requirements, integrations and development of new systems, processes and workflow.

To plan a development roadmap for our Digital Experience Platform to ensure we continue to drive it forward and make best value in financial, efficiency and service terms.

What this might look like

Monitor, evaluate and report on carbon emissions produced by current IT equipment. Produce a reduction and offset plan in line with corporate targets.

Climate

Economy

An annual review of services and processes, including digital and customer portals, but not exclusively, for accessibility for all.

Health & Community

Organisation

Develop a systems roadmap for the review, replacement and/or re-design to ensure all systems are in life, fit for purpose and deliver interoperability and integration.



Rugby Borough Council

Climate Change and Environmental Impact Assessment

TEMPLATE - SEPTEMBER 2021

CONTEXT

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

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

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

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

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to the Deputy Executive Director.

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

SECTION 1: OVERVIEW

Portfolio and Service Area	Communities and Homes
Policy/Service/Change being assessed	IT & Digital Services Strategy 2022-2024
Is this a new or existing Policy/Service/Change?	New Strategy
If existing policy/service please state date of last assessment	N/A
Ward Specific Impacts	All wards
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	Each of the five themes has an ambition which will support the Climate Change Strategy. Each theme introduces examples of climate improvements and efficiencies.
Completed By	Mike Connell
Authorised By	Mike Connell
Date of Assessment	17/06/2022

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Example within ambition 5: Monitor, evaluate and report on carbon emissions produced by current IT equipment. Produce a reduction and offset plan in line with corporate targets.		Stuart Mewes	
Fleet usage	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Example within ambition 2: Provide accessible information, services, in particular household and recycling waste.		Anton Cuscito	
Sustainable Transport/Travel (customers and staff)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Example within ambition 4: Identify, map and embed appropriate resources such as electric charging points, cycle lanes, parking, green spaces on our digital portals and platforms.		Stuart Mewes and Dan Green	Q4 22/23
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Community leadership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Biodiversity and habitats	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Adaptation/Mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Impact on other providers/partners	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ambition 4 theme: To engage and share experiences and best practice with stakeholders, service areas and to the wider community such as Local Digital and partners.			
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SECTION 3: REVIEW

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

Review date	There are no negative impacts identified that would be the catalyst for a review.
Key points to be considered through review	
Person responsible for review	
Authorised by	Mike Connell

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Equality Impact Assessment

Service Area	Digital and communications
Policy/Service being assessed	IT & DS Strategy
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	New strategy
EqlA Review team – List of members	Mike Connell Stuart Mewes
Date of this assessment	17/06/2022
Signature of responsible officer (to be signed after the EqlA has been completed)	Mike Connell

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

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	The Council to have a robust IT & Digital Services strategy in place for delivery against the identified 5 key themes.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<ul style="list-style-type: none"> • Outcome 4 <ul style="list-style-type: none"> ○ Provide residents with the service they need when they need it ○ Embrace digital opportunities and nurture a culture of innovation • Outcome 3 <ul style="list-style-type: none"> ○ Develop and tailor services to meet local needs, with a focus on prevention and early intervention. ○ Promote, encourage and celebrate diversity and inclusion, to ensure that Rugby is a place where everyone feels welcome. • Outcome 2 <ul style="list-style-type: none"> ○ Help businesses thrive and provide jobs for our residents. • Outcome 1 <ul style="list-style-type: none"> ○ Work together to further improve the borough's connectivity and encourage greener travel. ○ We will reduce the carbon footprint of our council housing stock by 2027.
(3) What are the expected outcomes you are hoping to achieve?	<ul style="list-style-type: none"> • Provide inclusivity for all across our services • React to local and individual need to ensure accessibility and inclusion through service review and improvement

<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<ul style="list-style-type: none"> • Customers <ul style="list-style-type: none"> ○ Attend to the issue of digital exclusion through data poverty or lack of digital resources ○ Give agility to services to be able to provide more accessibility as customer needs change or are highlighted • Employees <ul style="list-style-type: none"> ○ Consideration of inclusivity for all when incorporating or reviewing IT & Digital Services • Wider community or groups <ul style="list-style-type: none"> ○ Accessible services ○ Inclusive services ○ Constant review of services to ensure equality
<p><u>Stage 2 - Information Gathering</u></p>	<p>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>
<p>(1) What does the information tell you about those groups identified?</p>	<p>The borough has seen increased 6% growth in population over the last 5 years and currently covers the town of Rugby and 40 rural parishes, with a total population of 108,935 and covering an area of 88,000 acres. The Borough is one of the fastest growing in England.</p> <p>Ongoing projects such as Afghan displacement scheme and Ukraine Refugees means our multicultural analytics have adjusted beyond the last study available.</p>
<p>(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?</p>	<p>We have taken on results and comments from the public consultation undertaken from July to September 2021.</p> <p>As all groups could be effected the strategy provides the agility to react to their needs as well as the introduction of analytics and reviews to identify those needs.</p>

(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.	Access to council services – Public consultation (undertaken from July to September 2021).		
<u>Stage 3 – Analysis of impact</u>			
<p><u>(1) Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	<p>RACE Positive. Dedicated ESOL language services to be considered.</p>	<p>DISABILITY Positive. Dedicated, accessible phones, IT equipment, seating, agile digital signage for communication, active reception monitoring</p>	<p>GENDER No</p>
	<p>MARRIAGE/CIVIL PARTNERSHIP No</p>	<p>AGE No</p>	<p>GENDER REASSIGNMENT No</p>
	<p>RELIGION/BELIEF No</p>	<p>PREGNANCY MATERNITY No</p>	<p>SEXUAL ORIENTATION No</p>
<p><u>(2) Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	Diverse communities will benefit from the digital inclusivity, and review process. As process reviews are undertaken, feedback and issues identified will be actioned to mitigate any inequalities where possible.		

(3) If there is an adverse impact, can this be justified?	No
(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)	N/A
(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?	Equality of service provision will be increased. Focus on mitigating inequalities and corporate awareness of the presence of inequalities through the ambition of “Inclusivity for all” will contribute to the promotion of equality and promote greater engagement to those groups who previously have encountered challenges accessing services.
(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?	Increasing accessibility of services should encourage community inclusion
(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	Digital inclusion is a theme within the strategy. Action plans developed and reviewed will react to local consultancies and community feedback alongside national standards, ensuring annual reviews of customer facing services, to ensure accessibility for all.

<u>Stage 4 – Action Planning, Review & Monitoring</u>	
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AGENDA MANAGEMENT SHEET

Report Title: Review of Taxi Licensing Fees

Name of Committee: Council

Date of Meeting: 19 July 2022

Report Director: Chief Officer for Regulation and Safety

Portfolio: Regulation and Safety

Ward Relevance: None

Prior Consultation: A Public Consultation has been carried out. Rugby Borough Council's Legal and Finance Departments have been consulted.

Contact Officer: Chanel Mendez, Licensing Officer x3855

Public or Private: Public

Report Subject to Call-In: No

Report En-Bloc: No

Forward Plan: Yes

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

(C) Climate
(E) Economy
(HC) Health and Communities
(O) Organisation

Summary: Taxi Licence fees were last reviewed in 2015 and a review is appropriate at this time. Licensing have worked closely with Finance as well as seeking independent legal advice to determine exact costs for services as set out at Appendix A. A public consultation has now been carried out, responses

are available to members. Responses to the consultation are set out in Appendix B

Financial Implications: Based on current spending, to achieve full cost recovery the income for the service will be increased by £0.037m. For 2022/23 this will be reported an overachievement of the income target through the budget monitoring process. The future benefit will be factored into the 2023/24 budget setting process and will reduce the net budget requirement of the Council across the Medium Term Financial Plan.

Risk Management/Health and Safety Implications: There are potential financial risks in relation to fluctuations in demand following implementation of the new fee structure. The impact of the new fee structure will be reviewed on a quarterly basis as part of the established monitoring procedure

Environmental Implications: There are no environmental implications arising from this report. A Climate Change and Environment Impact Assessment is attached at Appendix C.

Legal Implications: Set out within the body of the report

Equality and Diversity: An Equality Impact Assessment has been completed to consider equality and diversity considerations and none have been identified as part of this report. A copy is attached at Appendix D.

Options: Consider the Taxi Licensing Fees consultation responses and approve fees for adoption with effect from 1 August 2022.

Consider the Taxi Licensing Fees consultation responses and make no changes to the current fees.

Recommendation: The proposed taxi licensing fees set out in Appendix A to this report be approved for adoption, taking effect from and including 1 August 2022.

Reasons for Recommendation: A period of seven years has passed since the last review of the Taxi Licensing Fees therefore adoption of the proposed fees is now necessary to ensure appropriate cost recovery is being achieved. There will be financial implications to the Council if full cost recovery is not achieved.

Council - 19 July 2022

Review of Taxi Licensing Fees

Public Report of the Chief Officer - Regulation and Safety

Recommendation

The proposed taxi licensing fees set out in Appendix A to this report be approved for adoption, taking effect from and including 1 August 2022.

1. Background

- 1.1 In this report “taxi” refers to both hackney carriage and private hire licences.
- 1.2 Taxi licence fees are required to be cost neutral so far as is possible in accordance with the relevant legislation and case law. These set out the elements of the licensing process which can be included in the calculation of fees.
- 1.3 The relevant legal provisions are set out in section 53 of the Local Government (Miscellaneous Provisions) Act 1976 (“**the Act**”) with respect to driver licences and section 70 in relation to vehicle and operator licences, both of which permit the recovery of a fee for the grant of a licence. These fees are restricted by the legislation and within those parameters, must be reasonable.
- 1.4 Regulation 2(6) of the Local Authority (Functions and Responsibilities) (England) Regulations 2000 requires that “where a charge is made for any such approval, consent, licence, permit or registration, the amount of the charge, is not to be the responsibility of an executive of the authority”. As a result, fee setting for taxi licensing is a non-executive function and, in the absence of any delegated authority to the contrary, should be determined by Full Council, taking into account any appropriate recommendations from the Licensing and Safety Committee.
- 1.5 On 26 April 2022, a report was presented to Full Council with the recommendation to Council that the proposed fees and charges be approved for public consultation. The Council approved this and public consultation has now been carried out.

2. Report

- 2.1 Section 53 of the Act specifies that the costs related to administration and issue of licences can be recovered in respect of driver’s licence fees. In respect of vehicle and operator licences, section 70 specifies that the reasonable cost of inspecting vehicles, the provision of hackney carriage stands, and any reasonable administrative costs in connection with those activities and costs relating to the control and supervision of hackney carriages and private hire vehicles can be included in the fees.

- 2.2 On 26 April 2022 the fees were approved for consultation by full council, a copy of the report of the Licensing and Safety Committee can be found via the following link [Council agenda 26 April 2022](#)
- 2.3 It was previously thought that the costs of enforcement could not be considered in the calculation of fees for driver licences. The decision in the Court of Appeal case of R (app Rehman) v Wakefield City Council [2020] R.T.R. 11 (2019), however, determined that “administration” can include the cost of enforcement or compliance against licensed drivers.
- 2.4 Licence fees cannot be utilised for enforcement events against unlicensed persons, or those licensed by other authorities. It is therefore necessary for the cost of enforcement of unlicensed drivers, vehicles and operators to be met out of general funds and any costs awarded following Court proceedings. This work forms a very small part of the overall work of the taxi licensing service with most activity directed at the licensed trade.
- 2.5 The Local Government Association issued guidance to councils in 2017 relating to fees and stated:
- It is an accepted principle that licensed activities should be funded on a cost-recovery basis, paid for by those benefiting from the licensed activity, rather than drawing on the public purse.
 - Charges must be reasonable and proportionate to the cost of the processes associated with a licensing scheme. Councils must not use fees to make a profit or act as an economic deterrent.
- 2.6 Whilst this guidance is helpful it is based on the general principle that fees should be cost neutral and therefore the licensing budgets should balance. The recent Wakefield High Court decision in 2018 (upheld by the Court of Appeal in 2019) made it clear that there is no general principle that licensing regimes should be self-financing. Whether or not a particular licensing regime can be cost neutral will depend on the wording of the particular legislation in question. As a result of the wording of the 1976 Act, this principle does not apply to taxi licensing.
- 2.7 The Local Government Association guidance draws attention to two important Senior Court decisions in relation to fees. The first is R (Cummings) v Cardiff [2014] which rules that the charges within a licensing regime for different categories of licence should be accounted separately and should not subsidise each other. This means that driver licence fees cannot subsidise vehicle or operator licence fees and vice versa. This approach has been endorsed by the Court of Appeal in the Wakefield decision.
- 2.8 The Local Government Association guidance acknowledges that Councils can arrange their licensing service to best serve the needs of their community and recover the costs accordingly. It offers a number of factors that Councils may wish to consider. These include administration, visits, third party costs, liaison with interested parties, management costs, local democracy costs, staffing on-costs, development, determination and production of licensing policies, web material, advice and guidance, setting and reviewing fees, monitoring and inspection visits and maintaining statutory registers. A independent consultant has confirmed that our approach is justified and within legislation.

- A fee schedule of the new proposed fees and charges is provided at Appendix A.
- Where the current fee shown within Appendix A shows as N/A, this is because it is a new fee that is being introduced.

2.9 Fees which are paid by the applicant directly to an external supplier for services required as part of the application or licensing process, such as the group 2 medical examination, driving assessment and English Communications assessment, have not been included.

2.10 Other fees, which are also included within Appendix A, have been calculated for other tasks that are separate to and charged in addition to the Licence Fee. Some of these include; Knowledge tests (applicable when applying for a Drivers Licence), DVLA mandate fee (applicable to Drivers Licences) and issuing of replacement papers and/or consumables, if requested.

3. Taxi Licensing Income and Expenditure

3.1 The 'ring fenced' nature of the budget requires the Council to consider its income and expenditure over more than one year and this should be clearly evidenced. The Council records its financial data in its general ledger and the relevant costs, income and reserve transfers are summarised from 2015/16 (when the fees were last changed) to 2020/21.

3.2 Fees have remained at the current levels since they were last reviewed in 2015.

4. Public Consultation

4.1 Following Full Council approval on the 26 April 2022, the proposed fees were subject to a public consultation process.

4.2 Section 70 of the Act for vehicle and operators' licences requires that if the fees exceed £25 that they must be advertised. As the proposed fees exceed an increase of £25, statutory consultation was carried out in relation to vehicle and operator licence fees which required a notice to be published in a local newspaper and at least 28 days provided for comments to be made.

4.3 A copy of the notice advertising the increased fees was also deposited at the Council offices and was available for inspection by the public at all reasonable times, without payment.

4.4 Whilst Section 53 of the Act does not require the Council to follow a public consultation process in relation to the driver licence fees it is considered best practice to follow the same process as set out in Section 70 of the Act for vehicle and operator licences. Therefore, a notice was published in a local newspaper and at least 28 days provided for comments to be made. A copy of the notice advertising the increased fees was also deposited at the Council offices and was available for inspection by the public at all reasonable times, without payment.

5. Following the consultation process:

- 5.1 As there are outstanding objections following the consultation process in relation to vehicle / driver and operator licence fees, this further report is being presented to Members for consideration. The consultation responses are set out in Appendix B
- 5.2 Whilst Section 53 of the Act does not require the Council to follow a public consultation process in relation to the driver licence fees it is considered best practice to follow the same process as set out in Section 70 of the Act for vehicle and operator licences.
- 5.3 It is recommended to Council that the proposed taxi licensing fees be approved for adoption following the consideration of the consultation responses.
- 5.4 Subject to the new fees being approved by Council, the financial impact would be that income budgets within the Hackney Carriage service would be increased from 2023/24 as a result of the additional income that is anticipated to be raised from the fee increase, which is required to make the service cost neutral.

Name of Meeting: Council

Date of Meeting: 19 July 2022

Subject Matter: Review of the Taxi Licensing Fees

Originating Department: Regulation and Safety

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Proposed Taxi Licensing Fees for implementation during 2022/23

(Subject to further consultation and approval processes)

Drivers		
Type	Proposed Fee (£)	Current Fee (£)
Dual Drivers Licence - New (3 year)	480.00	370.00
Dual Drivers Licence - Renewal (3 year)	480.00	220.00
Private Hire Drivers Licence - New (3 year)	480.00	N/A
Private Hire Drivers Licence - Renewal (3 year)	470.00	N/A

Vehicles- Private Hire		
Type	Proposed Fee (£)	Current Fee (£)
Vehicle Licence (1 year)- New	200.00	145.00
Vehicle Licence (1 year)- Renewal	190.00	145.00
Vehicle Licence for 6 years + (6 monthly)	100.00	N/A
Transfer of vehicle	190.00	12.50

Vehicles- Hackney Carriages		
Type	Proposed Fee (£)	Current Fee (£)
Vehicle Licence (1 year)- New	200.00	145.00
Vehicle Licence (1 year)- Renewal	190.00	145.00
Vehicle Licence for 6 years + (6 monthly)	100.00	N/A
Transfer of vehicle	190.00	12.50

Operators		
Type	Proposed Fee (£)	Current Fee (£)
Operators Licence (5 years)- New		
1-4 vehicles	790.00	380.00
5-9 vehicles	860.00	680.00
10-19 vehicles	970.00	£974 (10+ vehicles)
20+ vehicles (new band)	1,130.00	N/A
Operators Licence (5 years)- Renewal		
1-4 vehicles	790.00	344.00
5-10 vehicles	860.00	642.00
10-19 vehicles	970.00	£940 (10+ vehicles)
20+ vehicles (new band)	1,130.00	N/A

Other Fees- charged separately from main licence fees		
Type	Proposed Fee (£)	Current Fee (£)
Vehicle Safety Test (carried out by WSU)	50.00	40.00
Vehicle Safety Test cancellation fee- If cancelled with less than 48 notice or 'no show'	10.00	N/A
Transfer of proprietor	10.00	12.50
Replacement Dual Drivers Licence (Badge)	20.00	5.00
Replacement Private Hire Drivers Licence (Badge)	20.00	N/A
Replacement Vehicle Plate	20.00	34.00
Replacement Operators Licence	10.00	N/A
Replacement Vehicle Plate Bracket	10.00	N/A
DBS Check	50.00	44.00
Knowledge test	40.00	30.00
DVLA check	10.00	10.00

* Please note, all fees and charges listed above are Outside of the Scope of VAT

Objection Ref	Consultation response summary	Officer Response
1	Objection to increase, requested justification to increase	<p>Dear XXX,</p> <p>Thank for your email regarding the Taxi Fees consultation.</p> <p>The process we have used to calculate these fees is 'Cost Recovery' whereby we have looked at each of the types of licence in turn, including analysing full details of the processes, officer time and other costs involved, and calculated the cost to Rugby Borough Council on this basis. It is not based on inflation or cost of living rises and therefore cannot be compared to this in percentage terms.</p> <p>As the fees had not been amended since 2015/16 prior to this, a detailed review was required and costs have been calculated over a 3 year period to get an average.</p> <p>With regards to your reference of the large increase in the Transfer of Vehicle fee which was £12.50, upon reviewing the administration process involved in this, it was apparent that the amount of work involved was the same as a renewal application and therefore the cost now reflects this.</p> <p>For more information on the process used to calculate these fees, you may wish to read the Council report at the below link. As you can also see in the report, the Council has made a loss of £86,187 since the fees were last reviewed, hence the reason for needing to ensure that the fees are now at the correct price to fully recover the costs of the service.</p> <p>https://www.rugby.gov.uk/meetings/meeting/1188/licensing_and_safety_committee</p> <p>Regards,</p>
2	Objection to increase, stated we cannot raise fees more than £25 in line with legislation, excess of £58,850 – stated the council have made a profit	<p>Dear XXX,</p> <p>Thank you for email in response to the Taxi Fees consultation.</p>

	<p>from the trade, trade struggling to make a living. Requested the proposal be withdrawn.</p>	<p>The Local Government (Miscellaneous Provisions) Act 1976, s.70 states the following: (2) The fees chargeable under this section shall not exceed— (a) for the grant of a vehicle licence in respect of a hackney carriage, twenty-five pounds; (b) for the grant of a vehicle licence in respect of a private hire vehicle, twenty-five pounds; and (c) for the grant of an operator’s licence, twenty-five pounds per annum; or, in any such case, such other sums as a district council may, subject to the following provisions of this section, from time to time determine. (3) (a) If a district council determine that the maximum fees specified in subsection (2) of this section should be varied they shall publish in at least one local newspaper circulating in the district a notice setting out the variation proposed, drawing attention to the provisions of paragraph (b) of this subsection and specifying the period, which shall not be less than twenty-eight days from the date of the first publication of the notice, within which and the manner in which objections to the variation can be made.</p> <p>This clearly states that should the Council determine that the fee increase must exceed £25 then it must consult. All consultation requirements set out in sections 70 and 53 have been met, a notice has been published in a local newspaper and at least 28 days provided for comments to be made, also a copy of the notice advertising the increased fees was deposited at the Council offices and was available for inspection by the public at all reasonable times, without payment during the consultation period.</p> <p>The process we have used to calculate these fees is ‘Cost Recovery’ whereby we have looked at each of the types of licence in turn, including analysing full details of the processes, officer time and other costs involved, and calculated the cost to Rugby Borough Council on this basis. It is not based on inflation or cost of living rises and therefore cannot be compared to this in percentage terms. However, we acknowledge the difficult times you have mentioned in your email, particularly due to Covid-19 and the Trade were supported with ARG grants to assist with this. With</p>
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		<p>regards to the recent fare increase you have mentioned, this will be kept under review as and when required.</p> <p>As the fees had not been amended since 2015/16 prior to this, a detailed review was required, and costs have been calculated over a 3-year period to get an average.</p> <p>With regards to your reference of the large increase in the Transfer of Vehicle fee, which was £12.50, upon reviewing the administration process involved in this, it was apparent that the amount of work involved was the same as a renewal application and therefore the cost now reflects this.</p> <p>For more information on the process used to calculate these fees, you may wish to read the Council report at the below link. As you can also see in the report, the Council has made a loss of £86,187 since the fees were last reviewed, hence the reason for needing to ensure that the fees are now at the correct price to fully recover the costs of the service.</p> <p>https://www.rugby.gov.uk/meetings/meeting/1188/licensing_and_safety_committee</p> <p>With regards to the £58,850 you have referred to from the FOI dated May 2021, this amount was the balance held in the Hackney Carriage reserve at the end of the 2019/20 financial year. However, as you can see from the report the loss that has been incurred is higher than the amount held in the reserve and therefore there is no refund due to the Trade and this is also the reason that the fees now need to increase.</p> <p>Regards,</p>
3	<p>Objection to increase, excess of £58,850 – trade should be receiving a refund, requested full breakdown of expenses being charged to the trade.</p>	<p>Dear XXX,</p> <p>Thank you for email in response to the Taxi Fees consultation.</p>

		<p>With regards to the £58,850 you have referred to from the FOI dated May 2021, this amount was the balance held in the Hackney Carriage reserve at the end of the 2019/20 financial year. However, since the fees were last reviewed in 2015/16, there has been a loss of £86,187 (as can be seen in the Council report, link below for your information) which is higher than the amount held in the reserve and therefore there is no refund due to the Trade and this is also the reason that the fees now need to increase to fully recover the costs of the service.</p> <p>https://www.rugby.gov.uk/meetings/meeting/1188/licensing_and_safety_committee</p> <p>Regards,</p>
4	Objection to increase	<p>Dear XXX,</p> <p>Thank you for email in response to the Taxi Fees consultation.</p> <p>The process we have used to calculate these fees is 'Cost Recovery' whereby we have looked at each of the types of licence in turn, including analysing full details of the processes, officer time and other costs involved, and calculated the cost to Rugby Borough Council on this basis. It is not based on inflation or cost of living rises and therefore cannot be compared to this in percentage terms. However, we acknowledge the difficult times you have mentioned in your email, particularly due to Covid-19 and ARG grants were available to support the Trade with this. With regards to the recent fare increase you have mentioned, this will be kept under review as and when required.</p> <p>As the fees had not been amended since 2015/16 prior to this, a detailed review was required, and costs have been calculated over a 3 year period to get an average.</p> <p>For more information on the process used to calculate these fees, you may wish to read the Council report at the below link. As you can also see in the report, the Council has made a loss of £86,187 since the fees were last reviewed, hence the</p>

		<p>reason for needing to ensure that the fees are now at the correct price to fully recover the costs of the service.</p> <p>https://www.rugby.gov.uk/meetings/meeting/1188/licensing_and_safety_committee</p> <p>With regards to your comment regarding this decision being discussed with all parties before implementation, that is indeed the procedure we are following. This public consultation process, which is open to all, is being implemented in line with Section 70 of The Local Government (Miscellaneous Provision) Act 1976. Whilst Section 53 does not require the Council to follow a public consultation process in relation to the driver licence fees, it is considered best practice to follow the same process as set out in Section 70 of the Act for vehicle and operator licenses and therefore we are consulting on all of the proposed fee changes.</p> <p>Regards,</p>
5	<p>Objection to increase, £58,850 excess – trade should be receiving a refund.</p>	<p>Dear XXX,</p> <p>Thank you for email in response to the Taxi Fees consultation.</p> <p>The process we have used to calculate these fees is ‘Cost Recovery’ whereby we have looked at each of the types of licence in turn, including analysing full details of the processes, officer time and other costs involved, and calculated the cost to Rugby Borough Council on this basis. As the fees had not been amended since 2015/16 prior to this, a detailed review was required, and costs have been calculated over a 3-year period to get an average.</p> <p>If you require further information on the process used to calculate these fees, you may wish to read the Council report at the below link. As you can also see in the report, the Council has made a loss of £86,187 since the fees were last reviewed, hence the reason for needing to ensure that the fees are now at the correct price to fully recover the costs of the service.</p>

		<p>https://www.rugby.gov.uk/meetings/meeting/1188/licensing_and_safety_committee</p> <p>With regards to the £58,850 you have referred to from the FOI dated May 2021, this amount was the balance held in the Hackney Carriage reserve at the end of the 2019/20 financial year. However, as you can see from the report the loss that has been incurred is higher than the amount held in the reserve and therefore there is no refund due to the Trade and this is also the reason that the fees now need to increase.</p> <p>Regards,</p>
6	<p>Objection to fee increase, 5-10% increase would be a fair increase.</p>	<p>Dear XXX,</p> <p>Thank you for email in response to the Taxi Fees consultation.</p> <p>The process we have used to calculate these fees is 'Cost Recovery' whereby we have looked at each of the types of licence in turn, including analysing full details of the processes, officer time and other costs involved, and calculated the cost to Rugby Borough Council on this basis. It is not based on inflation or cost of living rises and therefore cannot be compared to this in percentage terms. However, we acknowledge the difficult times you have mentioned in your email, particularly due to Covid-19 and the Trade were supported with ARG grants to assist with this.</p> <p>As the fees had not been amended since 2015/16 prior to this, a detailed review was required, and costs have been calculated over a 3 year period to get an average. If you require further information on the process used to calculate these fees, you may wish to read the Council report at the below link. As you can also see in the report, the Council has made a loss of £86,187 since the fees were last reviewed, hence the reason for needing to ensure that the fees are now at the correct price to fully recover the costs of the service.</p> <p>https://www.rugby.gov.uk/meetings/meeting/1188/licensing_and_safety_committee</p>

		<p>Regards,</p>
<p>7</p>	<p>Objection to increase, wants action to be taken against Uber drivers in Rugby, suggested Licensing hold a meeting with the private hire trade to discuss concerns.</p>	<p>Dear XXX,</p> <p>Thank you for email in response to the Taxi Fees consultation.</p> <p>The process we have used to calculate these fees is 'Cost Recovery' whereby we have looked at each of the types of licence in turn, including analysing full details of the processes, officer time and other costs involved, and calculated the cost to Rugby Borough Council on this basis. As the fees had not been amended since 2015/16 prior to this, a detailed review was required, and costs have been calculated over a 3 year period to get an average.</p> <p>If you require further information on the process used to calculate these fees, you may wish to read the Council report at the below link. As you can also see in the report, the Council has made a loss of £86,187 since the fees were last reviewed, hence the reason for needing to ensure that the fees are now at the correct price to fully recover the costs of the service.</p> <p>https://www.rugby.gov.uk/meetings/meeting/1188/licensing_and_safety_committee</p> <p>Regards,</p> <p>Separate response sent in regard to Uber enquiry:</p> <p>Good morning XXX,</p> <p>Following on from your email reference fees review, I would like to address your comments surrounding Uber separately.</p> <p>We are aware that there are a small number of Uber Drivers operating within Rugby, the council are limited in what it can do to minimise this. The drivers who operate through UBER are fully licensed by authorities other than RBC. UBER is operating</p>

		<p>legally, and the Council do engage in multi-agency licensing enforcement and will continue to work hard to find drivers operating without a licence.</p> <p>Uber are able to operate due to the 2015 Deregulation Act and does not have to comply with fare rates set by the Council. The licensing team runs operations through DVSA and remains in communication with other authorities which do licence Uber.</p> <p>The activities of Uber have sometimes provoked controversy in some countries with questions raised about the legalities of their operating model. However, within the UK it should be stressed that Uber appears to be operating entirely lawfully within the private hire licensing regimes provided for in Rugby.</p> <p>Regards,</p>
8	<p>Objection to increase, stated we cannot raise fees more than £25 in line with legislation, excess of £58,850 – stated the council have made a profit from the trade, trade struggling to make a living. Requested the proposal be withdrawn. Trade signatures attached to objection (71 Signatures in total, 6 licensed drivers signed twice and 1 other objected via email summarised above).</p>	<p>Dear XXX</p> <p>Thank you for email in response to the Taxi Fees consultation.</p> <p>The Local Government (Miscellaneous Provisions) Act 1976, s.70 states the following: (2) The fees chargeable under this section shall not exceed— (a) for the grant of a vehicle licence in respect of a hackney carriage, twenty-five pounds; (b) for the grant of a vehicle licence in respect of a private hire vehicle, twenty-five pounds; and (c) for the grant of an operator’s licence, twenty-five pounds per annum; or, in any such case, such other sums as a district council may, subject to the following provisions of this section, from time to time determine. (3) (a) If a district council determine that the maximum fees specified in subsection (2) of this section should be varied they shall publish in at least one local newspaper circulating in the district a notice setting out the variation proposed, drawing attention to the provisions of paragraph (b) of this subsection and specifying the period, which shall not be less than twenty-eight days from the date of the first</p>

		<p>publication of the notice, within which and the manner in which objections to the variation can be made.</p> <p>This clearly states that should the Council determine that the fee increase must exceed £25 then it must consult. All consultation requirements set out in sections 70 and 53 have been met, a notice has been published in a local newspaper and at least 28 days provided for comments to be made, also a copy of the notice advertising the increased fees was deposited at the Council offices and was available for inspection by the public at all reasonable times, without payment for the duration of the consultation period.</p> <p>The process we have used to calculate these fees is 'Cost Recovery' whereby we have looked at each of the types of licence in turn, including analysing full details of the processes, officer time and other costs involved, and calculated the cost to Rugby Borough Council on this basis. It is not based on inflation or cost of living rises and therefore cannot be compared to this index. However, we acknowledge the difficult times you have mentioned in your email, particularly due to Covid-19 and the Trade were supported with ARG grants to assist with this. With regards to the recent fare increase you have mentioned, this will be kept under review as and when required.</p> <p>As the fees had not been amended since 2015/16 prior to this, a detailed review was required and costs have been calculated over a 3 year period to get an average.</p> <p>With regards to your reference of the large increase in the Transfer of Vehicle fee which was £12.50, upon reviewing the administration process involved in this, it was apparent that the amount of work involved was the same as a renewal application and therefore the cost now reflects this.</p> <p>For more information on the process used to calculate these fees, you may wish to read the Council report at the below link. As you can also see in the report, the Council has made a loss of £86,187 since the fees were last reviewed, hence the reason for needing to ensure that the fees are now at the correct price to fully recover the costs of the service.</p>
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		<p>https://www.rugby.gov.uk/meetings/meeting/1188/licensing_and_safety_committee</p> <p>With regards to the excess of £58,850 you have referred to from the FOI dated May 2021, this amount was the balance held in the Hackney Carriage reserve at the end of the 2019/20 financial year. However, as you can see from the report the loss that has been incurred is higher than the amount held in the reserve and therefore there is no refund due to the Trade and this is also the reason that the fees now need to increase.</p> <p>Regards,</p>
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Rugby Borough Council

Climate Change and Environmental Impact Assessment

TEMPLATE - SEPTEMBER 2021

CONTEXT

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

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

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

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

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to the Deputy Executive Director.

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

SECTION 1: OVERVIEW

Portfolio and Service Area	Regulation & Safety
Policy/Service/Change being assessed	Review of Taxi Licensing Fees
Is this a new or existing Policy/Service/Change?	Current Fees are in place
If existing policy/service please state date of last assessment	2015
Ward Specific Impacts	None
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	Taxi Licence fees were last reviewed in 2015 and a review is appropriate at this time. Licensing have worked closely with Finance to determine exact costs for services set out in the proposed fees.
Completed By	Zulfeqar Rahman
Authorised By	David Burrows
Date of Assessment	26/05/2022

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Fleet usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable Transport/Travel (customers and staff)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Community leadership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Biodiversity and habitats	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Adaptation/Mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Impact on other providers/partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 3: REVIEW

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

Review date	N/A
Key points to be considered through review	
Person responsible for review	
Authorised by	

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Equality Impact Assessment

Service Area	Licensing and Parking – Regulation and Safety
Policy/Service being assessed	Taxi Licensing Fees
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	Existing Fees are in place, last reviewed in 2015.
EqlA Review team – List of members	Zulfeqar Rahman, Licensing and Parking Team Leader Minakshee Patel, Corporate Equality and Diversity Advisor
Date of this assessment	30/5/2022
Signature of responsible officer (to be signed after the EqlA has been completed)	Z. Rahman Zulfeqar Rahman, Licensing and Parking Team Leader

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

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	Aim is for the service to achieve cost recovery.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	Residents live healthy, independent lives, with the most vulnerable protected. Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents.
(3) What are the expected outcomes you are hoping to achieve?	For the proposed fees to be adopted with effect from 1 August 2022.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	Customers & Wider Community or Groups
<u>Stage 2 - Information Gathering</u>	
As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).	
(1) What does the information tell you about those groups identified?	A public consultation has been carried out having received 8 responses.

(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?	Yes, public consultation was carried out. Comments are available to members.		
(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.	N/A		
<u>Stage 3 – Analysis of impact</u>	No protected characteristics are being affected		
<p><u>(1) Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	RACE	DISABILITY	GENDER
	MARRIAGE/CIVIL PARTNERSHIP	AGE	GENDER REASSIGNMENT
	RELIGION/BELIEF	PREGNANCY MATERNITY	SEXUAL ORIENTATION

<p><u>(2) Cross cutting themes</u></p> <p>(a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	<p>No</p> <p>No</p>
<p>(3) If there is an adverse impact, can this be justified?</p>	<p>N/A</p>
<p>(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)</p>	<p>The service provided must be cost recovery, therefore fees have been worked out based on this.</p>
<p>(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?</p>	<p>Promotes equality as fees will remain the same for all licensees</p>
<p>(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?</p>	<p>Promotes good relations between groups as all fees will be the same rate for all applicants.</p>
<p>(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?</p>	<p>None.</p>

<u>Stage 4 – Action Planning, Review & Monitoring</u>																														
<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1" data-bbox="875 424 2114 655"> <thead> <tr> <th data-bbox="875 424 1120 501">Action</th> <th data-bbox="1120 424 1364 501">Lead Officer</th> <th data-bbox="1364 424 1615 501">Date for completion</th> <th data-bbox="1615 424 1865 501">Resource requirements</th> <th data-bbox="1865 424 2114 501">Comments</th> </tr> </thead> <tbody> <tr> <td data-bbox="875 501 1120 539"></td> <td data-bbox="1120 501 1364 539"></td> <td data-bbox="1364 501 1615 539"></td> <td data-bbox="1615 501 1865 539"></td> <td data-bbox="1865 501 2114 539"></td> </tr> <tr> <td data-bbox="875 539 1120 577"></td> <td data-bbox="1120 539 1364 577"></td> <td data-bbox="1364 539 1615 577"></td> <td data-bbox="1615 539 1865 577"></td> <td data-bbox="1865 539 2114 577"></td> </tr> <tr> <td data-bbox="875 577 1120 616"></td> <td data-bbox="1120 577 1364 616"></td> <td data-bbox="1364 577 1615 616"></td> <td data-bbox="1615 577 1865 616"></td> <td data-bbox="1865 577 2114 616"></td> </tr> <tr> <td data-bbox="875 616 1120 655"></td> <td data-bbox="1120 616 1364 655"></td> <td data-bbox="1364 616 1615 655"></td> <td data-bbox="1615 616 1865 655"></td> <td data-bbox="1865 616 2114 655"></td> </tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																										
<p>(2) Review and Monitoring State how and when you will monitor policy and Action Plan</p>	<p>Taxi Licensing Fees will be reviewed when necessary.</p>																													

Please annotate your policy with the following statement:

An Equality Impact Assessment on this policy was undertaken on 30 May 2022 and will be reviewed when necessary.

AGENDA MANAGEMENT SHEET

Report Title: Urgent Decision under Delegated Powers - Making of the Wolvey Neighbourhood Development Plan

Name of Committee: Council

Date of Meeting: 19 July 2022

Report Director: Executive Director

Portfolio: Growth and Investment

Ward Relevance: All

Prior Consultation: The Executive Director, in consultation with Councillors Lowe (Leader of the Council), Picker (Portfolio Holder – Growth and Investment), Eccleson, (Chair of Scrutiny Committee), Mrs O'Rourke (Leader of the Main Opposition Group) and Roodhouse (Leader of the Liberal Democrat Group)

Contact Officer: Ruari McKee, Senior Planning Officer (Development Strategy)
rauri.mckee@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: No

Report En-Bloc: No

Forward Plan: No

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

Summary:	An urgent decision was taken under delegated powers with regard to the making of the Neighbourhood Plan for Wolvey. A copy of the urgent decision is attached at Appendix 1.
Financial Implications:	All financial implications are detailed in Appendix 1 to the report.
Risk Management/Health and Safety Implications:	There are no risk management/health and safety implications arising from the report.
Environmental Implications:	A Climate Change and Environmental Impact Assessment has been carried out and is attached at Appendix 2 to the report.
Legal Implications:	Pursuant to Rugby Borough Council's constitution, the urgent decision that has been taken (as detailed in the report) is being reported to the next appropriate meeting of Full Council for noting.
Equality and Diversity:	There are no equality and diversity implications arising from the report.
Options:	N/A
Recommendation:	The report be noted.
Reasons for Recommendation:	To comply with the Council's Constitution.

Council - 19 July 2022

**Urgent Decision under Delegated Powers - Making of Wolvey
Neighbourhood Plan**

Public Report of the Executive Director

Recommendation

The report be noted.

1. INTRODUCTION

In accordance with the Council's urgent decision procedure under delegated powers, the following item was determined.

2. ITEM DETERMINED UNDER EMERGENCY POWERS – MAY 2022

An urgent decision was taken to make the Wolvey Neighbourhood Development Plan and issue a Decision Statement.

A copy of the urgent decision is attached at Appendix 1.

3. CONSULTATION

The Executive Director, in consultation with Councillors Lowe (Leader), Picker (Portfolio Holder – Growth and Investment), Eccleson (Chair of Scrutiny Committee), Mrs O'Rourke (Leader of the Main Opposition Group) and Roodhouse (Leader of the Liberal Democrat Group) agreed that –

- (1) The Wolvey Neighbourhood Development Plan be made; and
- (2) a Decision Statement be issued.

Name of Meeting: Council

Date of Meeting: 19 July 2022

Subject Matter: Urgent Decision - Making of Wolvey Neighbourhood Development Plan

Originating Department: Growth and Investment

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

DELEGATED POWERS: URGENT DECISION

Making of the Wolvey Neighbourhood Development Plan

1. Decision Required

To make the Wolvey Neighbourhood Development Plan (Appendix 1) and issue a Decision Statement (draft notice included in Appendix 2) confirming its approval.

2. Reason For Urgency Decision

A referendum on the Wolvey Neighbourhood Development Plan was held on 5th May 2022. The referendum resulted in a majority 'yes' vote so the Council now needs to 'make' the Wolvey Neighbourhood Plan.

Under 38A(4) (a, b) of the Planning and Compulsory Purchase Act 2004 (as amended) the Local Authority must make a Neighbourhood Plan as soon as practically possible if more than half of those voting voted in favour of the plan.

Planning Practice Guidance states that: "If the majority of those who vote in a referendum are in favour of the draft neighbourhood plan...then the neighbourhood plan or Order must be made by the local planning authority within 8 weeks of the referendum." Rugby Borough Council must therefore make the Wolvey Neighbourhood Development Plan by 30th June 2022. The next available Council meeting is on 19th July. Therefore an urgent Decision is being sought to make the Wolvey Neighbourhood Development Plan.

Approval is also sought to issue a Decision Statement confirming that the Wolvey Neighbourhood Development Plan has been made. Neighbourhood Planning (General) Regulations 2012 (as amended) require that a decision statement is issued "As soon as possible after deciding to make a Neighbourhood Development Plan."

3. Background

The Wolvey Neighbourhood Development Plan has successfully progressed through the necessary consultation, examination and referendum stages. A referendum held on 6th May 2022 asked "Do you want Rugby Borough Council to use the Neighbourhood Plan for Wolvey Parish to help it decide planning applications in the neighbourhood area?". The referendum resulted in a majority 'Yes' vote of 326 votes (80%) and a 'No' vote of 81 votes (20%). Voter turnout was 36%.

Following on from the Referendum result it is now for Rugby Borough Council to make the Plan in accordance with Section 38A (4) of the Planning Act 2004 (as amended) and Neighbourhood Planning (General) Regulations 2012 (as amended). In becoming made, the Neighbourhood Development Plan formally becomes part of the Development Plan for the Borough and sits alongside Local Plan Policies.

4. Financial Implications

The Council has recently applied for £20,000 in government funding following the confirmation of the Referendum date.

5. Consultation

The Executive Director, in consultation with Councillors Lowe (Leader of the Council), Picker (Growth and Investment Portfolio Holder), Eccleson (Chair of Scrutiny Committee), Mrs O'Rourke (Leader of the Main Opposition Group), Roodhouse (Leader of the Liberal Democrat Group), agrees with the recommendation below.

6. Recommendation

- (1) The Wolvey Neighbourhood Development Plan be made; and
- (2) a Decision Statement be issued.

RECOMMENDATION APPROVED

Signed	<u>Aftab Razzaq</u>
	Chief Officer – Legal and Governance

Date	<u>13 May 2022</u>
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Signed	<u>Mannie Ketley</u>
	Executive Director

Date	<u>13 May 2022</u>
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Wolvey Neighbourhood Plan 2018 - 2031



Made version

May 2022

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Foreword

On 31 July 2015, Wolvey Parish Council was successful with its application to Rugby Borough Council to become a Qualifying Body for the preparation of a Neighbourhood Plan. The Designated area was the existing Parish Council boundary. References to 'Wolvey' will usually refer to the whole of the Parish.

The Parish Council has produced the Wolvey Neighbourhood Plan with assistance from an Advisory Committee including Parish Council members and help from the Borough Council and other agencies.

The Neighbourhood Plan will form the basis for planning decisions applicable to Wolvey Parish, up to 2031, together with the policies in the National Planning Policy Framework (NPPF), updated in 2021 which embrace the whole of the country and the Local Plan for Rugby Borough, Adopted on 21 June 2019, which covers the area controlled by the Borough Council. It is the Borough Council as the Local Planning Authority who will continue to determine planning applications, but they will have to consider the policies in the Neighbourhood Plan when reaching their decision.

The Wolvey Neighbourhood Plan reflects community-wide comments, observations and concerns about its future, bringing them together with Census information, strategic and statistical evidence into a document that mirrors the community's overwhelming desire to make Wolvey an even better place to live, both now and for future generations.

The Plan sets out a Vision with aspirations and planning policy aims to help shape future development in Wolvey. The policies aim to address key concerns raised by local people including protecting the character of the village and surrounding area. Some of the issues raised cannot be directly addressed by planning policies within the Neighbourhood Plan but are included as 'Community Actions' to support the Neighbourhood Plan policies.

Community consultation events including Open Events and a Community Questionnaire have sat alongside membership of the Advisory Committee and several 'Theme Groups' and have enabled local people to be involved at a level with which they were comfortable to contribute to identifying the changes that the local community wishes to see in Wolvey.

Wolvey is an attractive and popular place in which to live and the contribution from people who care about their community and want to make it better for generations to come is greatly appreciated.

**Adrian Warwick,
Chair,
Wolvey Neighbourhood Plan Advisory Committee
June 2021**

1 Background and context

Introduction

A key part of the Government's Localism agenda, a Neighbourhood Plan is a new type of planning document that gives local people greater control and say over how their community develops, now and in the future. This includes, for example, where new homes and businesses etc. should be built; what new buildings and extensions should look like and which areas of land should be protected from development.

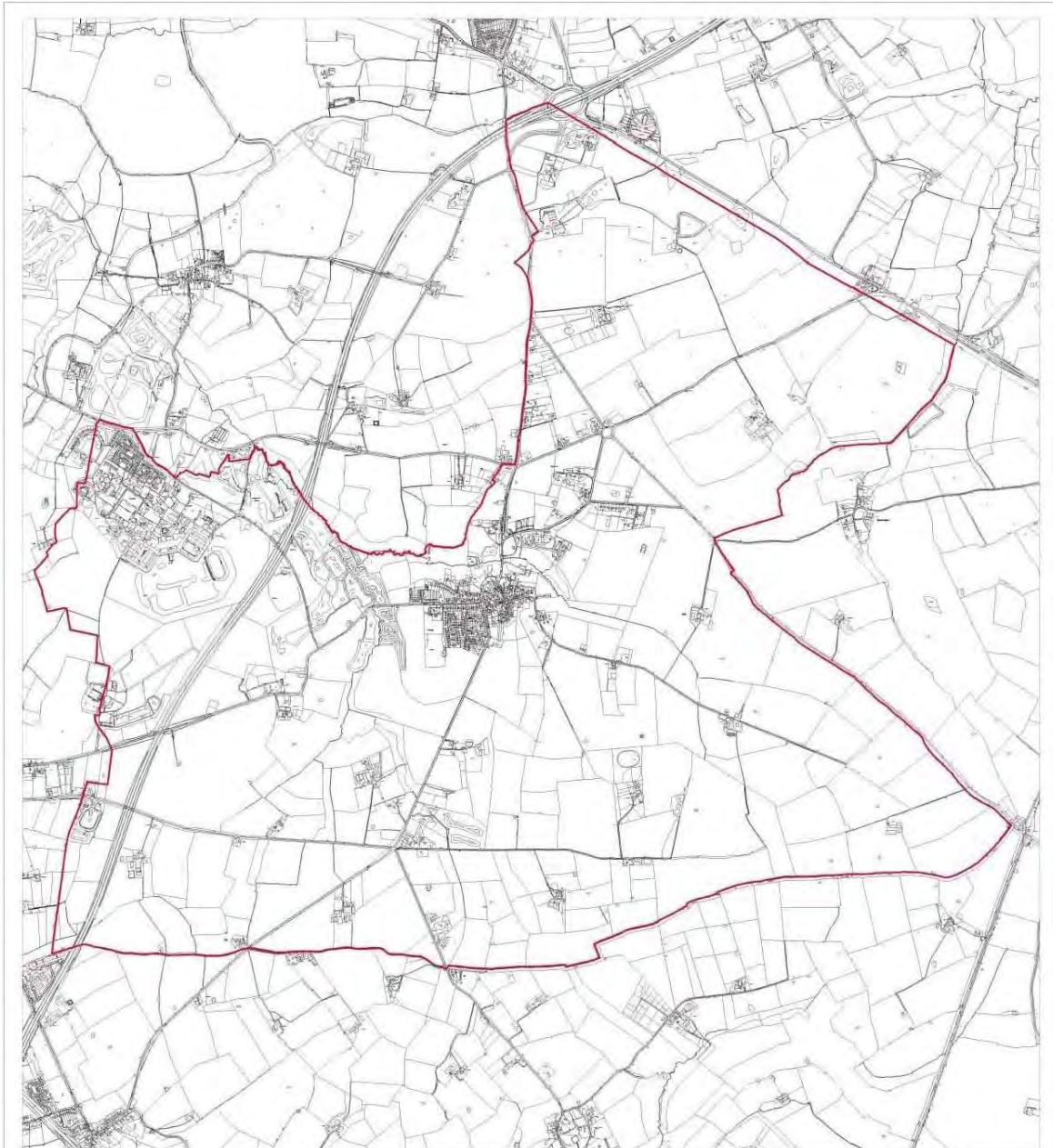
As the *Plain English Guide to the Localism Act 2011* states, "Instead of local people being told what to do, the Government thinks that local communities should have genuine opportunities to influence the future of the places where they live".

The Plan covers the whole of the Parish of Wolvey. It sets out a long-term approach for the development of Wolvey and set outs out clear development related policies to realise this.

In preparing a Neighbourhood Plan a community is not working from 'a blank piece of paper'. Legislation requires that the Plan, and the policies it contains, must be prepared in a prescribed manner; in particular, the policies must be in general conformity with relevant national and district wide (i.e. Rugby) approved strategic planning policies.

Whilst planning applications will still be determined by Rugby Borough Council, and in special circumstances Warwickshire County Council, the production of a Neighbourhood Plan will mean that they must have regard to the provisions of the Plan and the relevant locally formulated criteria when reaching planning decisions that affect Wolvey Parish. This means that the residents of the Parish will have a far greater control over where development takes place, and what it looks like.

Fig. 1 Designated area



It should be noted; however, it is not at the 'Made' stage when the provisions of the Plan first need to be taken into account when considering planning decisions by Rugby Borough Council and others. It is at the submission stage, whereby whilst decision makers need to bear in mind that it is still draft, legislation requires that the more advanced the preparation of the Plan the greater the 'weight' that may be given to its contents.

How the Plan was prepared

The Plan has been prepared by the Wolvey Neighbourhood Plan Advisory Committee.

This Advisory Committee comprises members of the local community and local Parish Councillors, with the support of Rugby Borough Council and consultants *Yourlocale*, and under the direction of Wolvey Parish Council (the Accountable Body for the Plan).

It is based on a range of evidence sources. This includes statistical information gathered through the Census as well as from community consultation and engagement.

Effective and extensive consultation has been at the heart of the preparation of the Plan. This is key to ensure that the Plan fully reflects local needs and priorities. There have been a variety of consultation exercises during the Plan preparation period, at which many local people have taken part. These include drop-in sessions, a questionnaire, and focussed meetings on specific topics with residents and stakeholders.

How the Plan fits into the planning system

The right for communities to prepare Neighbourhood Plans was established through the Localism Act 2011, which set out the general rules governing their preparation.

A Neighbourhood Plan forms part of the Statutory Development Plan for the area in which it is prepared. This statutory status means that it must be taken into account when considering planning decisions affecting that area.

One of the main rules governing the preparation of a Neighbourhood Plan is that it must be in line with European regulations on strategic environmental assessment and habitat regulations. It must also be in general conformity with national, county and borough wide (i.e. Rugby) planning policies. This means that it cannot be prepared in isolation. It will need to take into account, and generally work with, the grain of the district wide and national policies unless there are good reasons for not doing so.

At the local level, the key planning document which a Neighbourhood Plan must have regard to is the Borough-Wide Local Plan. In the case of Wolvey, this is the Rugby Borough Local Plan.

Also important is the NPPF This sets out the Government's planning policies for England and how these are expected to be applied. The NPPF requires the planning system (including Neighbourhood Plans) to encourage sustainable development and details three dimensions to that development:

- An economic dimension – they should contribute to economic development;
- A social dimension – they should support strong, vibrant and healthy communities by providing the right supply of housing and creating a high-quality built environment with accessible local services; and
- An environmental dimension – they should contribute to protecting and enhancing the natural, built and historic environment.

The Neighbourhood Plan and what we want it to achieve

The Plan area encompasses the whole of the Parish of Wolvey and covers the period up to 2031, a timescale which deliberately mirrors that for the Adopted Rugby Local Plan.

The main purpose of the Neighbourhood Plan is not to duplicate national or Borough-Wide (i.e. Rugby) planning policies, but to sit alongside these, to add additional or more detailed

policies specific to Wolvey Parish. Where there are national and Borough-Wide planning policies that meet the needs and requirements of the Parish they are not repeated here.

Instead, the Plan focuses on those planning issues which consultation shows matter most to the community, and to which the Plan can add the greatest additional value. These include policies that:

- Ensure that development takes place in the most sustainable locations;
- Encourage the right types of development that meet local needs;
- Protect important buildings and structures of historic and architectural interest;
- Protect important community facilities and shops;
- Promote high quality design in new development;
- Protect the countryside and special landscape; and
- Protect open spaces that are important to the community and/or wildlife.

Furthermore, these locally formulated policies will be specific to Wolvey Parish and reflect the needs and aspirations of the community.

It is important to note that when using the Plan to form a view on a development proposal or a policy issue the whole document and the policies contained in it must be considered together.

While every effort has been made to make the main parts of this Plan easy to read and understand, the wording of the actual policies is necessarily more formal, so that it complies with statutory requirements.

The Plan will be kept under review and may change over time in response to new and changing needs and requirements.

How the Neighbourhood Plan supports sustainable development

According to the key national planning document – the NPPF- the purpose of the planning system is to contribute to sustainable development.

The goal of sustainable development is to enable all people to satisfy their basic needs and to enjoy a better quality of life, without compromising the ability of future generations to meet their own social, economic and environmental needs.

The NPPF carries a presumption in favour of sustainable development. It states that there are three dimensions to sustainable development: social, environmental and economic, all of which are important and interrelated. In accordance with this, the Plan's aims and policies are centred on the achievement of sustainable development, including by, for example:

a) Social

- To safeguard existing open space for the enjoyment of residents;
- To protect existing community facilities; and
- To deliver a mix of housing types, so that it can meet the needs of present and future generations.

b) Environmental

- To ensure that housing development is of the right quantity and type in the right location, so that it does not harm but instead positively reflects the existing and historic character of the area;
- To protect important open spaces from development,
- To ensure that the design of development enhances the Parish's special character and identity;
- To protect and, where possible, improve biodiversity and important habitats; and
- To make provision for improved pedestrian and cycling facilities, as appropriate.

c) Economic

- To protect existing employment uses;
- To ensure effective broadband speeds in new development;
- To support appropriate small-scale farm diversification and business development; and
- To encourage appropriate start-up businesses and home working.

3 Wolvey Village

A brief history of the Parish

The first written record of Wolvey occurs in the Domesday Book of 1086. From this we learn that Aethelric held land here before the Norman conquest. It lists a priest in the place, so there was presumably a church although the earliest part of the present church is a 12th century doorway. By this date Wolvey was prosperous enough to provide a weekly market for the area. There were other settlements within the parish; one with its own chapel, known as Little Copston, long since disappeared, while another, recorded in the Domesday Book was Bramcote. They were agricultural communities, arable and pasture, with supporting crafts like smiths and millers, and operated within the feudal system. Much of the land was farmed for the benefit of Coombe Abbey; one farm at Wolvey, which included a large fishpond, had been given for the benefit of the Knights Templar in 1257 hence the current name of Temple Farm.

Such land changed hands following the dissolution of the monasteries in the mid-sixteenth century. The manorial system however continued with strips of land cultivated by copyhold tenants in an open field system with shared grazing areas, controlled by two Lords of the Manor, the Marrowe and Astley families. There was little variation to this until changes in farming practice led to the enclosure awards in Wolvey of 1797.

From about this time a number of features associated with modern Wolvey begin to emerge. The road pattern as we know it today was laid out. A school was established by the Vicar of Wolvey for poor children about 1784 and the Baptist Chapel was built 1789. Industrialisation was leaving its mark on rural Wolvey both in farming and in the work of its inhabitants. The 1841 census records more people employed in framework knitting than in farming; farm labouring brought in about nine shillings a week; knitters could earn up to 12 shillings a week.

By the end of the century farming and its support services provided income for the majority of its inhabitants; there was a village smithy and a wheelwright and also a number of traders in Wolvey: butchers, bakers, grocers, coal dealers and other shopkeepers. These gradually disappeared as Wolvey ceased to serve the main road linking south-west and north-east England and changed character to meet the challenges of a diversifying farming and commuting community. Wolvey's population grew to 923 inhabitants, the majority living from farming and its support services; there was a village smithy and a wheelwright but also a number of traders in Wolvey: butchers, bakers, grocers, coal dealers and other shopkeepers.

Wolvey today

At the time of the 2011 Census, Wolvey had 677 houses and a population of 1,942.

Levels of deprivation are below the district, regional and national averages. 51.1% of households are classified as not deprived compared to 48.1% across Rugby and 39.9% in the West Midlands and 42.5% in England. The levels of very good health are above Rugby Borough, with the proportion of residents who consider that their health is very good being (58.4% in Wolvey compared to 47.7% across Rugby, 45.1% regionally and 47.2% in England).

The levels of unemployment are low at 2.1% and levels of self-employment at 11.5% higher than Borough, regional and national levels. Levels of economic activity, at 78.7%, are higher than Borough (73.5%); region (68.3%) and England (69.9%) levels.

Quite a low proportion of residents (38.5%) travel to work by car –lower than across Rugby (51.7%) or the West Midlands (44.4%) or across England (40.2%). Car ownership is very high. The proportion of households with no car is 7.4%, compared to 17.5% (District); 24.7% (region) and 25.8% (national). The proportion of working age residents (7.3%) who state they work from home is almost double the local average (3.8%) and more than double regional and national averages.

People living in the parish are more likely to be living in dwellings with 4 or more bedrooms. Results from the 2011 Census show that around 33% of households live in housing with more than 4 bedrooms which is above the Borough (23%), regional (18%) and England (19%) averages. There is also an under representation of housing for single people with around 2% of dwellings having one bedroom against 8% for the Borough 10% for the region and 12% for England as a whole.

Number of bedrooms

Bedrooms	Wolvey	Rugby Borough
1	14	2%
2	167	26%
3	249	38%
4	167	17%
5+	47	7%

Data from the 2011 Census shows that the a high number (49.3%) of residential dwellings are detached which is significantly higher than the Borough (28%), regional (24%) and national (22%) share. Semi-detached housing accounts for a quarter (26%) of residential housing stock compared with 33% for the Borough, 37% for the region and 31% for England as a

whole. Detached and semi-detached dwellings account for 75% of the total housing stock in the Wolvey Parish whereas terraced housing and flats provide 24% of accommodation spaces. Levels of affordable housing are relatively low at 6.6% (14.3% across Rugby Borough).

The fit between demand and the available type and tenure of housing is an issue as well as the affordability of existing and new housing.

The area is strategically well located in relation to the national road network and has a number of walking routes.

The built environment is good. This includes 5 Listed Buildings - Bachelor's Rest, Church of St John the Baptist, Hollytree Cottage, Three Roofs Cottage and Wolvey Hall.

All of the parish outside the settlement boundary of the village and the allocated sites is Green Belt.

Gamecock Barracks in the west of the parish is a large, well-established Defence site extending over 100 hectares. It is home to about 600 military staff who live in 200 homes for military families and in single living accommodation for others. Its occupants enjoy a good relationship with the local community contributing to the local economy by using local facilities.

4. Community Engagement process

After the Parish Council took the decision to prepare a Neighbourhood Plan and the Neighbourhood Area was approved by Rugby Borough Council, a process was set in motion to establish an Advisory Committee to drive the delivery of the Plan forward.

Open Event

A consultation event on 15 October 2016 set out the context and stages of the project and asked questions about people's thoughts about Wolvey. An analysis of the event is included in the evidence base.

The views expressed by the residents were used to shape the strategy in preparing the Neighbourhood Plan for Wolvey. 120 people attended and offered their views.



Community Questionnaire

Copies of the community questionnaire were distributed to every household in the Parish.

In total, 251 copies of the questionnaire were completed and returned, representing over 16% of the adult population of the Parish.



Theme Groups

Following the Open Event in October 2016, residents signed up to become part of 'Theme Groups' to explore the detail of the Neighbourhood Plan; to build the evidence base and to lay the foundation for the draft Neighbourhood Plan. An environmental Theme Group was established, along with a theme group on housing and the built environment and one covering issues such as community facilities, transport and employment.

This work continued until the autumn of 2017.

Further Open Event

A further Open Event took place on 12 June 2019 at which 25 people were in attendance and the emerging policies were put to the community and were overwhelmingly endorsed.

The responses are in the supporting information on the Parish Council website.

Executive Summary

To help mitigate the impact of the Coronavirus Pandemic, an Executive Summary of the Neighbourhood Plan was prepared and added to the material available on the Parish Council website throughout Regulation 14 consultation.

5 Vision

A vision for Wolvey

The Plan area encompasses the whole of the Parish of Wolvey and covers the period up to 2031, a time scale which deliberately mirrors that for the Rugby Local Plan

The Plan comprises a number of key elements:

A simple and clear vision for the future development of the Parish based on local consultation. This is to **“maintain and enhance the good quality of life, community spirit and attractive natural and built environment in the Wolvey Parish now and for future generations”**. This will be realised by a small number of planning policies specific to Wolvey grouped around the key policy issues identified by the community as being of special importance to them. These include policies that:

- Ensure that development takes place in the most sustainable locations;
- Encourage the right types of development that meets local needs;
- Protect important community facilities that are special to the local community;
- Promote good design;
- Facilitate appropriate employment opportunities;
- Ensure that the community continues to have good access to the surrounding countryside and green spaces;
- Protect open spaces that are important to the community and/or wildlife;
- Improve pedestrian and cycle connections within the Plan area and into the surrounding areas.

The Plan will be kept under review.

6 Policies

A. STRATEGY

Introduction

The purpose of the UK Planning System as set out in the NPPF is to achieve sustainable development. 'Sustainable' is defined in the NPPF as ensuring that providing for the needs of the current generation does not make life worse for future generations. The Wolvey Neighbourhood Plan is a key part of securing sustainable development. The NPPF states that all plans should be based on and reflect the presumption of sustainable development and that neighbourhoods should plan positively to support local development.

When considering development proposals, the Plan will take a positive approach that reflects the presumption in favour of sustainable development.

Through the process of developing a Neighbourhood Plan, consideration has been given to the type and extent of new development required to meet the needs of the local community, where it should be located in the Parish, and how it should be designed.

The Parish of Wolvey has a housing target of around 100 set through the Adopted Local Plan and the Neighbourhood Plan recognises the sites allocated through the process of preparing the Local Plan.

A Limits to Development has been drawn to enable appropriate housing and business growth within the Parish up to 2031. In this regard, the Neighbourhood Plan supports the housing allocated through the Local Plan and windfall housing development and supports business development in appropriate locations that do not impact on residential amenity. The Neighbourhood Plan also states how new housing should be designed and supports the improvement to the infrastructure that is needed to meet the requirements of new development. Through a range of Community Actions, the Neighbourhood Plan identifies on-going improvements not directly related to land use that otherwise support the aims of the Neighbourhood Plan.

Limits to development

The purpose of Limits to Development is to ensure that sufficient housing and economic activity land is available in appropriate locations that can be supported by existing transport infrastructure and avoid impinging into the local countryside.

Limits to Development were established by Rugby Borough Council in order to clarify where new development activity is best located. They are used to define the extent of a built-up part of a settlement and distinguish between areas where, in planning terms, development

would be acceptable in principle, such as in the main settlements, and where it would not be acceptable, generally in the least sustainable locations such as in the open countryside. Such growth would risk ribbon development and the merging of settlements to the detriment of the community and visual amenity of the Neighbourhood Plan area's surroundings.

The Neighbourhood Plan supports the retention of Limits to Development for the built-up part of Wolvey. The Limits to Development that were drawn up by Rugby Borough Council in 2011 have been reviewed through the process of preparing a Neighbourhood Plan and have been confirmed as remaining appropriate, as they allow for suitable growth within the red-line boundary and therefore to accommodate the limited organic growth that is required by Rugby Borough Council and welcomed by the community.

Within the defined Limits to Development an appropriate amount of suitably designed and located development will be acceptable in principle, although some sites within this area are protected from development and all development will be required to take into account the policies within this Plan.

There is sufficient developable and deliverable land within the Limits to Development to meet the housing growth required by Wolvey to help meet the Borough's housing growth requirements during the Plan period as well as supporting its own requirement for housing to support local community services.

The parish is predominately rural in nature with the built-up area of Wolvey surrounded by open and attractive, countryside.

In planning terms, land outside a defined Limits to Development, including any small groups of buildings or small settlements, is treated as countryside. This includes any small groups of buildings or small settlements that may be found there.

It is national and local planning policy that development in the countryside should be carefully controlled. Supporting "the intrinsic character and beauty of the countryside and supporting thriving rural communities within it" is identified as a core planning principle in the National Planning Policy Framework, for example. This approach is also supported by this Plan, in particular, because it will help ensure that development is focused in more sustainable settlements with a greater range of services and facilities and infrastructure that has capacity for the expansion, as well as helping to maintain the special landscape character of the Parish and protecting the countryside for its own sake as an attractive, accessible and non-renewable natural resource.

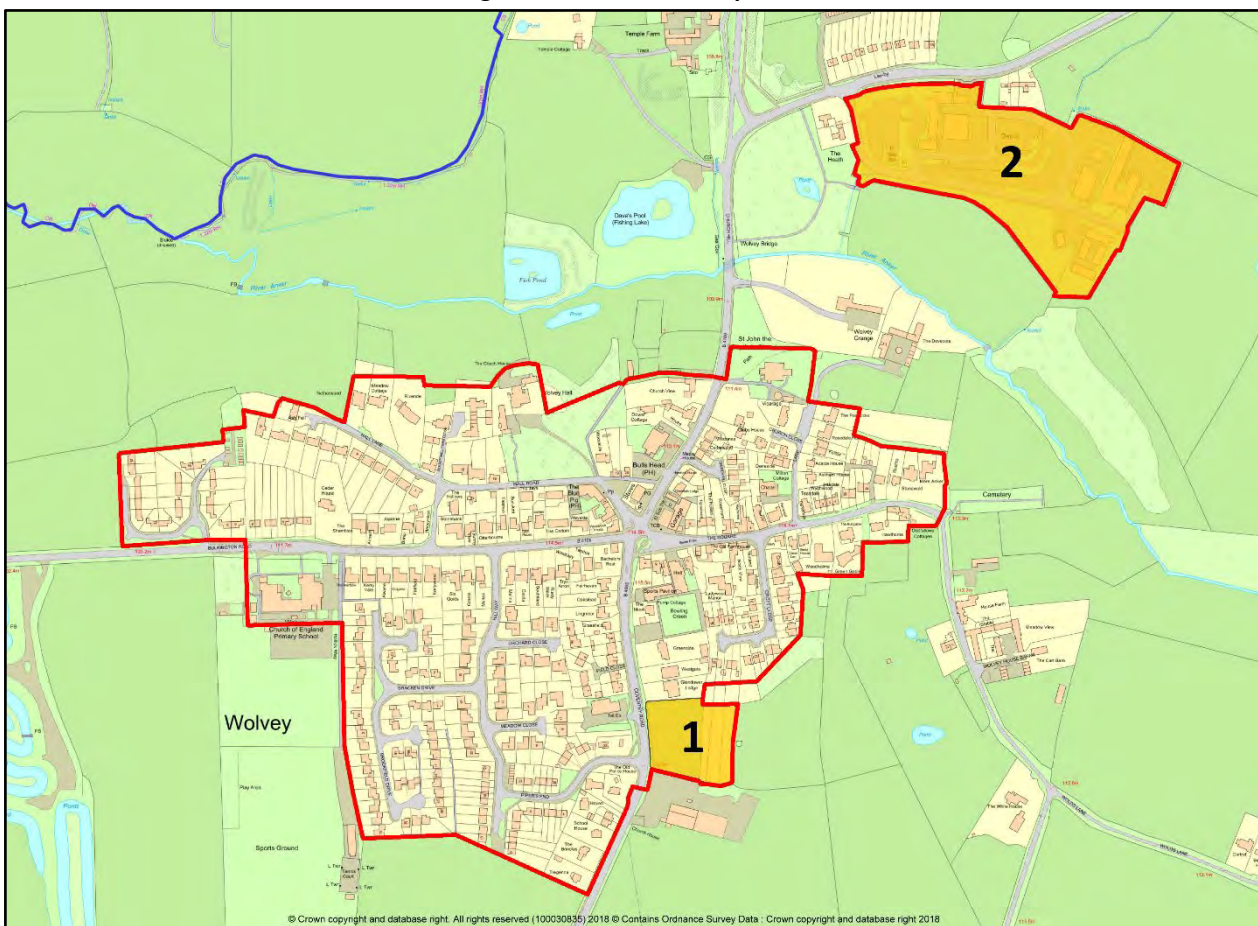
Focusing development within the agreed Limits to Development will help to support existing services within the village centre and help to protect the countryside and the remainder of the Neighbourhood Plan area from inappropriate development. The updated Limits to Development have been determined using the following criteria:

- Preservation of green space in and around the village; maintaining the open feel and easy access to the countryside that people value so much.
- Preventing development at the village fringes in areas with high-to-medium sensitivity (i.e. preserving the views of the village as part of the landscape and maintaining the important panoramas outwards from the village).
- Avoiding sprawl i.e. keeping development within easy access by foot or bicycle to the village amenities.
- Following clearly defined physical features such as walls, fences, hedgerows and roads.
- Incorporating recent approvals and existing commitments by virtue of an extant planning permission for residential development on the fringes of the settlement.

POLICY S1: LIMITS TO DEVELOPMENT – Development proposals within the Plan area on sites within the Limits to Development, or in terms of new sporting facilities close or adjacent to the Limits to Development as identified in Figure 2, will be supported where it complies with the policies of this Neighbourhood Plan, subject to design considerations and safeguarding the living conditions of existing and future occupiers.

Land outside the defined Limits to Development will be treated as open countryside, where development will be carefully controlled in line with local and national strategic planning policies.

Figure 2 Limits to Development



Building Design Principles

The Parish of Wolvey has a long and interesting history, resulting in a wide array of heritage assets, attractive landscapes and a distinctive local character.

The biggest challenge facing the future of Wolvey is to balance the desire to protect the character of the village with the need for it to grow and evolve in a sensitive and proportionate manner in order to sustain the community and its facilities.

The policies in this section seek to reflect the design principles which the community believes will help to achieve this aim. They reflect the outcome of consultations of all age groups, of community organisations and of the Housing Theme Group which specifically focused on relevant issues – all of which showed broad unanimity of views. The overall aim is to protect Wolvey so that it retains its character within a unique and distinctive Parish. This can be achieved by the use of the planning system to respond sensitively to the range of historic buildings, structures, landscapes and archaeology situated within the Parish. These assets form many of the key characteristics of the Parish, and future development should seek to enhance, reinforce and preserve this distinctive historic environment.

In this section therefore, the Neighbourhood Plan sets out planning policies which seek to identify and protect the distinctive elements which together provide the special qualities of the landscape setting and built heritage of Wolvey Parish.

New development proposals should be designed sensitively to sit within the distinctive settlement patterns of Wolvey. Existing settlement patterns have grown incrementally over time. The buildings date from many different periods, providing a richness and variety of styles and materials. This traditional rural character should be enhanced by new development and schemes should be designed to ensure that new buildings sit comfortably within the existing settlement pattern and are respectful of their surroundings.

The community consider it to be important that new residential development is of the highest standard to ensure that it is in keeping with the majority of residential properties in the village. It is not considered necessary to have a uniform series of properties that all look the same, rather to ensure that new developments respect the features of buildings which make the village of Wolvey desirable places in which to live.

New development proposals should be designed sensitively to ensure that the high-quality built environment of the Parish is maintained and enhanced. New designs should respond in a positive way to the local character through careful and appropriate use of high-quality materials and detail. Proposals should also demonstrate consideration of height, scale and massing, to ensure that new development delivers a positive contribution to the street scene and adds value to the distinctive character of the area.

POLICY S2: BUILDING DESIGN - All new commercial and residential development

proposals will need to satisfy the following building design principles:

- a) The design should enhance and reinforce the local distinctiveness and character of the area in which it is situated, and proposals should clearly show how the general character, scale, mass, density and layout of the site, or the building/s or extension fits in with character of the surrounding area.
- b) The quality of design of new buildings and their layout should positively add to the character of the village; listed and historic buildings and their settings should be conserved or enhanced. However, contemporary and innovative materials and design will be supported where positive improvement can be robustly demonstrated without detracting from the historic context.
- c) Redevelopment, alteration or extension of historic farmsteads and agricultural buildings within the Parish should be sensitive to their distinctive character, materials, form and setting.
- d) Proposals should ensure that the living conditions of existing and future neighbouring occupiers are safeguarded and give careful consideration to privacy, noise and light. Light pollution should be minimised wherever possible and security lighting should be appropriate, unobtrusive and energy efficient; new street lighting should be modest in scale and appropriate to the rural setting. Development should be enhanced by fostering and increasing biodiversity. Where possible and appropriate, enclosure of plots should be of native hedging, wooden fencing, or stone and/or brick walls of rural design. Any enclosures that are necessarily removed through the development process should be reinstated in keeping with the original. Category A trees should be retained as part of the development's landscaping proposals or, where this is demonstrably not practicable, replaced with new plantings on a two-for-one basis, using native species, either on site or elsewhere in the parish.
- e) Development should incorporate sustainable design and construction techniques to meet high standards for energy and water efficiency, which could include including the use of renewable and low carbon energy technology, as appropriate and where viable.
- f) Having regard to climate change, development should incorporate sustainable drainage systems with viable long-term maintenance regimes to minimise vulnerability to flooding from streams, dykes and surface water run-off, by ensuring appropriate provision for the storage of waste and recyclable materials; all developments must consider impacts both within the site and in the surrounding area of the development within the development period.

B HOUSING

Housing Allocations

Rugby Borough Council's Local Plan sets out the Borough's strategy for the overall housing targets for the Parish.

The Local Plan for Rugby has updated the housing need across the Borough and the allocation of housing within it. It states that there is a requirement to provide for at least 12,400 new dwellings between 2011 and 2031 across the Borough.

The Local Plan establishes a hierarchy of settlements to help to determine the most appropriate locations for the remaining development.

On the basis of this hierarchy, Wolvey is classified as a Main Rural Settlement along with 8 others. Development will be permitted within the existing boundaries of all Main Rural Settlements.

The housing provision required in Wolvey to meet the Borough-wide housing target up to 2031 is around 100. Community consultation has confirmed a willingness to accept the Local Plan allocations.

POLICY H1: HOUSING PROVISION - The new housing provision for the Parish will be around 100 new dwellings across the parish over the period 2011 to 2031, which will be met by the allocation of housing sites identified below (see figure 2) and by Rugby Borough Council in the Local Plan:

1. Land at Coventry Road, Wolvey for around 15 dwellings
2. Wolvey Campus, Leicester Road, Wolvey for around 85 dwellings

Housing Mix

At the time of the 2011 Census, the average household size in the Wolvey Parish was 2.8 people which is higher than the district (2.3), regional (2.4) and national (2.4) rates. At 6.4 the average number of rooms per household is higher than the district (5.7), regional (5.5) and national (5.4) rates.

People living in the Wolvey Parish are also more likely to live in homes with a high number of bedrooms. The average number of bedrooms per household is 3.1 which is higher than the district (2.9), region (2.8) and national (2.7) rates.

Home ownership levels are relatively high, particularly the proportion of homes that are owned outright. There is a significantly high share of private rented properties and these account for over a quarter (25.1%) of occupied households. The over representation of private rented properties is largely due to barrack housing situated within the parish. Social housing represents just 7% of Wolvey's housing stock and is below district, regional and national rates.

Data from the 2011 Census shows that detached dwellings represent the highest share of properties in the parish accounting for 49% of the housing stock against 28% for the district, 24% for the region and 22% for England as a whole. Semi-detached dwellings account for 26% of dwellings compared with 34% for the district, 37% for the region and 31% England rates. Terraced housing represents 21% of dwellings and flats just 3%, both being lower than district, regional and national rates.

People living in the parish are more likely to be living in dwellings with 4 or more bedrooms. Results from the 2011 Census show that over a third (33%) of households live in housing with more than 4 bedrooms which is above the district (23%), regional (18%) and England (19%) averages. There is also an under representation of smaller type housing units with around 28% of dwellings having 2 or fewer bedrooms against 33% for the district, 35% for the region and 40% for England as a whole.

There is evidence of widespread under occupancy in the parish (having more bedrooms than the notional number recommended by the bedroom standard). Analysis of the 2011 Census shows that almost half (46%) of households in the Wolvey Parish have two or more spare bedrooms and almost two fifths (38%) have one spare bedroom. Under occupancy is higher than both regional and national rates. Under occupancy is particularly evident in larger properties with over two fifths (41%) of dwellings with 4 or more bedrooms occupied by just one or two people.

The publication of middle layer super output area (MSOA) level income estimates for 2011/12 presents an opportunity for detailed housing affordability analysis. In England and Wales in 2014, the average MSOA had an average house price equal to 380 times net weekly household income. The MSOA (E02006492) which includes the Wolvey Parish was 396 times the net weekly household income, indicating it would be difficult for those on lower income such as first-time buyers to enter the current housing local housing market.

In the West Midlands, the lowest house price to income ratio was in Stoke on Trent 011 MSOA where the average house price for all dwelling types was equal to 140 times the average net weekly income and the highest was the Warwick 004 MSOA with 623 times.

In summary, there is a higher than average share of detached housing, private rented properties and houses with more than 4 bedrooms. Although there is a high level of private rented properties, home ownership levels are also high. There is evidence of under occupied dwellings particularly those with 4 or more bedrooms.

The high level of under occupancy suggests a need for smaller homes of one to two bedrooms which would be suitable for residents needing to downsize, small families and those entering the housing market. Providing suitable accommodation for elderly residents will enable them to remain in the local community and release under-occupied larger properties onto the market which would be suitable for growing families.

of housing types which meets specific identified local needs in Wolvey. Priority should be given to provision of smaller dwellings (with 1, 2 or 3 bedrooms) and to homes suitable for older people, such as 2-bedroom bungalows and dwellings suitable for those with restricted mobility; unless it can be demonstrated why this would not be appropriate or would not meet an identified evidenced local need. 4+ bedroom dwellings may be included in the mix of dwellings but will be expected to comprise a clear minority within the overall development.

Windfall Sites

Windfall sites are small infill or redevelopment sites that come forward unexpectedly and which have not been specifically identified for new housing in a planning document. These sites can comprise redundant or vacant buildings including barns, or a gap between existing properties in a built-up area.

The Local Plan defines windfall as unallocated sites of 1-4 dwellings.

Such sites have made a regular contribution towards the housing supply in the Parish over the last two decades and it is considered that they will continue to make a contribution to housing provision in the Parish over the lifetime of the Plan.

POLICY H3: WINDFALL SITES - Small residential development proposals on infill and redevelopment sites will be supported subject to proposals being well designed and meeting relevant requirements set out in other policies in this Plan and the Borough's Local Plan, and where such development:

- a) **Comprises a restricted gap in the continuity of existing frontage buildings;**
- b) **Is within the Limits to Development established in Policy S1; and**
- c) **Does not adversely impact on the character and visual amenity of the area, or the amenity of neighbours.**

Affordable Housing

Rural Affordable Housing is intended to help communities by offering local families, couples and single people the chance to live in the place where they have strong connections. This can be:

- those currently living in the Parish;
- those previously living in the Parish;
- people permanently employed in the Parish;
- those with close connections to people still living in the Parish.

Nationally, Affordable Housing is defined as “social rented, affordable rented and intermediate housing provided to eligible households whose needs are not met by the market”. The Housing and Planning Act 2016 inserts a new Affordable Housing definition into

the Town and Country Planning Act 1990 and includes Starter Homes (as defined by the Act). It can take several forms:

- **Social rented housing** - owned by local authorities and private registered providers (as defined in section 80 of the Housing and Regeneration Act 2008), for which guideline target rents are determined through the national rent regime. It may also be owned by other persons and provided under equivalent rental arrangements to the above, as agreed with the local authority or with the Homes and Communities Agency.
- **Affordable rented housing** - let by local authorities or private registered providers of social housing to households who are eligible for social rented housing. Affordable Rent is subject to rent controls that require a rent of no more than 80% of the local market rent (including service charges, where applicable).
- **Intermediate housing** - homes for sale and rent provided at a cost above social rent, but below market levels subject to the criteria in the Affordable Housing definition above. These can include shared equity (shared ownership and equity loans), other low-cost homes for sale and intermediate rent, but not affordable rented housing

With average house prices too high for those on average incomes, housing affordability remains a key housing issue for the Parish and there is a clear case for affordable housing provision. The Local Plan contains a requirement to provide 30% affordable units on-site for all greenfield developments with 11 or more dwellings (20% on previously developed land) through provision for social rented, affordable rented and intermediate housing. Consultation has demonstrated support for affordable units to be provided for those individuals in housing need who have a local connection so that local need is prioritised. Similarly, the provision of Starter Homes or Shared Ownership Homes will be supported to increase levels of home ownership locally.

POLICY H4: AFFORDABLE HOUSING PROVISION - On sites of 11 or more dwellings, or on sites of more than 0.36 hectares, developers will be required to supply a percentage of affordable homes in line with Local Plan requirements and latest SHMA guidance, or make an equivalent financial contribution *in lieu*, having particular regard to the local needs of the parish, market conditions, economic viability, and infrastructure requirements.

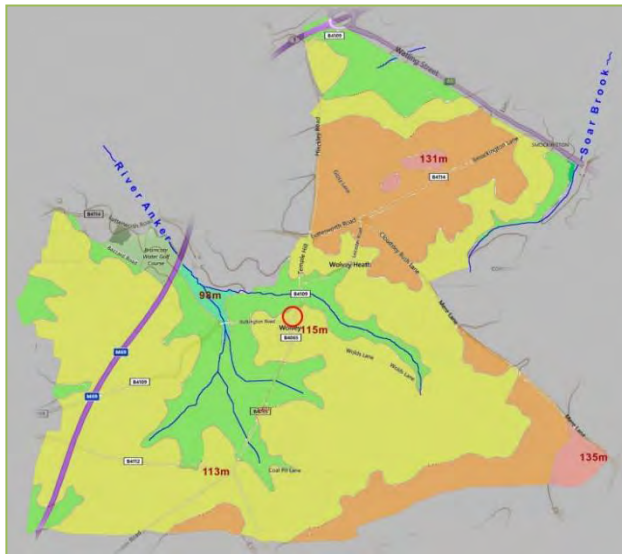
The affordable housing stock should be made available as an integral part of the development, should be visually indistinguishable from the equivalent market housing on the site, should be dispersed throughout the development and where possible, shall be allocated to eligible households with a connection to Wolvey.

C. ENVIRONMENT

Introduction

Landscape, geology and setting

The old part of Wolvey village lies on a north-facing hillside overlooking the marshy valley of a tributary of the River Anker. Its name indicates both its setting and its origin, probably in

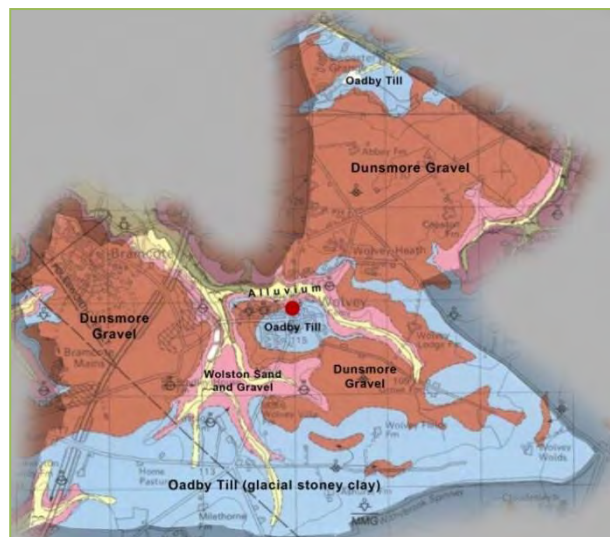


Topography of Wolvey parish. Based on contour mapping at sketchmap.co.uk/

the 8th century, as an Anglo-Saxon settlement called 'wolf island' (Old English *wulf* + Anglian *ēg*, an island or a dry area surrounded by marsh). The lowest part of the Plan Area is to the west of the village, where the Anker leaves the parish; the highest points are northeast of Wolvey Heath and in the far eastern corner of the parish, although the landscape is mostly gentle and rolling, with the difference between lowest and highest only about 40 metres. The small valley provides a series of intimate rural landscapes through the modern built-up area, with woodland, paddocks, historic bridges crossing the

brook, a prime biodiversity site – all largely accessible via roads and footpaths – all overlooked by the church and churchyard on its mound. Other parts of the Plan Area, away from the village and in the open countryside have a 'big sky', open and breezy aspect; there are several well-used footpaths giving access to these areas.

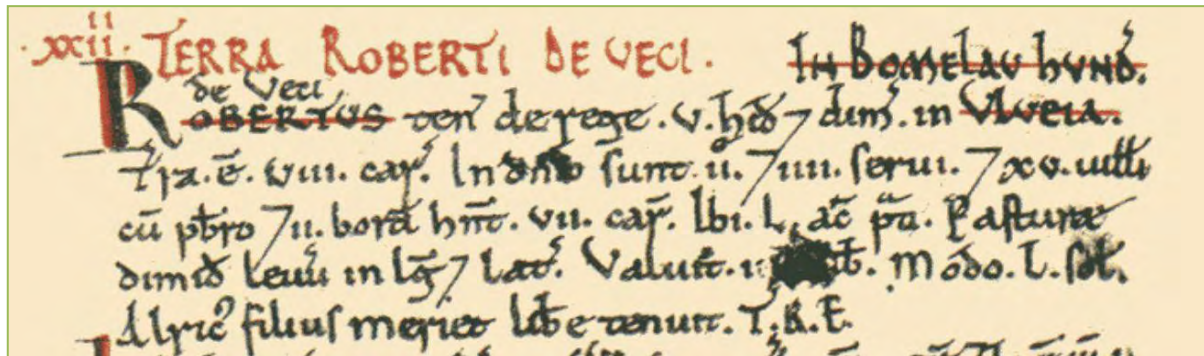
Geologically the parish is a relic of the ice ages, with thick spreads of clay, sand and gravel deposited by ice or meltwater between about 1 million years and 12,000 years ago. The south and far north of the parish have areas of stony clay, as does the ridge on which Wolvey village stands, while the west and centre have thick gravel beds, the result of deposition in ice age conditions by torrents of glacial meltwater.



Geology of Wolvey parish. Based on British Geological Survey mapping at bgs.ac.uk/data/maps/

Historic environment

The area was inhabited in prehistoric times, with a locally important archaeological record of the late Neolithic and Bronze Age in the north of the parish: there are two burial mounds (Scheduled Monuments), ring-ditches and other crop-mark sites and an area with



Ulveia (Wolvey) in Domesday Book. Image from Domesday Online

distinctive scatters of Bronze Age flint tools. The Roman Watling Street still defines the northern boundary of the Plan Area, partly because in the Anglo-Saxon 'dark ages' it became the boundary between Danish and English kingdoms at the time when the territories that would become today's parishes were being established. The first written record of Wolvey is In Domesday Book (1086) where both Wolvey and nearby Bramcote are mentioned. Both were agricultural communities, arable and pasture, with supporting crafts, such as blacksmithing and milling. Domesday tells us that the land in Wolvey (Ulveia) was held by Aethelric and consisted of 22 households and most likely a church. The medieval open field system lasted, with modification, from then until changes in farming practice led to the Enclosure awards of 1790s. The present-day road pattern was laid out at this time and a number of features associated with modern Wolvey began to emerge. Traces of the pre-Enclosure open field system can be seen in the present landscape including ridge and furrow in some fields.

The agricultural and industrial revolutions left their mark on Wolvey, both on farming and on the nature of local employment. The 1841 census records more people employed in framework knitting than in farming, while in the mid-19th century silk ribbon weaving was being undertaken, likely linked to the Coventry industry. These changes fluctuated but the movement from a purely agricultural economy to a mix of home-working, light engineering and, more recently, services is reflected in the contrast between the pre-19th century traditional rural buildings and the 19th and 20th century houses, shops and pubs of a working village.

Galliford Try plc is a major UK building company, one half of which was founded in 1916 by Mr T J Galliford, on the Wolvey site its East Midlands offices still occupy. It has been a significant local employer for over a century, but during the development period of the Neighbourhood Plan the company announced its intention to vacate the site, which will be allocated for housing in the Plan.

Natural environment

The agricultural and land-ownership history of the Plan Area means that its open countryside

is today dominated by large arable fields; there are only a few areas of pasture, and only three 'covert' woods. Other areas of woodland are ornamental plantings from the 18th to 20th centuries, or natural regeneration on a previous airfield and around sites of earlier gravel extraction – which are of environmental value as wetland. The upper Anker valley is an ecologically valuable wildlife corridor; it includes several small areas of good wet grassland (particularly that managed as a community-run *Wetland Reserve*) and woodland. The Plan Area has no national-important biodiversity sites, but the areas mentioned above do make a significant contribution to biodiversity generally, and their survival as semi-natural landscape features is very important to residents' appreciation of the special character of Wolvey village and the parish.

Existing environmental designations

The Plan Area falls in *National Character Areas* (Natural England landscape areas, designated for Planning purposes) 72 *Mease Sence Lowlands* and 94 *Leicestershire Vales*; both are characterised by gently rolling countryside with generally fast-flowing streams: these are the headwaters of rivers flowing northeast and northwest but both being tributaries of the River Trent.

There are five Listed Buildings and two Scheduled Monuments (historic features of national importance), 20 further extant sites and features of historic significance at County or Borough level and 16 areas of *Priority Habitat* as mapped by Natural England.

Approximately 40% of the open agricultural land is under arable cultivation and 60% under grass (DEFRA mapping); the preponderance of grassland, especially where this has not been improved (fertiliser or re-seeding) is of some ecological and historical value.

Environmentally significant characteristics of the Plan Area

- High, breezy, open landscape in the north with important archaeological sites and earthworks as well as extensive views
- Upper Anker valley close to the village with intimate views, semi-natural habitats, and well-used recreational footpaths
- Recreational fishing lakes, with locally important wetland habitats and species

Although most Warwickshire rural communities are superficially similar, at a detailed level – thanks to the accidents of geography history, land use and land ownership – no two are the same. The particular sites and features of community value and environmental significance that this Plan has identified and aims to protect via the Planning system are unique to Wolvey. Together they characterise the community and its environment; their loss (other than in exceptional circumstances) should be regarded as the red line beyond which Wolvey as a place and community would also lose its character.

Environmental inventory

An environmental inventory (Appendix 5) of Wolvey was carried out in the preparation of the Neighbourhood Plan. The work comprised two elements:

- Review of all existing designations and available information, and
- Fieldwork to identify sites and features of natural and historical environment significance in the context of the Plan Area.

The review compiled information from many sources, including:

- DEFRA; Natural England; Historic England; Warwickshire Historic Environment Records; Warwickshire Environmental Record Centre records (biodiversity and geology); Environment Agency; British Geological Survey; Old maps (Ordnance Survey, manuscript); British History Online Local history and archaeology publications; Local knowledge

Fieldwork reviewed all open and currently undeveloped land in the Plan Area, and significant species, habitats, landscape characteristics, earthworks and other extant features were checked.

These data, along with all relevant site-specific information from the existing information review, were mapped and tabulated, and each site was scored and evaluated using the nine criteria for Local Green Space selection in the *National Planning Policy Framework 2012*:

Fig. 3. Environmental inventory scoring system used in the Plan

Criterion (NPPF 2019)	Score range			Notes
ACCESSIBILITY	0	1-3	4	e.g. private, no access (0) – visible from public place – accessed via PRoW – fully open to the public (4)
PROXIMITY / LOCAL	0	1-3	4	Distant (0) --- fairly near to --- adjoins (3) or is within (4) settlement
BOUNDED	0	1-3	4	Individual parcel of land (not an undefined or large area)
SPECIAL TO COMMUNITY	0	1-3	4	Opinion of local people e.g. via questionnaire or at consultation events
RECREATIONAL / EDUCATIONAL USE	0	1-3	4	Actual or potential, informal sports, dog-walking, Forest School use, informal or official open space, etc.
BEAUTY (including views)	0	1	2	Subjective, relative (give justification); use consultation map results
TRANQUILITY	0	1	2	Subjective, relative (give justification)
HISTORICAL SIGNIFICANCE	0	1-3	4	Extant, visible evidence. Number of periods/features/records etc. / Relevant existing designations (Historic Environment Records)
WILDLIFE SIGNIFICANCE, GEOLOGY	0	1-3	4	Richness of species and habitats (Priority (BAP) spp. / Priority habitats) / relevant existing designations (Habitat Survey, Local Wildlife Sites / site of geological/industrial history significance)
[Maximum possible score]	32			

Environmental protections

In the National Planning Policy Framework, the *natural and historical environment* is acknowledged to be an essential component of *sustainable development*; as such it carries equal weight in a balance against social and economic growth, including new development.

This section identifies land and features of environmental significance in Wolvey. It includes policies to protect the best from loss or damage by allocating them to categories, as follows, based on their type, importance, function (as community assets, for example) and intrinsic value.

Site-specific environmental policies

Local Green Space


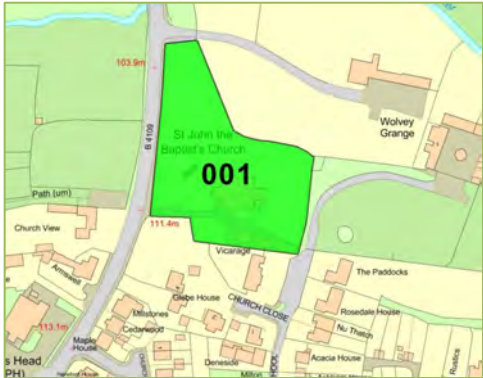

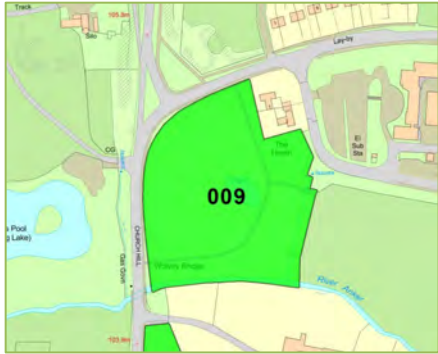
Of the approximately 300 inventoried parcels of open land in the parish, some 24 were identified as having notable environmental (natural, historical and/or cultural) features. These sites were scored, using the nine criteria for Local Green Space designation noted in the *National Planning Policy Framework 2012* (see Fig. 3 for the criteria and scoring system adopted for this Plan).

Three sites score 25/32 or more of the maximum possible and meet the essential requirements for designation as Local Green Space as outlined in the National Planning Policy Framework (NPPF paragraph 102). Their statutory protection will ensure that these most important places in Wolvey's natural and human environment are protected.

POLICY ENV 1: PROTECTION OF LOCAL GREEN SPACES – The following sites are designated as Local Green Space, as shown on Figure 4, where new development will not be allowed, except in very special circumstances:

- **St John the Baptist Churchyard**
- **Wetland Reserve**
- **Anker Meadows**

EVIDENCE BASE FOR LOCAL GREEN SPACES

Ref.	EVIDENCE	NPPF (2019) ELIGIBILITY CRITERIA									
		Access /4	Proximity /4	Bounded /4	Special /4	Rec/Ed /4	Beauty/ Views /2	Tranq. /2	History /4	Wildlife /4	TOTAL
001	<p>St John the Baptist churchyard</p> <p>Churchyard on elevated early Christian site. Closely mown grass with drifts of spring bulbs. Established trees, cherries, sweet chestnut, various native trees, yew(3), redwood, holly, birch and larch. Surrounded by mature hedges, privet (roadside), old mixed hedge on two sides (holly, hawthorn, alder etc). Swithland slate gravestones and modern section with upright stones, memorial garden. New cemetery area (former gardens). Full access. Grade II* listed. Views excellent. Wildflower area.</p> <p>Also protected as burial ground and as the setting for the Grade II* Listed church.</p> <p>Area: 0.64ha</p>	4	4	4	4	2	2	1	4	3	28
	  <p>St John the Baptist churchyard, summer 2017</p>										
009	<p>Wetland Reserve</p> <p>Former old cricket field now a wetland nature reserve. Field in Trust. Accessed by a boardwalk with a spur into a woodland area. Bounded by metal fencing to north and west boundaries. Southern boundary formed by wire fence near River Anker and woodland and hedges to east boundary marked by post and rail fence and Galliford Try development. Pond surrounded by reed mace. Habitat for protected species (water voles and great crested newts). Extensive flora and fauna. Tributary brook to the River Anker flows through woodland area. Local wildlife site and designated by Natural England as <i>Priority habitat – rush</i> pasture. Views of Church on adjacent hill and towards Temple Hill and over Temple Farm. Site of ancient bridge crossing brook.</p> <p>Area: 1.16ha</p>	4	3	4	4	3	2	1	3	4	28
	  <p>Wetland Reserve, 2018</p>										
029 030	<p>Anker meadows</p>	2	3	4	3	3	2	2	3	4	26


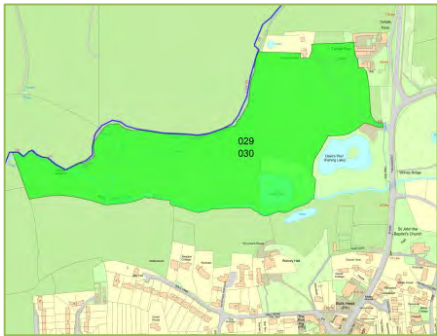
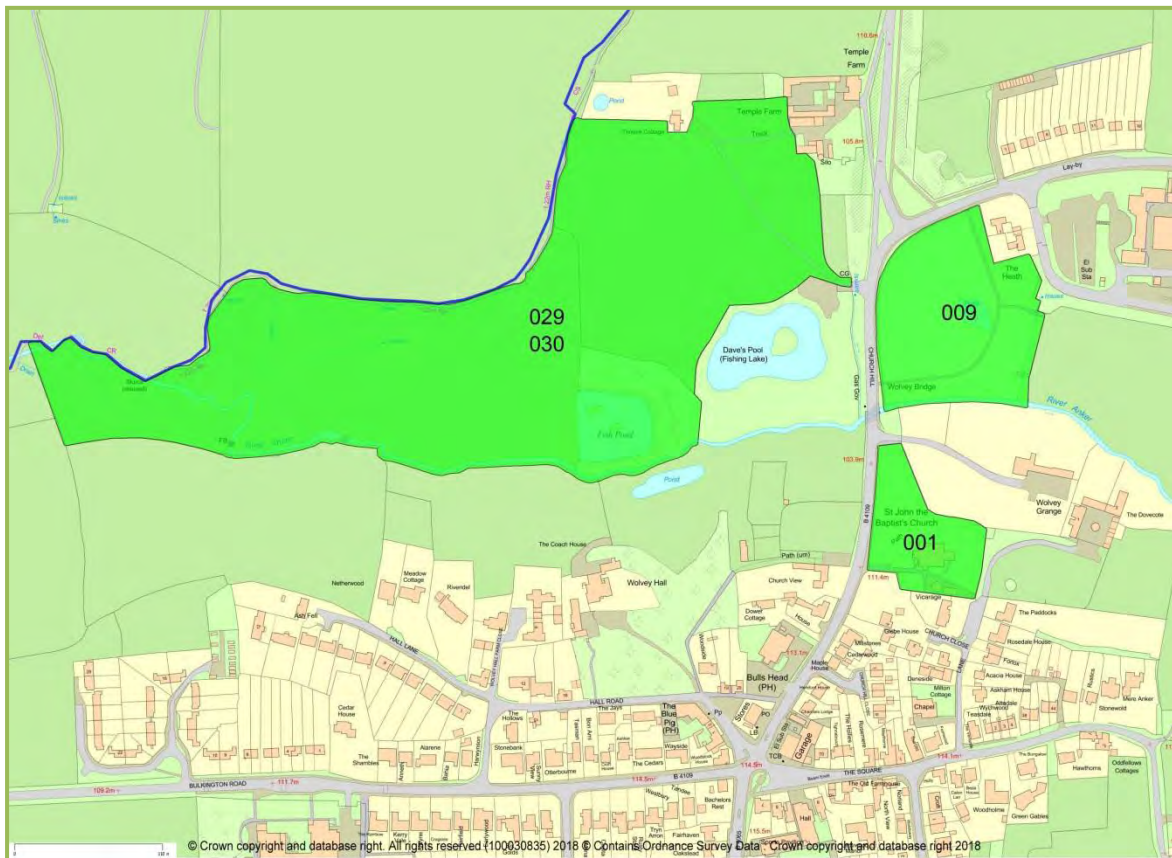
Ref.	EVIDENCE	NPPF (2019) ELIGIBILITY CRITERIA										
		Access /4	Proximity /4	Bounded /4	Special /4	Rec/Ed /4	Beauty/ Views /2	Tranq. /2	History /4	Wildlife /4	TOTAL	
	<p>A contiguous area, previously two parcels, of flood-plain pasture. Access via footpath R287 directly from Temple Hill and the village; used for informal recreation and enjoyment. Effectively this is a relic of the medieval landscape of the parish and is valued for its beauty and tranquillity. Includes the river, its banks and a tributary stream, with associated riparian habitats and species, old hedgerows and trees, also important earthworks and other earthworks providing evidence of manorial and village habitation and river management. Part of the site includes Warwickshire Historic Environment Record (HER) site MWA3574: Medieval settlement site, possibly religious, fishponds and probable Manor House site, all visible as earthworks.</p> <p>Area: 7.5ha</p>											
	 											

Fig. 4: Locations of Local Green Spaces



Sites and features of environmental significance

A second group of inventory sites scores highly for 'history' and 'wildlife' (scoring at least 6/8 under these two criteria) but, because their community value scores are not high enough, they are not eligible for Local Green Space designation. The features for which the identified sites have been selected and notified are listed in the environmental inventory (Appendix 5). The maps show their locations.

The **historic environment** sites comprise sites recorded in the Warwickshire Historic Environment Records (HER) database or the Historic England list of Scheduled Monuments. They are either sites with *extant and visible* archaeological or historical features or sites where known, buried archaeological features are present. All are either of national (already protected) status or are included in the Plan as non-designated Heritage Assets of at least Borough-level importance.

HISTORICAL ENVIRONMENT SITES (Figure 5)

From **Historic England** (*Scheduled Monuments*) and **Warwickshire Historic Environment Record** (*MWA references*) databases. **NDHA** = non-designated Heritage Asset

MWA 12659 Leicester Grange: **NDHA**

parkland, rectangular pond, avenue, woodland, late 17th – 18th centuries with later modification. Historic landscape, semi-natural.

1016846 Bowl barrow 900m north of Copston Farm: **Scheduled**

Monument Late Neolithic to Bronze Age; reasonably well-preserved despite ploughing; believed to preserve (*buried archaeology*) primary burial, artefacts and environmental deposits. Visible as low earthworks

1016845 Bowl barrow 490m northwest of

Abbey Farm: **Scheduled Monument** Late Neolithic to Bronze Age; reasonably well-preserved despite ploughing; believed to preserve (*buried archaeology*) primary and secondary burials and associated artefacts. Visible as 0.5m high oval earthworks.

MWA 4964 Possible round barrow site 300m northeast of Heath Farm **NDHA** Site of a possible Bronze Age round barrow, visible as an earthwork. Field 254 (inventory) also includes a scatter of Mesolithic, Neolithic

and Bronze Age flints.

MWA 4965 Possible round barrow site 200m southwest of Copston Lodge Farm. **NDHA** Site of a possible Bronze Age round barrow, visible as an earthwork.

MWA 4967 Site of two round barrows 100m west of Heath Farm **NDHA** Two partially visible circular earthworks, thought to be Bronze Age round barrows

MWA 3586 Windmill mound at Heath Farm. **NDHA** Site of a windmill, 18th-19th centuries (extant in 1818) surviving as an earthwork.

MWA 4963 Mesolithic flint scatter recorded in field 236 (inventory)

MWA 12720 Wolvey Grange garden. **NDHA** 19th century (?) villa-type pleasure grounds / garden.

MWA 3580 Medieval fishpond. **NDHA**. Medieval to later fishpond, still visible as earthwork with water

MWA 3581 Fishpond. **NDHA**. 18th-19th century fishpond, still visible as earthwork with water.

MWA 3741 Medieval/post-medieval dam west of Wolvey Bridge. **NDHA** An earth dam

associated with medieval or later watercourse engineering, still visible to the west of an area of flat land with sinks and issues close to the confluence of the River Anker and a tributary.

MWA 3573 Site of medieval manor house, Temple Farm **NDHA** in Sites and Monuments Record (national). The present building, containing 15th century elements, is on the site of the 14th century (or older) manor house known as Temple Wolvey.

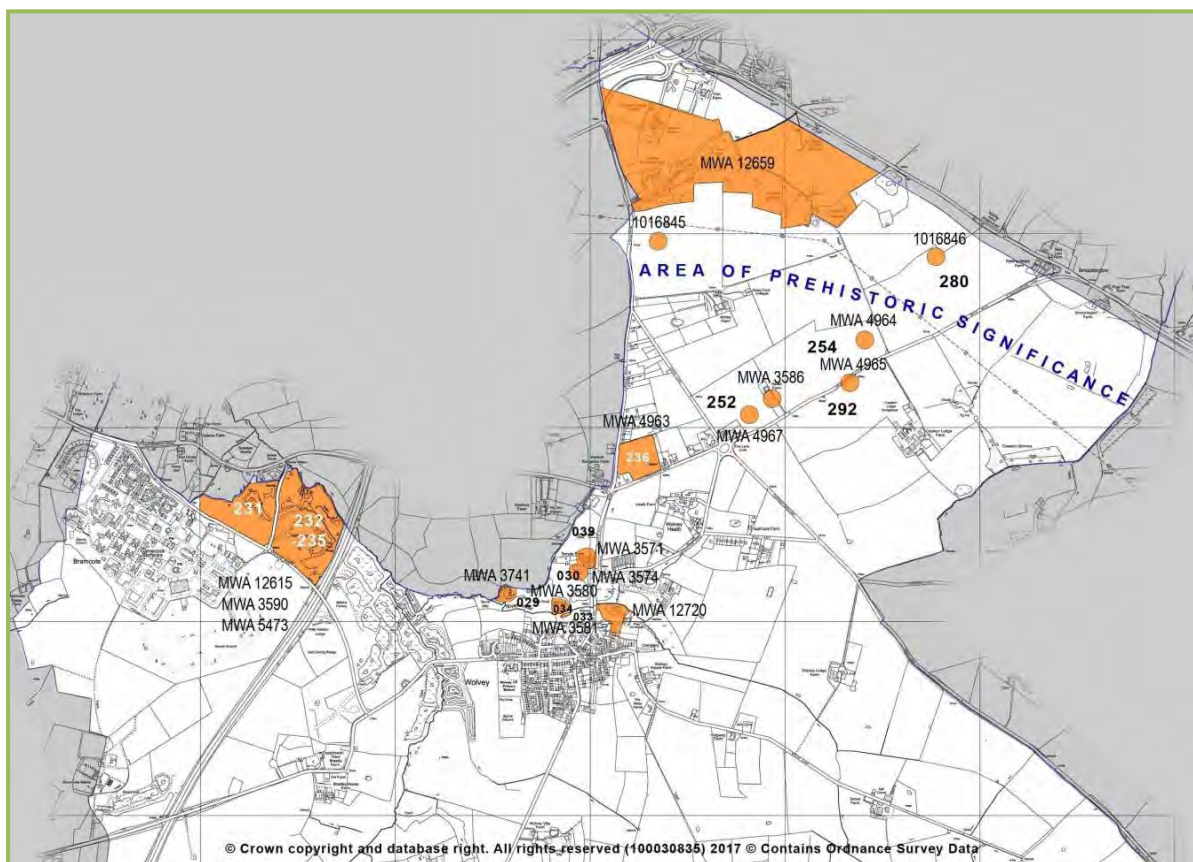
MWA 3574 Settlement earthworks south of Temple Farm **NDHA**. Apparent house platforms and other earthworks of medieval or later date, visible in aerial photographs and on the ground.

MWA 12615 Wolverhill House garden **NDHA** (proposed). Ornamental planting, earthworks, pools etc. associated with landscaping of grounds of post-medieval (extant 1725) mansion

MWA 3590 Medieval moat northeast of Wolverhill Hall Farm. **NDHA** Earthworks, representing a medieval moat, probably associated with a medieval manor house on this site

MWA 5473 Medieval fishponds north and east of Wolverhill Hall Farm **NDHA** Earthworks representing one or more of a group of medieval fishponds, possibly associated with a medieval manor house.

Figure 5: Sites of historic environment significance



The **natural environment** sites comprise a) those where *priority habitats* occur (Natural England mapping) or where *biodiversity action plan (BAP) species* have been recorded as breeding or as regular visitors; b) Local Wildlife Sites (LWS) as listed by Warwickshire County Council and c) sites identified during the inventory process as being of high biodiversity significance in the context of the Plan area.

NATURAL ENVIRONMENT SITES (Figure 6)

See above for sources. Numbers refer to the inventory (Appendix 5)

230 (part). Areas of natural regeneration of deciduous woodland on site of former Bramcote Barracks. **Priority Habitat** (Natural England); isolated and relatively undisturbed, its biodiversity is enhanced by the mosaic of open habitats including grass and old concrete

229 (part). Areas of natural regeneration of deciduous woodland occupying features of the former Bramcote Barracks. **Priority Habitat** (Natural England); isolated and relatively undisturbed, its biodiversity is enhanced by the

mosaic of open habitats including grass and old concrete

231-235 Parts of Bramcote Waters Golf Course: mown and rough grass with areas of planted and semi-natural mixed woodland, scrub and open water. **Priority Habitat** (Natural England). Biodiversity is enhanced by site management and the resulting mosaic of habitats

206 Two adjacent species-rich, wet floodplain meadows, part of the area managed as Lakeside Fisheries, with River Anker forming its northern boundary. Designated **Priority Habitat – floodplain grazing marsh** (Natural England)

028 Permanent hay meadow, grazed, semi-improved or better (low or no fertiliser use), wildflowers, river and banks, species-rich hedges and mature hedgerow and riverside trees. Several BAP species birds, invertebrates, bats.

029/030 Two floodplain meadows, grazed. Contiguous, separated by old hedge-line and surrounded by species-rich hedges, standard trees. Includes stretch of River Anker and other watercourses, boggy areas, etc. BAP species birds; mammals, invertebrates, grassland and riparian plants. Potential **Local Wildlife Site** (pLWS, Warks. CC) and Proposed Local Green Space; its biodiversity value is recorded in detail here

031 Dave's Pool and surrounding land. Fishing pond with surrounding mown and rough grass, trees, etc. Bounded by the River Anker. Deciduous woodland, grassland, scrub and riparian habitats with associated species. One of the very few ponds in the parish

001 St John the Baptist churchyard. Mounded site of great antiquity, unimproved grass, headstones, coniferous and deciduous trees, ornamental shrubs, ornamental and native flowers, lichens, etc. BAP species birds (swift, spotted flycatcher, song thrush, etc.), bats (roost and foraging). Proposed Local Green Space; its biodiversity value is recorded in detail here

009 Wetland Reserve (Old Cricket Ground wetland reserve). Valley bottom meadow, **Priority Habitat – Rush pasture** (Natural England) and **Local Wildlife Site** (Warks. CC). Locally rare wetland habitats, with tussock grass, sharp-flowered rush, other flowering plants, deciduous woodland, ditches and the adjacent River Anker. Locally scarce birds (redshank, snipe, curlew, yellow wagtail, etc.), wide range of invertebrates; great crested newts; bat foraging area, water vole (nationally declining, at risk). Proposed Local Green Space; its biodiversity value is recorded in detail here

004 Permanent pasture in floodplain and valley side of River Anker, wet on southern side with rushes etc. and known water vole habitat. Mapped in Phase 1 Habitat Survey (Warks. CC) for its importance as grassland to connectivity; included in proposed Wildlife Corridor.

011 Marshy field of rough grass and sedges, grazed, on south side of River Anker and with species-rich hedgerow with standards to south. Water vole habitat; BAP species birds including yellow wagtail, other ground-nesting and farmland birds

016 Permanent pasture with mature species-rich hedged boundaries. Includes two field ponds.

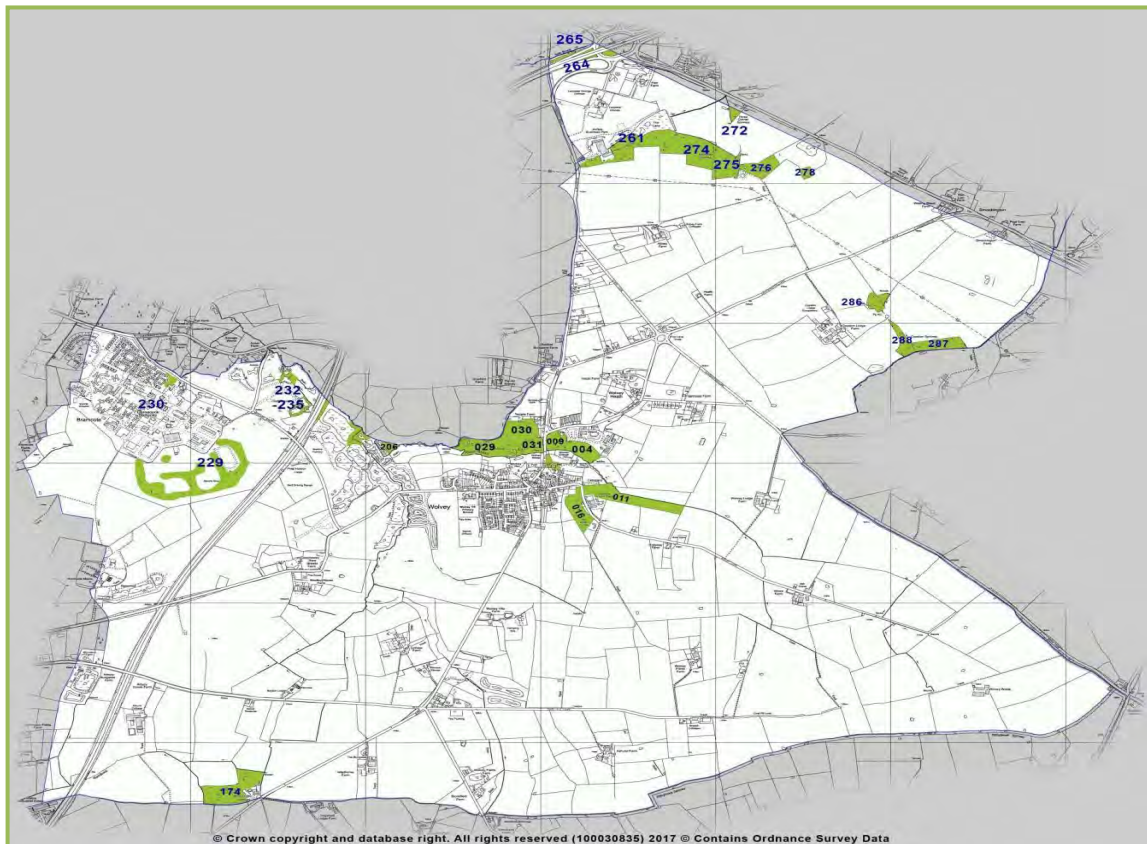
264/265 Rough grassland, woodland and scrub adjacent to M69/A5 junction. **Priority Habitat – deciduous woodland** (Natural England), although 265 has planning consent

261/272/274/275/276/278 Several contiguous or adjacent areas of deciduous and mixed woodland previously forming part of the Leicester Grange estate. **Priority Habitat – deciduous woodland and ancient or semi-natural woodland** (Natural England). This is the last surviving area of substantial woodland in the Plan Area, including mature and ancient trees and area of replanting, natural regeneration, etc. Supports woodland species (plants and animals) not seen elsewhere in Wolvey or surrounding parishes, locally high biodiversity site with BAP species in a number of higher taxa.

286, 287/288 A group of small 19th century covert woods. areas of deciduous and mixed woodland previously forming part of the Leicester Grange estate. **Priority Habitat – deciduous woodland** (Natural England).

174 Wolvey Gorse, or 'the fox covert'. Woodland, mainly deciduous and scrub, 19th century plantation. **Priority Habitat – deciduous woodland** (Natural England).

Figure 6 Sites of natural and historic significance



POLICY ENV 2: SITES AND FEATURES OF ENVIRONMENTAL SIGNIFICANCE - Development proposals that affect natural and historic sites of significance as shown in Figure 6 will be expected to protect the identified features and/or species according to their status and give appropriate weight to their importance and the contribution they make to the wider ecological network or historical environment, and to provide a net gain in biodiversity. The need for and the benefits arising from the development in that location must clearly outweigh the loss.

Development proposals should take full account of known surface and sub-surface archaeology and ensure unknown and potentially significant deposits are identified and appropriately considered during development after consultation with the Warwickshire Historic Environment Record (HER). Lack of current evidence of sub-surface archaeology must not be taken as proof of absence.

Important Open Space

A further group of sites scored highly in the inventory (scoring at least 75% of the possible total under the relevant criteria) for their outstanding community value. They have been identified in fieldwork, community consultations and in Parish records; some are existing Open Space, Sport & Recreation (OSSR) sites (e.g. in *RBC Open Space, Sports & Recreational Facilities Study (PPG17) 2017* and the *Local Plan*). Their value as open space *within and close to the built-up areas* and/or their current, or potential, value, as community resources are recognised in Community Action ENV 1.

Fig. 7: Important Open Spaces



COMMUNITY ACTION ENV 1: IMPORTANT OPEN SPACE - The Parish Council will actively work with Rugby Borough Council, landowners, the community and other partners to secure the protection of the locations and features of the following sites (listed below and mapped in Fig. 7 and detailed in Appendix 5) through confirmation as existing, or designation as new, Open Space, Sport and Recreation (OSSR) sites in appropriate typologies, as follows:

St John the Baptist churchyard. RBC OSSR site, *cemeteries and closed churchyards*

Bowling Green. RBC OSSR site, *outdoor sports facilities*

Wetland Reserve NEW; also proposed Local Green Space and significant site for natural environment; *natural and semi-natural greenspace*

Sports ground, cricket club and pavilion NEW; *outdoor sports facilities*

School Grounds NEW; *children and young people's facilities, outdoor sports facilities*

Baptist Chapel graveyard NEW: *cemeteries and closed churchyards, local amenity green space*

Wolds Lane cemetery NEW; *cemeteries and closed churchyards*

Buildings and structures of local significance

LISTED BUILDINGS

Five buildings and structures in the Plan Area are Listed at Grade II* or II, while two further sites are Scheduled Monuments. They already have Statutory protection, so the Neighbourhood Plan lists them for reference, and to note that new development will be required to take into account their *settings* as defined, on a case by case basis, by Historic England. Where relevant, their location within, or close to, sites designated or noted for protection in the Plan's Policies and Community Actions contributes to these sites' evidence of significance.

WOLVEY HALL

- List Entry Number: 1115792
- Heritage Category: Listing
- Grade: II
- Location: WOLVEY HALL, HALL ROAD, Wolvey, Rugby, Warwickshire

BACHELOR'S REST

- List Entry Number: 1365109
- Heritage Category: Listing
- Grade: II
- Location: BACHELOR'S REST, COVENTRY ROAD, Wolvey, Rugby, Warwickshire

HOLLYTREE COTTAGE

- List Entry Number: 1115800
- Heritage Category: Listing
- Grade: II
- Location: HOLLYTREE COTTAGE, WOLDS LANE, Wolvey, Rugby, Warwickshire

THREE ROOFS COTTAGE

- List Entry Number: 1034861
Heritage Category: Listing

- Grade: II
- Location: THREE ROOFS COTTAGE, 23 AND 24, LEICESTER ROAD, Wolvey, WOLVEY HEATH, Rugby, Warwickshire

CHURCH OF ST JOHN THE BAPTIST

- List Entry Number: 1116252
- Heritage Category: Listing
- Grade: II*
- Location: CHURCH OF ST JOHN THE BAPTIST, CHURCH HILL, Wolvey, Rugby, Warwickshire

Bowl barrow 900m north of Copston Farm

- List Entry Number: 1016846
- Heritage Category: Scheduling
- Location: Wolvey, Rugby, Warwickshire

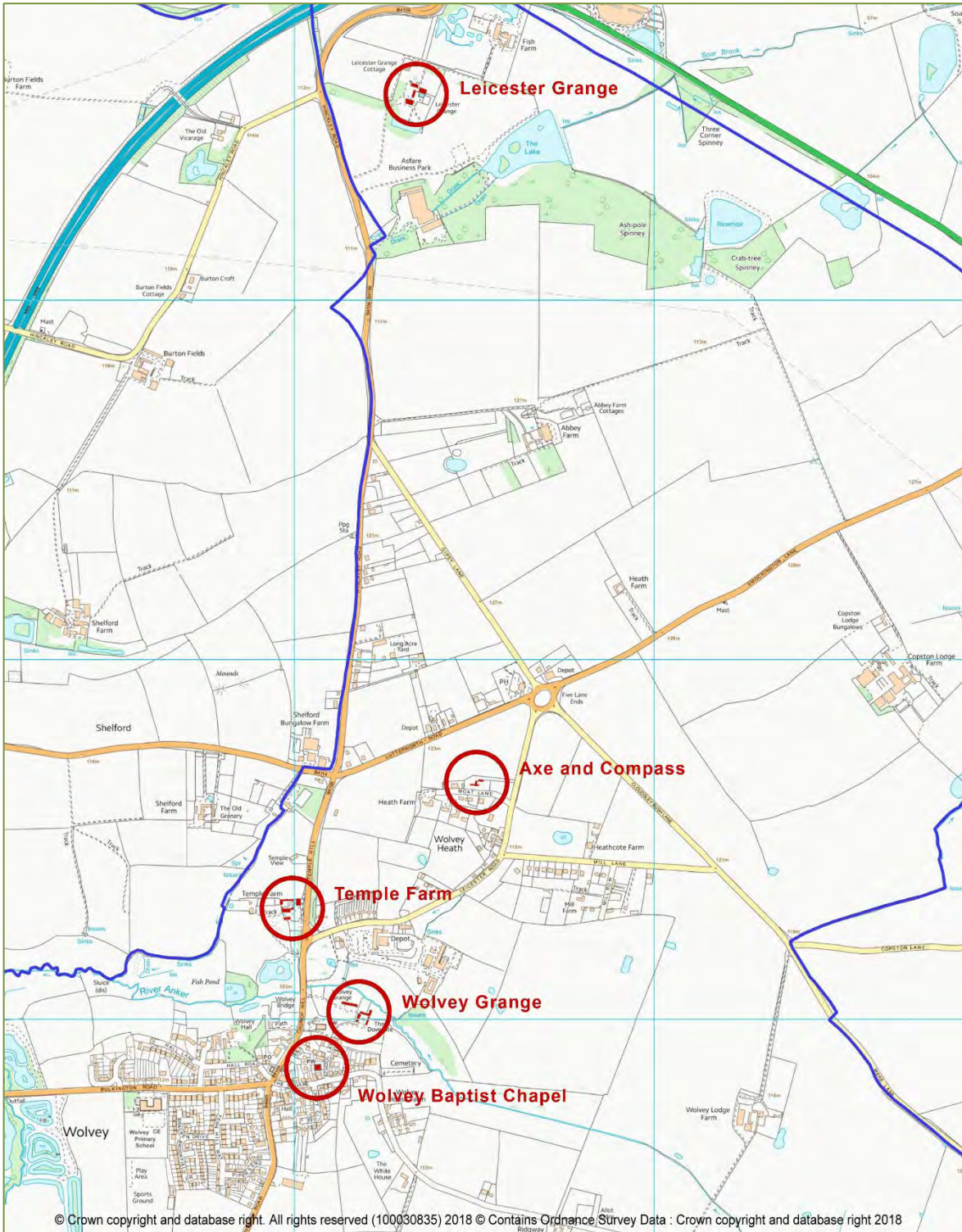
Bowl barrow 490m north west of Abbey Farm

- List Entry Number: 1016845
- Heritage Category: Scheduling
- Location: Wolvey, Rugby, Warwickshire

BUILDINGS OF LOCAL SIGNIFICANCE

The Neighbourhood Plan identifies a number of other buildings and structures in the built environment of Wolvey that are considered to be of local significance for architectural, historical or social reasons (details below). Their inclusion here records them in the Planning system as non-designated *heritage assets*.

Figure 8. Non-designated heritage assets in Wolvey: buildings and structures of local significance



POLICY ENV 3: NON-DESIGNATED HERITAGE ASSETS – Development proposals that affect an identified non-designated building or structure of local historical or architectural interest (listed below and described in appendix 6) or its setting will be expected to conserve or enhance the character, integrity and setting of that building or structure, proportionate to the asset’s importance.

Temple Farm

The Axe and Compass Cottage

Wolvey Grange

Leicester Grange

Wolvey Baptist Chapel

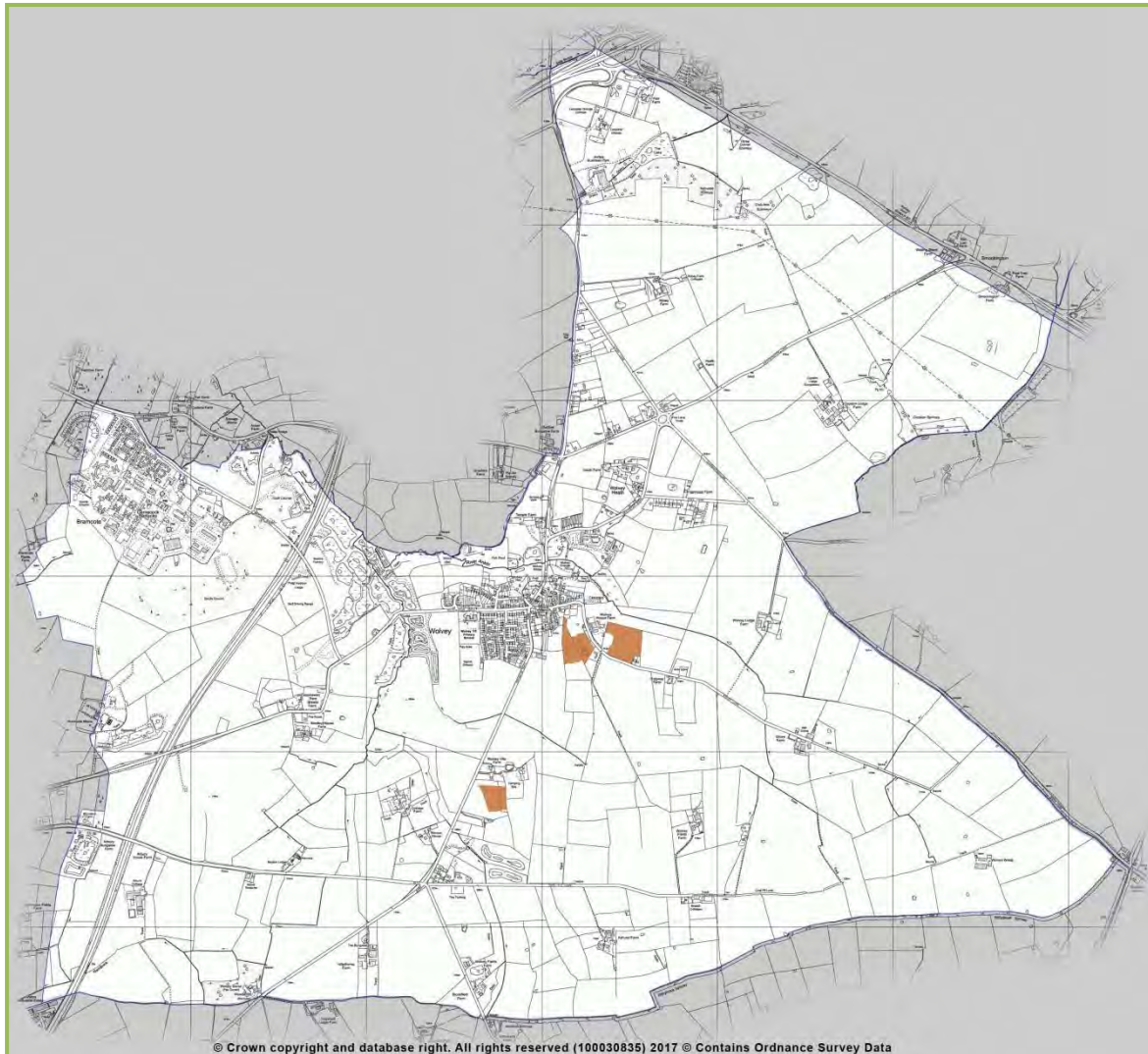
Ridge and Furrow

Wolvey, with Burton, Bramcote and Copston, appears to have been an Anglo-Saxon, pre-Conquest 'estate' abutting the Roman Watling Street. The land was managed under a system of open fields, on which crops were grown in a three-year rotation, plus permanent grazing and woodland. This form of agricultural management was probably fully developed by the time of the Domesday survey, with three fields (or more) for each township.

The medieval township of Wolvey was farmed using this open field system for nearly a thousand years, from the Early Medieval Period until 1797, the date of its Enclosure. Ploughing was by oxen; the medieval plough was not reversible, meaning that as the furlongs were ploughed the soil was always thrown to the same side, forming ridges and furrows with a height difference of up to 2 metres. After the Enclosure, the open fields were subdivided by hedges and almost all were converted to permanent grazing land, thus 'fossilising' all the features of the medieval farmed landscape, including the furlongs, headlands, sikes and baulks. This was the situation until the mid-20th century, when farming practice in the Midlands changed again, away from grazing and back to arable.

Elsewhere, the level of loss from 1940 to the present has been 85% (or worse) per parish (Hall, D 2001. *Turning the Plough. Midland open fields: landscape character and proposals for management*. English Heritage and Northamptonshire County Council). The ubiquity of intensive large-scale arable land use in Wolvey means that almost all of the ridge and furrow earthworks surviving in the mid-20th century have been ploughed out. A survey was done in preparation for this Plan in 2017 to record the ridge and furrow throughout the parish, using satellite imagery and fieldwork. The result is concerning: it has been possible to identify only three fields of permanent grass in which ridge and furrow can still be seen (Fig. 9). This represents a 98% loss from the inferred pre-1940 situation. These three survivors are therefore of very high local importance in their own right and are valued by the local community. Any further loss would be irreversibly detrimental. Historic England recommends treating all ridge and furrow earthworks as non-designated *heritage assets*, and this is the approach taken in this Plan. While collaboration with farmers and landowners on a case-by-case basis is normal (to achieve a sustainable balance between viable agriculture, development and the historic environment heritage), the critical situation in Wolvey means that no development proposal or change of land use should be allowed to destroy ridge and furrow in the Plan Area.

Fig. 9 The surviving Ridge and Furrow in Wolvey is a rare and threatened non-designated *heritage asset*



POLICY ENV 4: RIDGE AND FURROW – The three areas of well-preserved ridge and furrow earthworks mapped above (Fig. 9) are non-designated heritage assets of high significance and rarity. Any harm to the assets arising from a development proposal, or a change of land use requiring planning approval, will need to be balanced against the benefits having regard to the scale of the harm and the significance of the affected heritage assets.

General environmental policies

Biodiversity and Wildlife Corridors

A key objective of the NPPF (2019) in achieving sustainable development is to seek to protect and enhance the natural, built and historic environment. This policy is about compliance with the *Wildlife & Countryside Act, 1981*, with all subsequent revisions, the *EU Natural Habitats and Wild Flora and Fauna Directive, 1992*, the *EU Biodiversity Strategy to 2020 (2011)* and the UK Government’s strategic response to the latter, *Biodiversity 2020*. In drafting this Plan, it was assumed that the delegation of Planning powers to Neighbourhood Plans afforded by the *National Planning Policy Framework 2012 (with subsequent updates and guidelines)* includes

the transfer of an appropriate level of responsibility for compliance with the above legislation and regulations to the Plan Area level.

Because wildlife inhabits individual fields, woods, ponds and gardens, an approach to biodiversity protection that operates at this scale, across all English parishes, will ultimately be more effective than concentration on only the national- or county-level ‘hotspots’. What matters to our declining wildlife now is the maintenance and restoration of the connectivity of habitats, breeding sites, food sources. By identifying and, as far as possible, protecting these places this policy is intended to ensure that Wolvey ‘does its bit’ for English biodiversity.

Policy ENV 6 deals with individual sites. This policy (ENV 5) applies the principles of the above legislation to development proposals in the Plan Area in general, and also identifies wildlife corridors in which connectivity of ecological systems is already working and should be maintained.

[The mission of this strategy is]:

... to halt overall biodiversity loss, support healthy well-functioning ecosystems and establish coherent ecological networks, with more and better places for nature for the benefit of wildlife and people.

Biodiversity 2020, DEFRA, 2011

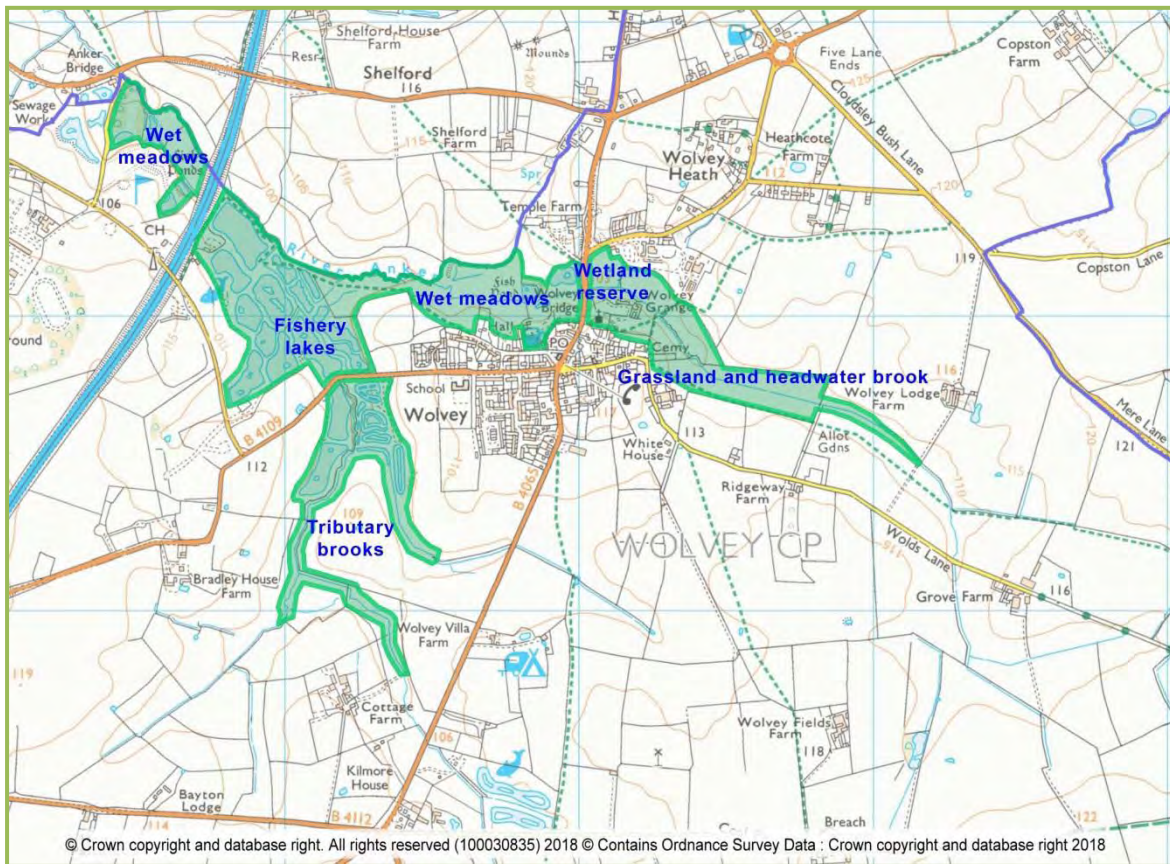
POLICY ENV 5: BIODIVERSITY AND WILDLIFE CORRIDORS - Development proposals will be expected to deliver a net gain in biodiversity and to protect locally significant habitats and species and, where possible, to create new habitats for wildlife.

Development proposals will be required to protect and enhance the identified wildlife corridors (figure 10) and other potential habitat links. It should not create barriers to the permeability of the landscape for wildlife in general, or fragment populations of species of conservation concern.

COMMUNITY ACTION ENV 2: BIODIVERSITY

a) The Parish Council in conjunction with other bodies will maintain the environmental inventory list of known sites of biodiversity interest prepared for this Plan;

b) The Parish Council will work with community groups, landowners, funders and other organisations to enhance the biodiversity of the Parish by creating and/or managing habitat sites (e.g. wildflower meadows, woodland, wetland) on suitable parcels of land.

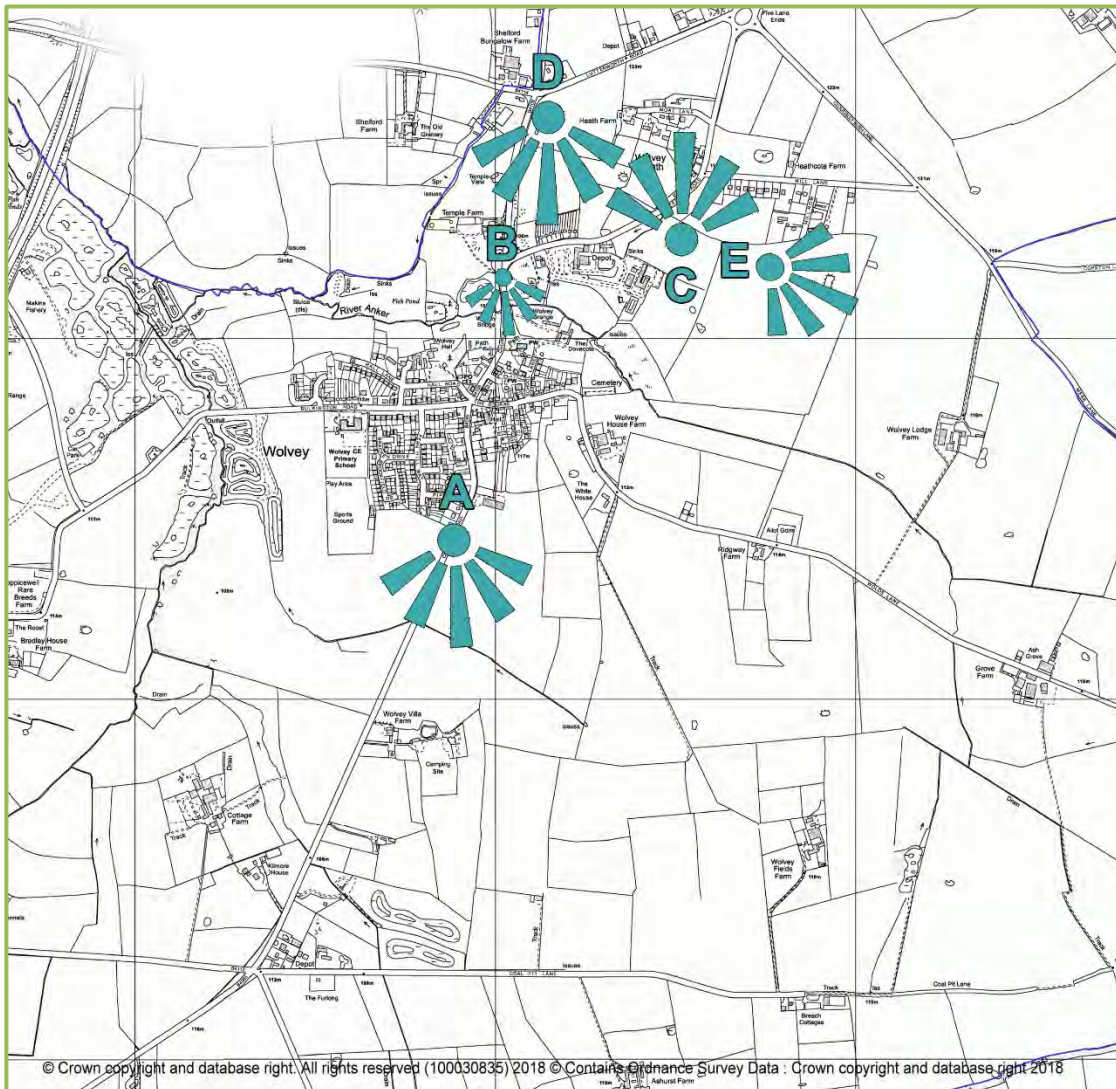


Important Views

Consultation during the Neighbourhood Plan's preparation identified a widely held wish to protect Wolvey's rural setting, and its relationship with the surrounding farmland and the wider landscape.

One of the main ways in which residents expressed this wish was by describing a small number of highly valued views within the village and from it to the surrounding countryside. These consultation findings were supported by the environmental inventory, which although principally aimed at identifying sites of environmental significance also confirmed the sightlines of the suggested views and mapped them (below, figure 11). These most highly valued views should be protected by careful siting of all development in the parish during the lifetime of the Plan. See appendix 7 for images of the views.

Fig. 11: Important views. See text for description



POLICY ENV 6: PROTECTION OF IMPORTANT VIEWS – Significant Local Views are identified in Figure 11. Development proposals should respect the identified important local views. Where a development proposal impacts on an identified important local view, a Landscape and Visual Impact Assessment or similar study should be carried out to ensure that the scheme is designed and sited sensitively and appropriately to mitigate any adverse impacts

A: From the southern edge of the village, extensive views southwards over rising open countryside to the parish boundary hedge

B: From Temple Hill and Wetland Reserve, south over the narrow Anker valley and up the hill to the church and village

C: From field 006 on footpath R12 north over Wolvey Heath to Temple Hill and the high ground toward Watling Street

D: From field 038 (Bowling Lees Field) at 'Temple View' south over the village and church and across open countryside toward the parish boundary

E: From field 007 on footpath R12 southeast across wide, open countryside

D COMMUNITY FACILITIES AND AMENITIES

Introduction

The presence of community facilities and amenities make a significant contribution to the vitality and viability of Wolvey and have a positive impact on the sustainability of the parish, enhancing the quality of life and often providing an important focal point for social interaction.

These facilities and amenities can provide local employment, reduce the need to travel and offer important services, particularly for those who do not have access to a car. The loss and threatened closure of facilities and services is, however, a common feature of village life and is likely to be tested further in the future as increases in car ownership and frequent commuting to work and to access leisure activities challenge the viability of many rural services. The range in many villages of a similar size to Wolvey is reducing as local residents increasingly use the larger retail outlets and leisure facilities in Hinckley, Nuneaton, Coventry and elsewhere.

In Wolvey village there is a range of facilities which include 2 pubs/restaurants, a church, a chapel, village hall, school, a sports ground, cricket club and a bowls club. There is also an Italian restaurant at Fiveways.

Protecting existing community facilities

The importance of the existing facilities and amenities were highlighted in the consultation events that have taken place across the Parish through the preparation of this Neighbourhood Plan.

The Open Events held in October 2016 and June 2019 identified the value in retaining the existing Parish facilities as did the community survey, conducted during October 2016, in which the shop/post office, the pubs, the doctor/pharmacy, the village hall, Wolvey wetland were the top five facilities listed by respondents.

Both the Wolvey community survey and the Rugby Local Plan indicate that valued community facilities should be retained. Policy CF1 supports the objective of maintaining an adequate level and range of facilities. The facilities in Wolvey Parish are as follows:

St John the Baptist Church

There was a priest in Wolvey in Saxon days and it is likely that his church was on the site of the present Church of St John the Baptist. It would have been adjacent to the habitation of Ulve or Wulf, from which the parish derives its name.

It is situated on a mound, rising above the River Anker. The church is typical of the larger English parish churches, having chancel, nave, north and south aisles, west tower, south porch and north doorway. The earliest parts of the present church are: the south doorway of the

twelfth century and probably the lower stages of the tower. There have been various substantial restorations through the centuries: in 1900 the Church having been closed for twelve months for very much needed restorations. In 1909 the old porch was replaced by a stone one, some of the early seventeenth timbers being reused in its roof. The flooring of the Church is of Horton stone paving (1929) and the pews are late Victorian.

Wolvey Baptist Chapel

In 1768, village grocer, George Toone, the first known Baptist dissenter in Wolvey opened his house for religious worship. He had been "influenced by some words at Kegworth" in 1760 and joined the New 'Connection' Baptist Church in the neighbouring town of Hinckley.

Toone opened his home to other villagers for Baptist worship with the aid of his two friends, John and Richard Shipman, The membership gradually increased, until in 1789 it was necessary for a meeting house to be built. The land cost £57 and 15 shillings and was bought by Toone and Samuel Walker from a man named "Cooper". As such, Wolvey was, and continued to be, a subsidiary of the Hinckley church until 1815, when Wolvey took the step to branch out on its own.

The chapel has adapted through the years. A rebuild of the original structure in 1803, schoolrooms added to support the younger generations, the addition of a Baptistry to move towards complete independence, and the creation of galleries to cope with the increasing congregation.

Wolvey Baptist Chapel stands today as a substantial and elaborate place of worship. Over the past few years the chapel has seen difficulties largely due to a dwindling congregation.

However, the current minister and church committee are active and are fund-raising to safeguard the future of the chapel for the village and villagers. A great deal of work and effort has already been put into revitalise the building, creating a community space with disabled access, a meeting room and a new and fully functioning kitchen. It remains an active and important part of Wolvey village life.

Wolvey Village Hall

Wolvey Village Hall was built in the heart of the village in 1920 as a memorial to local men who had died serving in the First World War. The Village Hall has two rooms for meetings or parties of up to 130 guests. The large hall boasts a stage, and a serving hatch for a bar and kitchen. The small room is the ideal venue for gatherings of up to 40.

The Hall is used for both formal and recreational purposes by residents of Wolvey and the surrounding villages. The Village Hall is very well used. 14 different groups use the Village Hall on a regular basis each week. The activities undertaken in the Village Hall are varied and attract people from all age groups.

In addition to the regular organised activities the Village Hall is available for hire for weddings, funerals and family gatherings. The Hall is available for public use every day of the week from 9.00am to late night.

The Village Hall Committee consists of a small band of volunteers who meet monthly. They see it as their duty and privilege to ensure the building is maintained to a high standard for use by future generations and welcome anyone who is interested in helping with this task.

Pubs & restaurants

Wolvey parish is well served by pubs and eateries as there are three that qualify on both counts. In the community survey almost 36% of the people in Wolvey often visited the pubs in the parish and nearly 60% sometimes visited, indicating that they are well supported.

Bulls Head, Church Hill

The Bull's Head was rebuilt on its present site in 1967. It is a family friendly Marston's pub situated in a prime location on the main road through the village. It has a large restaurant and a separate bar area with pool table, darts board, games machines, jukebox and TV. "The Bull" offers a food menu to suit all tastes with daily deals available including a delicious home cooked selection of roasts available every Sunday. They usually have two real ales on the bar and new in 2016 is an extended Beer garden at the front.

Blue Pig, Hall Road

The Blue Pig is a picture postcard "Greene King" village pub near to the centre of the village, It is claimed that an inn has been on the site since the 15th century and recently had its 600th birthday. "The Pig" has a long-split level U-shaped bar with low ceilings and plenty of "Olde worlde" character. There are two traditional log fires for the cold winters and a lovely garden for the summer days. This "2017 Good Beer Guide" pub usually has 5 real ales on offer and to one side there is a large restaurant area, where home cooked food is served. During busy times, diners spread further around the pub.

The Axe & Compass, Fiveways

The Axe & Compass was resited to its present position in 1938. It has served for many years as a traditional pub but now is a very popular "PESTO" Italian restaurant combining authentic Italian cuisine and a relaxed dining environment. There is a large restaurant with a smaller reception area, which houses a real fire for chilly nights. There is a large garden with outdoor seating for summer days. The pub serves 1 real ale and a good selection of Italian wines.

The three pubs all offer something a little different and the long-term desire is to see them prosper and continue to offer the residents of Wolvey and indeed those from surrounding areas, a good range of "going out" options. The Bulls Head and Blue Pig are both owned by large brewery companies who appear to support their presence in the village and the Axe & Compass is part of a wider restaurant chain who again seem to appreciate the rural ambience of a country location.

Wolvey Playing Field

The Playing Field in Wolvey is a 6.5-acre site that is situated behind the village Primary School,

it is managed by the Wolvey Playing Field Trust Committee, who are all volunteers.

The Field has an excellent Play Area that is both well-equipped and well maintained, and a tarmac surfaced tennis court. Football teams play there and it is also home to the village Cricket club; the Cricket pitch is widely acknowledged as being one of the best in the Warwickshire cricket set up. The Pavilion is headquarters for the village scout group, it has an excellent kitchen and is home to the Cricket Clubs bar and lounge facility.

The Field has been running since 1970 and the village has grown considerably since then, and it is about to grow even more. The Trust consider the Pavilion to be the area that would benefit most from some improvements and modernisation.

Wolvey Bowling Club

The club was founded in 1921 on the tennis courts of Wolvey Grange by a few local farmers and villagers, there being few social or village activities for the older less energetic male members of the Wolvey. In 1935 Wolvey Bowling club became a Private Members club, the land held by trustees on behalf of its members.

The club house has been extended and built in each decade since the early 50s. The 60s saw a further small piece of land purchased and a bar and office incorporated. 1992 witnessed a major change in the structure and layout of the club. The main hall was extended and can be used for social events and meals. A new modern kitchen installed.

During the summer months, the club is used as a Bowling Club with games and events at daily basis. Each Wednesday morning it hosts "Craft sessions" Parchment Work, Cross Stitching and Knitting groups, who make garments for local charities and hospitals. Each of these groups is thriving, with around 30 attending the 2-hour sessions. On Wednesday afternoons Bingo sessions are held for anyone to attend, the main enthusiasts being the older villagers. It acts as a social outing and meeting point for them.

The winter months sees the club transformed. Skittle evenings are held 2 or 3 times each week. Local societies and charities use the facilities for meetings, fund raising and social events. Once a month, well known national musicians and radio personalities perform to an audience of around 120 people, a capacity audience. In the past 5 years thousands of pounds has been raised for charities (Air Ambulance. Breast Cancer Research, Acorn)

Throughout its history Wolvey Bowling Club has been run by Village people for village people. Its upkeep and maintenance are still carried out by local volunteers and enthusiasts.

Wolvey C of E Primary School

Wolvey C of E Primary School is a one form entry school and pre-school serving the catchment areas that include among others: Wolvey, Antsy, Shilton, Barnacle and Gamecock Barracks. Our PAN for Foundation Stage is 30 children with the whole school capacity standing at 210 children. Pre-school's maximum number is 20 children at any one session. There is no ability due to limited space to go beyond these figures. If there was an increase in both preschool

age (2 to 4-year olds) and primary school aged children then funding would be required to increase the building size, furnish the extensions and employ staff to teach the extra children.

Wolvey Wetland

79% of those responding to the survey said that they visit the wetland. Wolvey Environmental Group was formed in as a result of a survey delivered with the 2007 Parish Plan questionnaire asking for volunteers to help with environmental related issues in and around the Village.

The Group meets monthly to plan works and discuss issues. Main activities undertaken are to maintain the Wolvey Wetland (a Field in Trust), maintain the village square, to place and water hanging baskets and tubs, and to enhance the village environment through bulb planting and litter picking.

The Wetland and adjacent River Anker has a population of water voles and great crested newts which are both protected species. It is intended to increase the number of wildflowers at the boundary of the Wetland. The Wolvey Environmental Committee of the Parish Council, comprising both Parish Councillors and Group members is the Link between the Parish Council and the Group. The Committee authorises works and has a budget set by the Parish Council to fund activities.

Wolvey Village Surgery (doctor/dispensary)

69% of those responding to the survey use the surgery.

Fishing

This is a very important commercial activity in the area

The Millennium Building

The Millennium Building was opened at the start of 2001 with the aim of providing a modern small meeting room with a maximum capacity of 35 people for use by the wider community. There is a small servery for general refreshments, and a larger fitted kitchen for the preparation of meals. It not only serves the church, but provides a meeting place for various clubs and societies, as well as for larger family gatherings and parties. It is regularly used as a training venue by different groups.

Village Shop / Post Office

The village shop was identified in the community survey as being the most used of all local facilities. 76% of those responding said that they use it often, 23% use it sometimes and only 1% never use it. The Shop provides for a comprehensive range of goods and services, including the following:

Selection of daily newspapers and a home delivery service, groceries, confectionaries, greeting cards, ice creams, bread and milk. There is also a well-stocked off license selling wines, beers, lagers and spirits. A fresh food counter for the lunch trade comprising of filled

cobs, sausage rolls, samosas, cakes, cooked ham, coffee and freshly baked pastries and croissants. The Post Office is staffed by experienced people and provides a full range of services, such as foreign currency, cash deposit and withdrawal, postal service amongst other services. The shop also provides a community facility for placing posters and advertisements in the shop window. The owners of the shop are continually improving the goods and services provided and see this as a long-term commitment to the village.

To promote the on-going prosperity of the Parish it is essential that Wolvey retains its remaining community facilities and amenities and continues to provide local services that will sustain the vitality of the community and encourage local spending.

Policy CF1: THE RETENTION OF COMMUNITY FACILITIES AND AMENITIES – Development leading to the loss of an existing community facility (including the village hall, pubs, and playing field) will not be supported unless it can be demonstrated that:

- a) There is no longer any need or demand for the existing community facility; or
- b) The existing community facility is no longer economically viable; or
- c) The proposal makes alternative provision for the relocation of the existing community facility to an equally or more appropriate and accessible location within the Parish which complies with the other general policies of the Neighbourhood Plan.

Promoting additional community facilities and amenities

Community consultation confirmed the importance of enhancing the range of community facilities and amenities in the Parish, recognising their value to the local community.

POLICY CF2: NEW OR IMPROVED COMMUNITY FACILITIES - Proposals that improve the quality and/or range of community facilities, will be supported provided that the development:

- a) Meets the design criteria stated in Policy S2;
- b) Will not result in unacceptable traffic movements or other disturbance to residential properties;
- c) Will not generate a need for parking that cannot be adequately catered for;
- d) Ensures living conditions of neighbouring occupiers are safeguarded;
- e) Is of an appropriate size for the community and the nature of the development relates well to the needs of the community;
- f) Is of a scale appropriate to the needs of the locality and conveniently accessible for residents of the village wishing to walk or cycle; and
- g) Takes into account the needs of disabled people.

Community Action CF1: DISABLED ACCESS - All bodies responsible for the management of community facilities in the parish will be encouraged to undertake an audit to assess their accessibility for people with disabilities.

E EMPLOYMENT

Support for existing employment opportunities

The strength of the local economy and of the community goes hand in hand. Supporting the growth of a stronger local economy is recognised as an important theme of the Neighbourhood Plan. However, Wolvey is a rural parish, away from the major employment centres. Employment opportunities within the Parish are therefore limited in scale.

That said, there are long established businesses which are run from home-based facilities within the village. There is an increasing trend for residents to work from home (7.3% of people living in the Parish (aged 16-64) compared to 3.8% in Rugby Borough) and with improving connectivity locally and changing employment patterns nationally, this trend is likely to continue.

For the majority of workers resident in the Parish the lack of significant employment opportunity means that their only option is to work away from the area, commuting increasingly greater distances to secure employment. 38.5% of residents go to work by car. An unusually high percentage of residents travel to work on foot (22.4% compared to 7.2% across Rugby Borough). A similarly high percentage cycle to work – at 5.7% this is almost three times the Borough average. This impacts particularly on young people for whom the high property values combine with the lack of local employment opportunities make Wolvey a difficult option for residence.

There are limited dedicated employment opportunities within the Parish outside of the local pub and farm-related activities. Where there are buildings dedicated to business use in the Parish it is recommended that they are protected against being lost to other uses. To do so, it is necessary to restrict the premature demolition or conversion of existing commercial premises for non-commercial purposes. Only if it is clearly demonstrated that there is little prospect of the existing building or land being used for employment-generating purposes can this be supported.

Policy E1: SUPPORT FOR EXISTING EMPLOYMENT OPPORTUNITIES - Development proposals that result in the loss of an employment use will not be supported unless the use is ancillary to a residential use or it can be demonstrated that the current use is not viable and that all reasonable steps have been taken to let or sell the site or building for employment purposes for a period of at least 24 months.

Support for new employment opportunities

New employment initiatives in the right location can help to boost and diversify the local economy and to provide more local employment opportunities.

Through consultation, views were mixed on the provision of new employment opportunities in the Parish. Views expressed suggested there would be no objection to small scale

development appropriate to the rural nature of the village and the Parish. However, there was significant opposition to any larger scale business development, citing reasons such as the inability of the roads to cope and it not being good for a small village.

Any new employment initiatives should be sensitive to the character of the Parish. Employment proposals will only be supported if they avoid harmful impacts on other matters identified as being locally important such as increased traffic flows, parking, residential amenity, the preservation of historic/heritage assets and the local environment.

There is, however, a need to recognise and support the increasing numbers of people who conduct their businesses from home. The Neighbourhood Plan reflects this in its proposals to provide a wider range of housing and to support the provision of local business premises where appropriate.

The Local Plan supports the rural economy by allowing for new employment land to be provided to help create or safeguard jobs.

Policy E2: SUPPORT FOR NEW EMPLOYMENT OPPORTUNITIES - New employment-generating opportunities will be supported where it:

- a) Falls within the boundary of planned limits of development for Wolvey unless it relates to small scale leisure or tourism activities, or other forms of commercial/employment related development appropriate to a countryside location or there are proven exceptional circumstances; and reuses land or buildings wherever possible; and
- b) Is of a size and scale not adversely affecting the character, infrastructure and environment of the village itself and the neighbourhood plan area, including the countryside; and
- c) Does not involve the loss of dwellings; and
- d) Ensures living conditions of neighbouring occupiers are safeguarded, including not increasing noise levels to an extent that they would unacceptably disturb occupants of nearby residential property; and
- e) Does not generate unacceptable levels of traffic movement; and
- f) Contributes to the character and vitality of the local area; and
- g) Is well integrated into and complement existing businesses.

The following types of employment development will be supported:

- a) The small-scale expansion of existing employment premises across the Parish;
- b) Small-scale new build development within the Limits to Development.

Home Working

In rural areas such as Wolvey with limited employment opportunities the benefit of supporting home working is that it helps to promote employment activities whilst reducing the dependency of the car for long journeys to employment sites outside the Parish.

The intention of Policy E3 is to recognise that people may not have a suitable space within their home from which to run a business, or they may wish to distinctly and deliberately separate their work and living space. Policy E3 supports the construction of extensions, the conversion of outbuildings, and the development of new free-standing buildings in gardens from which businesses can operate. This is intended to maximise the opportunity for home run enterprises to be created and supported in the long term in Wolvey.

Policy E3 would apply where a material change of use occurs, such that planning permission is required. This reflects positive support for entrepreneurial activity in line with the NPPF and Rugby Local Plan.

There is a strong desire for new housing to contain a small office space to accommodate home working wherever possible.

POLICY E3: WORKING FROM HOME - Proposals for the use of part of a dwelling for office and/or light industrial uses, and for small-scale free-standing buildings within its curtilage, extensions to the dwelling or conversion of outbuildings for those uses, will be supported where:

- a) Such development will not result in unacceptable traffic movements and that appropriate parking provision is made;
- b) Ensures living conditions of neighbouring occupiers are safeguarded, including no significant adverse impact on the amenity of neighbouring occupiers, having regard to matters including noise and disturbance, fumes, odour, outlook and privacy; and
- c) Any extension or free-standing building shall be designed having regard to policies in this Plan and should not detract from the quality and character of the building to which they are subservient by reason of height, scale, massing, location or the facing materials used in their construction.

Farm diversification

The conversion of former agricultural buildings has enabled farm diversification, led to the sustainable re-use of vacant buildings and provided opportunities for the establishment and development of small businesses which generate income and employment opportunities for local people. This is a trend, which the Parish Council would like to continue in the Plan area to maintain a balanced and vibrant community, subject to the proper consideration of residential amenity for nearby houses, visual impact on the countryside and highway safety issues. New business development in the countryside is covered in Policy E2.

There are a number of working farms in the Parish. To help maintain the rural economy and protect the open countryside from inappropriate development, the Plan supports the sustainable growth and expansion of business and enterprise through the development and where appropriate, conversion of farm existing buildings in the countryside. Specifically, this is intended to:

- Promote the diversification of rural businesses;
- Encourage new businesses to provide a wider range of local produce;

- services and leisure facilities, to provide local employment and attract visitors to the Parish;
- Maintain and enhance viable and sustainable farming and rural economy in Wolvey Parish.
- Promote the local environment of rural and agricultural lands.

The change of use of some rural buildings to new uses is already permitted under the Town and Country Planning (General Permitted Development) (England) Order 2015, which (among other things) allows, under certain circumstances, the change of use of agricultural buildings to residential use and change of use of agricultural buildings to registered nurseries providing childcare or state-funded schools, under the prior approval system.

Policy E4: Re-Use of Agricultural and Commercial Buildings - The re-use, conversion and adaptation of rural buildings for small businesses, recreation, or tourism purposes will be supported where:

- a) The use proposed is appropriate to the rural location;**
- b) The conversion/adaptation works respect the local character of the surrounding area;**
- c) The development will not result in any unacceptable harm in respect of any archaeological, architectural, historic or environmental features;**
- d) The local road system is capable of accommodating the traffic generated by the proposed new use and adequate parking can be accommodated within the site;**
- e) There is no unacceptable harm to neighbours through noise, light pollution, increased traffic levels or increased flood risk.**

Broadband infrastructure

61% of those responding to the survey felt that broadband was inadequate to meet their needs.

The modern economy is changing and increasingly requires a good communications infrastructure as a basic requirement to maximise technological advances. High speed internet connectivity is driving business innovation and growth, helping people access services, and opening up new opportunities for learning. This is particularly important in small rural settings where better broadband enables improved access to an increasing number of on-line applications and services provided by the public and private sector and can help to reduce social exclusion and increase business opportunities.

Additionally, just as few would have predicted the technological transformation of the past few years, there will undoubtedly be further advances in the future. It is crucial that Wolvey is able to accommodate and deliver new technology as it arises. The need for further development of high-speed broadband infrastructure to serve Wolvey Parish as technology develops is very important.

The need for further development of high-speed broadband infrastructure to serve Wolvey Parish is therefore very important.

Policy E5: BROADBAND INFRASTRUCTURE - Proposals to provide increased access to a super-fast broadband service (currently of at least 30mbps) and improve the mobile telecommunication network that will serve businesses and other properties within the Parish will be supported. This may require above ground network installations, which must be sympathetically located and designed to integrate into the landscape and not be located in or near to open landscapes.

F TRANSPORT

Traffic management

At the heart of this rural Parish is the village of Wolvey, which sits at the junction of two busy B Class roads - the B4065 Coventry Road and the B4109 Bulkington Road. There are no existing roads in the parish subject to 7.5 tonne weight limit, which means that HGV traffic runs through the centre of the village. However, located as it is, among other villages and urban areas (Hinckley, Nuneaton, Coventry etc.) the Parish is often used as a 'cut through' for traffic. The village largely predates motor transport which leads to parking issues, particularly at the village centre and the school on Bulkington Road. There is currently a weight restriction on the canal bridge on the Lutterworth Road outside of the parish, of 18 tonnes, with the diversion route being signed through the centre of the village.

There is limited public transport provision, with the main service being from Nuneaton to Coventry via the village centre and Gamecock Barracks. This service consists of 6/7 journeys in either direction through the day, commencing at 7.45am in the morning with the last bus being at 6.00pm. There are 4 Flexibus services, one bus per day in either direction to and from Rugby and Hinckley departing late morning and returning early afternoon. During school terms, buses are used to convey schoolchildren to and from the local High Schools and 6th form colleges which are outside of the Parish, which causes some congestion on the roads through the village. For most people living in the Parish, however, the car has become the principal mode of transport, even for some of the shortest journeys.

There is considerable potential for traffic flow to increase, including commercial vehicles, as a consequence of the proliferation of distribution centres in the locality and the inadequacy of the A5. Magna Park is increasing rapidly, major commercial developments at Ansty and there are proposals to develop a new commercial estate adjacent to the Hinckley Island Hotel just outside the Parish boundary. All of these sites will contribute to increased traffic through the village and the Parish.

The NPPF encourages a reduction in congestion and greenhouse gas emissions through the introduction of measures which promote a reduction in the number of journeys made by car, and there are a number of actions that can be taken by individuals and by the public and private sectors to support this objective.

This Plan therefore focuses on those areas where it can have an influence on the need to travel by car, highway safety and parking provision. In particular, it includes measures to prevent the loss of off-street parking and ensure that, where necessary, traffic management measures are provided in connection with new development.

There was significant feedback from residents about a number of transport issues, which are summarised under the headings below as follows:

Speeding

The high speed of traffic is highlighted as a problem particularly, approaching and leaving the village on the main road, along Bulkington Road especially past the school, around Wolvey Heath, at Lutterworth Road, the Shelford crossroads; but also, through the village in general. There are limited traffic calming measures - four speed humps on Bulkington Road, a variable speed sign in the village and one on the Hinckley Road approaching the Shelford crossroads.

The policing of speeding through the village is considered to be extremely limited, also the existing traffic calming measures are deemed to be ineffective.

Community Action T1: TRAFFIC SPEEDING - The Parish Council undertakes to:

- a) Source evidence from the police and County Council to establish the figures relating to speeding in and around the village:**
- b) Ensure that speed control measures are investigated, particularly those suggested via the Neighbourhood Plan questionnaire feedback, which were:**
 - i. speed cameras particularly with average speed checking;**
 - ii. speed cameras on Church Hill both in and out of the village;**
 - iii. additional speed control measures on all roads into the village and the slowing of traffic throughout the village;**
 - iv. traffic calming that increased noise such as humps would not be recommended;**
 - v. consultation with residents before any decisions being made;**
 - vi. village entry chicanes and village gateways;**
 - vii. extension of the 30mph speed limit outside of the village i.e. Hinckley Road and Leicester Road until all houses have been passed.**

Road Layout

There is a double mini-roundabout system in the centre of the village, where drivers unfamiliar with it do not seem to know what to do, resulting in many “near” accidents. At the northern boundary of the parish the A5/M69 roundabout was highlighted as a major issue and a danger for people leaving the Wolvey parish.

There are currently no cycle lanes within the parish in spite of high cycle usage and no footpaths on the Lutterworth Road. Also, safer walking to neighbouring towns such as Bulkington, Whitestone and Burbage is required, currently there is no footway provision and a number of bad bends. The Temple Hill crossroads is very dangerous, with cars approaching at speed and motorists pulling out often unaware of the speed.

The B4109 through Wolvey is used as a diversion route for the M69 during closure or re-surfacing, which has happened twice during 2017, for 6 days at a time, between the hours of 8PM - 6AM, resulting in 120 hours of HGV's speeding in convoy through the main street,

causing residents discomfort in Coventry Road, Church Hill, Temple Hill, Hinckley Road and Leicester Road. This is carried out with the full compliance of Highways England and local and County Councils. There is currently a weight restriction on the canal bridge on the Lutterworth Road outside of the parish, of 18 tonnes, with the westerly diversion route being through the village centre.

Community Action T2: ROAD LAYOUT - The road layout issues referred to above require further investigation, therefore the Parish Council will:

- a) Source evidence from the County Council to establish what the accident figures are within the parish;
- b) Ensure that action is taken to review and improve the layout and issues relating to the centre of the village and the “double roundabout”, carry out any necessary consultation and incorporate road layout improvements. All or part funding to be taken from developer’s contributions;
- c) Ensure that action is taken to review and where possible improve the layout and issues relating to the:
 - i. roundabout entry at the A5, and installation of traffic lights;
 - ii. cycling and cycle lanes within the parish;
 - iii. safety at the Temple Hill crossroads;
 - iv. walking facilities within the parish and between villages, such as Bulkington and Burbage;
 - v. the use of the B4109 as a diversion route.

Traffic Volume / Type /Noise

The feedback from the questionnaire indicated that there needs to be a survey of traffic through village as the volume of traffic over the last 6 months has dramatically increased. It is felt that HGV's should not use Bulkington Road as regular route. There is a noise nuisance mainly from traffic, with too many heavy lorries and farm tractors. There is also a noise problem due to speeding traffic along Bulkington Road, particularly late at night and early morning. HGV's seem to be taking short cuts. The speed, volume and noise of HGV traffic through the village is also a problem – referenced in particular were gravel and quarry lorries.

Community Action T3: Traffic Volume/Type/Noise - The traffic volume, type and noise issues referred to above require further investigation, therefore the Parish Council will:

- a) Source traffic flow records from the County Council and review the necessary figures.
- b) Investigate the options to resolve the issues such as:
 - i. Recommending that large lorries should use the M69
 - ii. That there is a general reduction and restriction of HGV traffic imposed throughout the parish.

PARKING ISSUES

There were many parking issues raised, these are summarised by location:

- **Hall Road** – Parking for the Blue Pig pub opposite the Hall on a single-track road is unsatisfactory.
- **In the village generally** – Vehicles obstruct the pavements making it difficult for prams and the disabled, particularly on route to the doctor's surgery. There is insufficient off-road parking, causing roadside parking which obstructs larger farm vehicles. There are too many cars parking outside houses preventing residents from getting access and parking.
- **Coventry Road** – New housing has already caused additional parking problems.
- **School Lane** – Inconsiderate parking is a problem.
- **Church** – Extra parking is needed for the church.
- **Leicester Road** – Too many cars parking in the lay-by.
- **The School** – There is much inconsiderate parking outside of the school, this prevents access to properties and driveways, obstructs the footway and the carriageway between 8.45 - 10 am & 3pm – 4pm. There is no parking outside of the school for parents' vehicles, sometimes numbers in excess of 30. Children cannot be seen coming in between large vehicles as they cross the road. Emergency vehicles would struggle to pass cars parked on both sides of the road at these times.

Community Action T4: PARKING - The parking issues referred to above require further investigation, therefore the Parish Council will:

- a) Carry out a thorough parking survey to assess the issues and provide solutions, this will need to be carried out in conjunction with the County Council.
- b) Carry out an awareness exercise to make explicit the negative impact on residents from parking on pavements.
- c) Following the survey investigate and consult on the following community suggestions to improve the situation, which included:
 - i. installation of double yellow lines, to encourage parking in the correct places.
 - ii. Provision of additional / better parking in the village.
 - iii. Provision of additional public parking near the school when parents are collecting children
 - iv. Explore the fact that the land next to the school could be purchased / used by the county council to provide proper parking for the school in order to make Bulkington Road safer for pedestrians (vehicles parked on footpath) and for general traffic at school start + finish times.
 - v. Review that if parking was provided, then double yellow lines could be provided on Bulkington Road near the school.
 - vi. Allow parking in school grounds as a solution.
 - vii. Review residents' roadside parking that may be adding to the problems.

Public Transport

There were many issues raised about public transport and these are summarised as follows:

- A better bus service is needed to Hinckley other than the current once a week; a bus service in the evening would be welcomed; parish bus services need improving; possibly additional stops.
- It is evident that parishioners think that public transport and school transport systems do not currently meet the needs of the village. Parishioners feel it would be used more if a better service was available, especially to the larger conurbations of Rugby and Nuneaton.

Community Action T5: Public Transport - The above issues relating to public transport require further investigation, therefore the Parish Council will:

- Ensure that communication takes place between the Warwickshire and Leicestershire County Councils and the local bus companies to explore the possibilities of improving the bus services along the lines detailed above;**
- Arrange for subsequent improvement in bus services;**
- Review the current positioning of and seek to increase the number of designated bus stops to encourage usage.**

Transport implications from additional new housing within the parish

The anticipated issues relating to transport resulting from increased housing were summarised as:

Almost 80% of those consulted felt that public transport would need improvement. Over 50% felt that public parking provision would need improvement. Other concerns, were that it would increase the number of cars impacting at the school, that pathways into the village from the Galliford site would need improvement, that access to the new housing could be problematic on the busy road, there were concerns over traffic and safety of pedestrians and there was concern over the impact new development will have on the transport network in a picturesque village.

Community Action T6: TRAFFIC IMPLICATIONS FROM NEW DEVELOPMENT

The traffic implications from new development referred to above require further investigation, therefore the Parish Council will:

- Look to providing better public transport, including an evening bus service to Hinckley**
- Provide more and improve public parking within the village and parish**
- Seek to improve both vehicular and pedestrian access throughout the village as we encourage higher numbers of people into the community via these new developments, including reviewing the option of providing a formal / signaled crossing point in the centre of the village. This option to be funded or part funded through the Section 106 monies attained from the new development.**
- Review how to encourage residents to move their cars to off-road parking locations by dropping kerbs and having frontage parking, possibly by subsidizing through any**

new development.

ROAD AND FOOTWAY CONDITION

Feedback from the questionnaire indicated concern over highway maintenance, especially at Wolds Lane, considered a community facility and very poorly maintained with large potholes and areas of water retention.

Community Action T7: ROAD AND FOOTWAY CONDITION - The Parish Council will open discussions with the relevant authorities to explore the improvement of and maintenance of the condition of roads and pavements in the village and wider parish. Such improvements should be in keeping with the character of the village.

Policy T1: TRAFFIC MANAGEMENT - With particular regard to the rural highway network of the Parish and the need to minimise any increase in vehicular traffic, all development must:

- a) Be designed to minimise additional traffic generation and movement;**
- b) Incorporate sufficient off-road parking;**
- c) Provide any necessary improvements to site access and the highway network either directly or by financial contributions;**
- d) Consider, where appropriate and necessary, the improvement and the creation of footpaths and cycleways to key village services.**

Policies identified elsewhere in the Neighbourhood Plan support the aim of improving the transport situation in the Parish. These include reducing the reliance on vehicles through the support for additional employment opportunities and home working (Policies E2 and E3) and supporting the promotion of high-speed electronic communications, enabling businesses and individuals to communicate more effectively without travel (Policy E5).

7. MONITORING AND REVIEW

The Neighbourhood Plan will last up to 2031. During this time, it is likely that the circumstances which the Plan seeks to address will change.

The Neighbourhood Plan will be regularly monitored. This will be led by Wolvey Parish Council on at least an annual basis. The policies and measures contained in the Neighbourhood Plan will form the core of the monitoring activity, but other data collected and reported at the Parish level relevant to the delivery of the Neighbourhood Plan will also be included.

The Parish Council proposes to formally review the Neighbourhood Plan on a five-year cycle commencing in 2024 or to coincide with the review of the Rugby Local Plan if this cycle is different.

Appendix 2

Rugby Borough Council

Wolvey Neighbourhood Development Plan

Decision Statement published pursuant to the Localism Act 2011, Schedule 38A(4) of the Planning and Compulsory Purchase Act 2004 and Regulations 19 & 20 of the Neighbourhood Planning (General) Regulations 2012

Rugby Borough Council issued an urgent decision on TBC to make the Wolvey Neighbourhood Development Plan under Section 38A(4) of the Planning and Compulsory Purchase Act 2004 (as amended). The Wolvey Neighbourhood Development Plan now forms part of the Development Plan for Rugby Borough.

Reason for decision:

The Wolvey Neighbourhood Development Plan meets the basic conditions set out in paragraph 8(2) of Schedule 4B of the Town and Country Planning Act 1990, is compatible with EU obligations as incorporated into UK law and the Convention rights and complies with relevant provision made by or under Section 38A and B of the Planning and Compulsory Purchase Act 2004 as amended.

Paragraph 38A(4)(a) of the Planning and Compulsory Purchase Act 2004 requires the Council to make the neighbourhood plan if more than half of those voting in the referendum have voted in favour of the Plan being used to help to decide planning applications in the area. The Plan was endorsed by more than the required threshold in the referendum held on 5th May 2022.

This decision statement and Wolvey Neighbourhood Development Plan can be viewed on the Rugby Borough Council website:

https://www.rugby.gov.uk/info/20004/planning_strategy/315/wolvey_neighbourhood_plan

A copy of this decision statement will also be sent to the qualifying body, namely Wolvey Parish Council, and to any person who asked to be notified of the decision.

For further information please contact:

Development Strategy Team, Rugby Borough Council, Town Hall, Evreux Way, Rugby, CV21 2RR

Email: localplan@rugby.gov.uk Telephone: 01788 533828

Rugby Borough Council

Climate Change and Environmental Impact Assessment

TEMPLATE - SEPTEMBER 2021

CONTEXT

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

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

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

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

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to the Deputy Executive Director.

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

SECTION 1: OVERVIEW

Portfolio and Service Area	Growth and Investment
Policy/Service/Change being assessed	Wolvey Neighbourhood Development Plan
Is this a new or existing Policy/Service/Change?	No
If existing policy/service please state date of last assessment	
Ward Specific Impacts	Wolvey and Shilton Ward- The Neighbourhood Development Plan will influence development in Wolvey Parish.
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	<p>No significant impacts arising from the Wolvey Neighbourhood Plan have been identified. The Plan includes a range of policies relevant to climate change and the environment.</p> <p>The Wolvey Neighbourhood Plan was subject to assessment by a Neighbourhood Plan Examiner. A Strategic Environmental Assessment (SEA) Screening was undertaken in consultation with the statutory consultation bodies, who agreed with the Council that there are unlikely to be significant environmental effects arising from the Wolvey Neighbourhood Plan.</p>
Completed By	Ruari McKee – Senior Planning Officer 01788 533828
Authorised By	
Date of Assessment	15 th March 2022 (updated 30.06.2022)

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	'Policy S2- Building Design' seeks to improve energy efficiency within Wolvey. This is considered compliant with Rugby Borough Council's Corporate Strategy 2021-24 objective to build environmentally sustainable homes.			
Fleet usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable Transport/Travel (customers and staff)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	'Community Action T5: Public Transport' seeks to improve public transport provision within Wolvey Parish. This is compliant with RBCs Corporate Strategy objective to encourage greener travel.			
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Community leadership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Biodiversity and habitats	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	'Policy Env 5: Biodiversity and Wildlife Corridors'			

				seeks to protect habitats within Wolvey and create new habitats where possible. Development proposals will be required to protect and enhance the wildlife corridors identified in the Wolvey Neighbourhood Plan. This is considered compliant with the RBC Corporate Strategy objective to link places together with good quality green infrastructure and improve biodiversity.			
Adaptation/Mitigation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	'Policy S2- Building Design' seeks to incorporate Sustainable Urban Drainage (SUDS) into new development. This is considered compliant with the RBC Corporate Strategy Objective to build environmentally sustainable homes			
Impact on other providers/partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 3: REVIEW

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

Review date	
Key points to be considered through review	
Person responsible for review	
Authorised by	

Agenda No 7(k)

AGENDA MANAGEMENT SHEET

Report Title: Review of Public Space Protection Orders

Name of Committee: Council

Date of Meeting: 19 July 2022

Report Director: Chief Officer – Regulation and Safety

Portfolio: Regulation and Safety

Ward Relevance: All

Prior Consultation: Consultaion during review process via key stakeholders, Public and Statutory Consultees

Contact Officer: Henry Biddington

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

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

Summary: The Anti-Social Behaviour, Crime and Policing Act 2014 enabled Councils to introduce Public Space Protection Orders (PSPOs). There is a legal requirement for Public Space Protection Orders to be reviewed every three years to ensure they remain an efficient and effective enforcement tool. All our PSPOs are due for review following their 3 year period. These include Intoxicating substances, Newbold Quarry nature

reserve, Dog controls related to fouling and the mean to pick up faeces, leads by order, leads in designated areas, dogs on lead by direction, and exclusion zones.

Financial Implications:

There are no financial implications as a direct result of this report.

Risk Management/Health and Safety Implications:

PSPOs are a key tool in achieving behavioural change required to deliver the corporate strategy. They are used to strengthen partnership working as well as challenge nuisance behaviour. There would be a significant loss of reputation if used inappropriately.

Environmental Implications:

This initiative will help to protect Green Spaces for current and future users and as such will make a positive contribution to the environment and public protection. A Climate Change and Environmental Impact Assessment has been completed and is attached at Appendix 5.

Legal Implications:

There is a legal process to be followed to create any new PSPOs or make variations to current PSPOs. Failure to carry this out will make enforcement impossible.

Equality and Diversity:

There are limited equality and diversity implications for this report. See Appendix 6.

Options:

1. To approve the renewal recommendations as written.
2. To approve the renewal recommendations with amendments
3. To not approve the renewal recommendations.

Recommendation:

1: Public Space Protection Order (PSPO) Dog Controls: based on the evidence following consultation, the PSPO is renewed for a further 3 years

2: Public Space Protection Order (PSPO) Intoxicating Substances: based on the evidence following consultation the PSPO is renewed for a further 3 years

3: Public Space Protection Order (PSPO), Newbold Quarry Nature Reserve: based on the evidence following consultation the PSPO is renewed for a further 3 years

**Reasons for
Recommendation:**

The review recommendations are based on evidence gathered following results from a questionnaire survey as part of a consultation process. This included public and statutory consultees. PSPOs are an effective tool to deal with persistent and unreasonable nuisances and anti-social behaviour that has a detrimental effect on the quality of life for the local community in a particular area. They help to ensure the public can use and enjoy public spaces and make the borough of Rugby a better and safer place to live.

Council - 19 July 2022

Review of Public Space Protection Orders

Public Report of the Chief Officer – Regulation and Safety

Recommendations

- 1: Public Space Protection Order (PSPO) Dog Controls: based on the evidence following consultation, the PSPO is renewed for a further 3 years
- 2: Public Space Protection Order (PSPO) Intoxicating Substances: based on the evidence following consultation the PSPO is renewed for a further 3 years
- 3: Public Space Protection Order (PSPO), Newbold Quarry Nature Reserve: based on the evidence following consultation the PSPO is renewed for a further 3 years

1. EXECUTIVE SUMMARY

This report seeks permission to renew the current Public Space Protection Orders (PSPOs) that was approved for 7 months via an Emergency Decision in March 2022 and this review will extend them for a further 3 years. Any PSPO can only last for a maximum of 3 years and must be renewed or altered prior to its expiration or it will automatically cease to be effective.

As our current PSPOs are due for renewal in September 2022, following an emergency extension period, a consultation period was instigated. Notices were placed in the local press and within the relative areas, a dedicated webpage for consultation responses was also provided along with an online questionnaire survey. Details were sent to Ward and Parish Councillors for discussion. The consultation period closed on 2 June 2022.

2. BACKGROUND

The Anti-Social Behaviour, Crime and Policing Act 2014 enabled Councils to introduce Public Space Protection Orders (PSPOs) which are in effect a more modern and responsive style of local byelaw.

A PSPO can be made if the Council is satisfied on reasonable grounds that two conditions are met. Firstly, that:

- (i) activities carried on in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality; or
- (ii) it is likely that activities will be carried on in a public place within that area and that they will have such an effect.

The second condition is that the effect, or likely effect, of the activities is, or is likely to be of a persistent or continuing nature, such as to make the activities unreasonable, and therefore justifies the restrictions imposed by the notice.

Any PSPO can only last for a maximum of 3 years and must be renewed or altered prior to its expiration or it will automatically cease to be effective.

An earlier report was not completed in time for consideration at the Full Council meeting on 14 March 2022 as this was after the expiry date of 4 March 2022.

The Council sought to exercise its emergency powers granted to the Executive Director in respect of an emergency intervention in the best interests of the Council. As an interim measure it was proposed to extend the PSPOs through an urgent decision for 7 months and before the expiry of those extended PSPOs to conduct further consultation and present a further report to full Council.

This extended the current PSPOs expiration date for a short period to allow scrutiny by full Council to September 2022. The current orders and map for the intoxicating substances order can be found in appendix 4.

3. SUMMARY OF PROPOSALS

3.1 Public Space Protection Order (PSPO) for renewal of Town Centre Exclusion Zone for intoxicating substances

These areas are designated by Rugby Borough Council where anti-social behaviour has been causing a nuisance or annoyance. In these areas, police, community support officers and council officers have worked together to achieve positive results in tackling such behaviour.

Notices were displayed in prominent areas close to the restricted zones. Local businesses were advised by letter and via our Community Wardens; they were invited to comment on the survey questionnaire hosted on our website. Additionally, emails and letters were sent to the topic related statutory consultees.

Statutory Consultees: Warwickshire County Council. Office of the Police and Crime Commissioner (OPCC), Local Police Inspector (SNT), Rugby First, for their comments. Letters were sent to licensed premises located within the exclusion zone.

The consultation period closed on 2 June 2022.

3.2 Comments

The total number of responses received were 25 from the online survey, there were no direct comments received. Overall responses were positive in retaining the order (88%), in favour of maintaining coverage of the allocation area (88%) and supporting the continuation of the use of a fixed penalty notice (84%). Further comments were general of observations related to the borough of Rugby. (see appendix 1)

3.3 Council response

The council community wardens and police safer neighbourhoods' team work closely to address concerns and deal with instances of anti-social behaviour. Since the Council current orders have been in place, officers have been addressing lockdown procedures and assisting in supporting the promotion of the café culture as part of the support during the pandemic stages we have all experienced. The Community Wardens continue to take enforcement action where persistent offenders are identified and the PSPO provides them with the powers to remove alcohol from nuisance offenders. Whilst this does not always lead to Fixed Penalty Notices it is a vital tool in dealing with anti-social drinking in our public spaces.

3.4 Any action

Suggested Action: recommend to go forward with the proposed renewal of the intoxicating substances PSPO for a further 3-year period.

4. PROPOSAL

4.1 Public Space Protection Order (PSPO) for renewal of Dog Control

The PSPO covers five areas of obligations on persons with dogs:

- Dogs fouling of land
- Dogs on leads at all times
- Dogs on leads by direction
- Dogs exclusion areas
- Means to pick up dog fouling

Notices were erected and displayed within the borough parks as well as utilising borough websites, social media and town and parish councillors. All were invited to comment on the survey questionnaire hosted on our website. Additionally, emails and letters were sent to the topic related statutory consultees.

Statutory consultees: Warwickshire County Council. Office of the Police and Crime Commissioner (OPCC), Local Police Inspector (SNT), The Kennel Club, The Dogs Trust.

The consultation period closed on 2 June 2022.

4.2 Comments

The total number of responses received were 123, all demonstrate support for the 5 areas of the PSPO and its renewal for a further three-year period, Retaining the current PSPO conditions for Fouling 96%, Dogs on lead by direction 84%, Dogs on lead in specific areas 76%, Children's play areas 76%, having appropriate means to pick up after their dogs 93% and 79% were in favour of a fixed penalty notice for any contraventions. The supporting comments are related to dogs on leads near public roads and cemeteries/memorial areas and support dogs on lead by direction, also supportive as they will enhance the quality of life in the borough. (see appendix 2 for full survey results and comments)

Direct comment was received from the Dogs Trust/Kennel Club (Statutory Consultees).

Comments from the Kennel Club/Dogs trust were strongly supportive in reference to dog fouling, they do not oppose exclusion areas, are supportive of dogs on leads and strongly support dogs on leads by direction. Other comments were the “means to pick up” must be fair and proportionate, effective communication campaign and appropriate signage, consider the wording “prescribed charity” for assistance dogs.

4.3 Council Response

The results show supportive evidence to continue this PSPO. The majority of reports we receive about dogs relate to specific problems and people expressing concern about dogs’ behaviour towards others, incessant barking or similar. Without our parks and green spaces, we would have very limited places to allow owners ensure their dogs receive regular exercise, which will enhance and improve their well-being. In the main, dog owners are responsible, it is the relative few that do not consider others. The PSPO allows officers to educate and enforce those few. It is essential that public green spaces are places that people enjoy, therefore it’s important we respect the rights of all users. The existing PSPO provides some clarity and flexibility which allows officers to make dog owners aware of the behaviours that are expected of them and also allows them to specify where a particular space is not appropriate to allow dogs to run around off the lead, such as cemeteries, memorial gardens and children’s playgrounds.

4.4 Any action

Suggested Action: based on the findings it is recommended we go forward with the proposed renewal of the PSPO for dog control for a further 3 years.

5. PROPOSAL

5.1 Public Space Protection Order (PSPO) for renewal of: Newbold Quarry Nature Reserve

Notices were displayed in prominent areas close to the restricted zones. Local communities were advised by letter and via our Community Wardens; they were invited to comment on the survey questionnaire hosted on our website. Additionally, emails and letters were sent to the topic related statutory consultees.

A Ward Councillor utilised social media, via Facebook to reach the local community.

Statutory Consultees: Warwickshire County Council. Office of the Police and Crime Commissioner (OPCC), Local Police Inspector (SNT), Rugby First, for their comments.

The consultation period closed on 2 June 2022.

5.2 Comments

Newbold Quarry Nature Reserve Public Space Protection Order was a direct enhanced update to its previous bylaw. The introduction enabled the council to address rising anti-social behaviour, parking issues, safety issues, damage due to wild camping and associated fires and barbecues.

The PSPO and survey are based on byelaws that cover the quarry. The PSPO gives Rugby Borough Council powers to educate and enforce through issuing Fixed Penalty Notices. Some of the comments were critical of the questions. These are based on what is in the original byelaws that were transposed to the PSPO in 2019.

We have received 116 responses from the consultation results (see appendix 3) and 2 direct responses, there were additional comments stating *Police have improved parking issues on Avonmere, removal of fishing platform has been positive; pleased to receive police and community wardens support when issues are reported. There is evidence of protected species. Positives include ASB reduced, (Barbecues, camping, alcohol, boats, canoes, urination). PSPO must remain, quarry returned to a nature reserve and not an ASB hot spot.* Most of the people that took part in the survey were in favour of all the restrictions, bar question 13 which related to flying model aircraft, kites etc., It is felt the wording here could be varied as it is the motor driven aircraft i.e., drones, model aircraft which are most likely to apply in a modern-day restriction, effectively bringing the old bylaw up to date. From the survey comments- *'Flying a kite is not the same as using a drone etc...'*

There were some mentioning the return of fishing-

'As a member of a local fishing club that ran the angling on the quarry for many years it saddens me to see angling forbidden on there as it holds some great fish, provides a sport and pastime for young and old locals alike and also helps to 'keep an eye' on the park whilst enjoying their hobby'

'I believe the ban on fishing should be lifted. Of course, any fish would need to be safely returned to the water and not taken for ANY reason. I believe that anglers respect the beauty and tranquillity of the park and would pay if required to indulge their hobby. Limiting the number of pegs (say 20) would help in managing this.'

'The area needs to be utilised. Fishing clubs and possible kayaks'

'The place is a risk to all children. It should be turned into a fishing lake. That way it will keep public out and wildlife safe while earning a small income to help towards repairs and local charities'

'As for fishing this should never have been banned and was done so without any consultation with local residents'

There were several comments re access issues-

'More needs to be done to provide easy access to the area for those with mobility issues'

'It is sad how little used the quarry area is due to poor accessibility'

'Improvement needs to be made to the pathway to make it easier to walk, push a pushchair or for young children to safely ride their bike and disabled people to enjoy'

'allow disabled people in buggies etc access to the quarry'

'Access is needed for disabled people and a proper path around the lake is needed'

'Better disability access is needed around the bottom path of the quarry. I know the platform was removed for safety reasons but the path needs improving so everyone can have proper access to watch the birds on the water'

'since the removal of the viewing platform it's no longer family friendly or disabled friendly'

'The steps (particularly at the higher levels) and extremely worn and unsafe. As are the handrails'

Although these are important concerns they do not have a direct connection to the PSPO. The concerns have been forwarded to Leisure and Parks for consideration.

Despite the above, there is a lot of support in the comments and reflected in the survey results. (see appendix 3 for full survey results and comments).

5.3 Council Response

Newbold quarry has several volunteers, from Warwickshire Wildlife Trust, that work to maintain the grounds, flower and fauna. There were several comments related to the enjoyment visitors have in seeing nature returning to the area.

Regular dives are undertaken by Marlin Sub-Aqua Club to count the native and non-native crayfish.

In this area, police, Community Support Officers and council officers have worked together to achieve positive results in tackling such behaviour. Raising awareness on the impact of certain activities have on others and improved community engagement has proved to be an effective measure to address certain identified ASB. The data below demonstrates partnership work at the quarry over the PSPO period.

Data collected from 2019 = 5 call-outs, 2020 = 31 call-outs, 2021 = 4 call-outs 2022 = 5 call-outs (alcohol, swimming, noise, barbeques, camping, drugs use and paraphernalia, ASB, and parking issues) these were joint attendances with Safer Neighbourhoods Team (Police) and community wardens (RBC)

In response to queries raised in regard to fishing, we have taken views from Warwickshire Wildlife Trust and the Environment Agency. This is a nature reserve and fishing goes against the general ethos of nature reserves. The quarry is not stocked and the fish are not managed and poor fishing practices are damaging to the environment. As the fish stocks are not managed, any fishing has the potential to damage the naturally evolved ecosystem as well as a possible disturbance to the waterfowl and damage to the water margin vegetation. In addition to this, Warwickshire Wildlife Trust has been keen to keep the site free of signal crayfish in the hope of protecting the endangered native, white-clawed crayfish, unintentional cross-contamination from angler's equipment could increase the cases of 'crayfish plague', which is 100% fatal to white-claws.

5.4 Any action

Suggested Action: based on the findings it is recommended we go forward with the proposed renewal of the PSPO for Newbold Quarry Nature Reserve for a further 3 years. With a minor change to remove kites from the wording of the order

It is noted:

Statutory consultees, Office of the Police and Crime Commissioner (OPCC) commented to say *it's an operational issue and they have no direct observations other than wishing to be supportive to reduction measures that help to reduce ASB.*

The Council enforcement officers and partners follow has an 'Educate, Engage & Enforce' approach to applying the restrictions of the PSPO. The issuing of FPNs is only done so where it is necessary and proportionate in accordance with the relevant legislation and Council enforcement policies.

6. PSPO ENFORCEMENT DURING THE 3 YEAR PERIOD

Enforcement details to date: PSPO fixed penalty notices

(start of PSPO) March 2019 – 31st March 2020

Dogs off lead = 17
Intox substances = 0
Newbold Quarry = 0

1st April 2020 – 31st March 2021

Dogs off lead = 3
Intox substances = 7
Newbold Quarry = 2

1st April 2021 – 30th April 2022

Dogs off lead = 10
Intox substances = 7
Newbold Quarry = 0

Through the Spring/Summer patrols are, when possible, every other day depending on service demands patrols by Community Wardens at Newbold Quarry and once a week joint patrols with Police were conducted. Park Ranger also has the Quarry on his patrol list to visit at least once a week.

For Autumn/Winter – patrols are still made by Community Wardens of once or twice a week and by Park Ranger.

These are outside of service demand calls related to ASB or joint educational/raising awareness programmed plans.

7. CONCLUSION

The PSPO enables RBC and partners to deal with the identified behaviour that could have, and had, a detrimental impact on the quality of life of those in the locality. Furthermore, the PSPO can help people to feel that the town centre is a safer and more welcoming place for all and therefore could have a positive impact for people from all protected characteristic groups. Tackling anti-social behaviour makes people feel safe and helps to improve the quality of life for everyone that lives, works or visits the borough.

It is reasonable to conclude that such recorded ASB related incidents had, and continue to have, a detrimental effect on the quality of life of those in the locality. In most cases, the data illustrates that such problems that led to the introduction of the current PSPO are continuing in nature and remain persistent. Where incidents have reduced, since the introduction of the PSPOs, an extension of relevant restrictions should be implemented to prevent the issues reoccurring for the next three years.

Name of Meeting: Council

Date of Meeting: 19 July 2022

Subject Matter: Review of Public Space Protection Orders

Originating Department: Regulation and Safety

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/823316/2019-08-05_ASB_Revised_Statutory_Guidance_V2.2.pdf

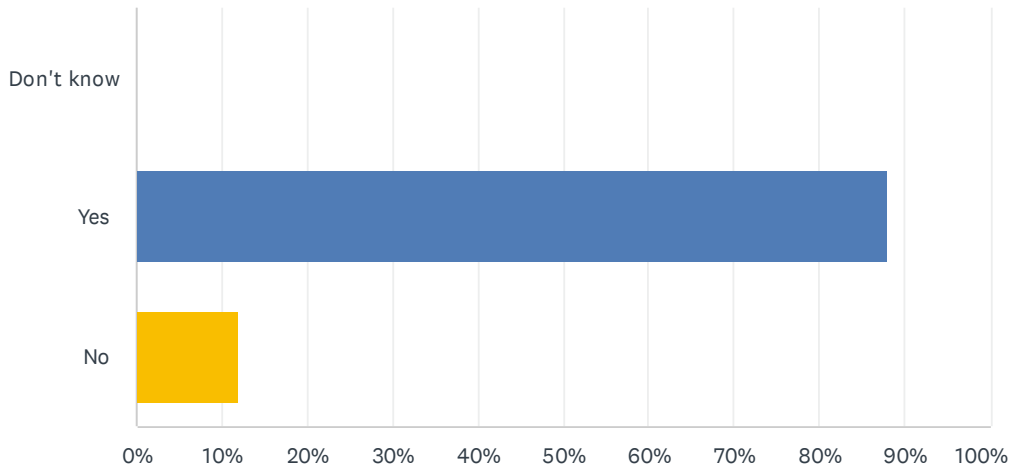
The background papers relating to reports on planning applications and which are open to public inspection under Section 100D of the Local Government Act 1972, consist of the planning applications, referred to in the reports, and all written responses to consultations made by the Local Planning Authority,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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Q1 Do you agree that the offence of ingesting, inhaling, injecting, smoking or otherwise using intoxicating substances within the restricted area should be retained?

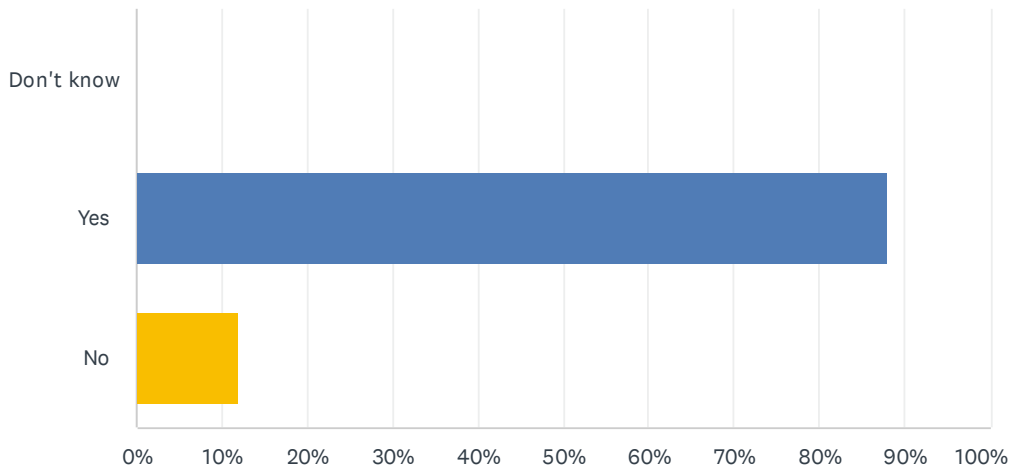
Answered: 25 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	0.00%	0
Yes	88.00%	22
No	12.00%	3
TOTAL		25

Q2 Do you agree that the current restricted area should be retained?

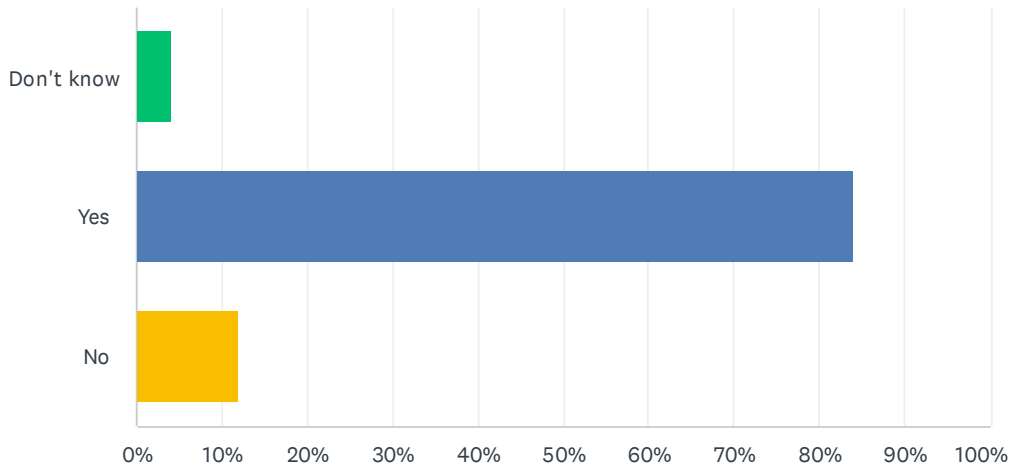
Answered: 25 Skipped: 0



ANSWER CHOICES	RESPONSES
Don't know	0.00% 0
Yes	88.00% 22
No	12.00% 3
TOTAL	25

Q3 Do you agree that persons who are found to contravene any of the Public Spaces Protection Order in relation to intoxicating substances shall still receive a fixed penalty notice, as per the current Order, requiring them to pay a fine within 28 days?

Answered: 25 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	4.00%	1
Yes	84.00%	21
No	12.00%	3
TOTAL		25

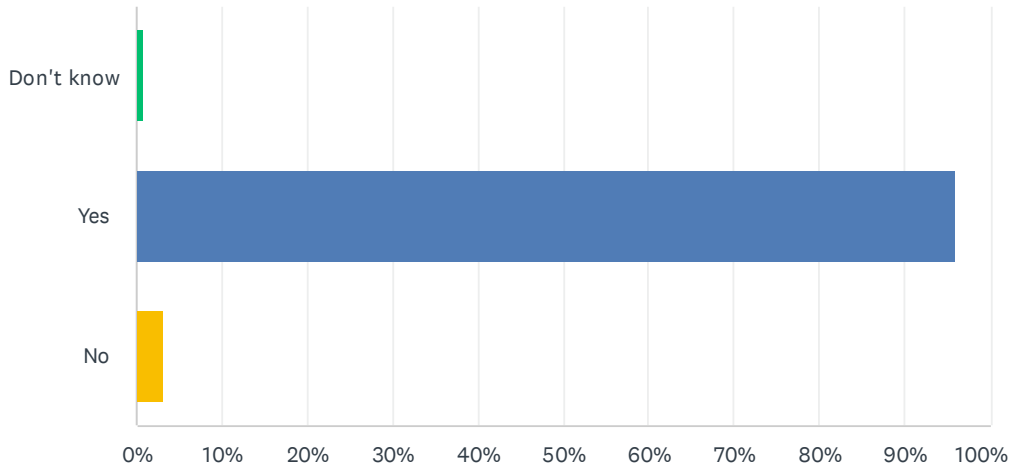
Q4 Do you have any further comments?

Answered: 9 Skipped: 16

#	RESPONSES	DATE
1	Try focusing on things that actually matter. Like the terrible traffic systems across the borough, unkept paths and walkways that block disabled people from using them and refunding people from the lack of refuse services.	5/31/2022 11:54 AM
2	You need more patrols to regularly check under the Pytchley Road bridge on the Great Central Walk and the arches under Hillmorton Road, where the new painted murals are. I have seen youths regularly inhale cannabis and seen other recreational drug activity whilst i walk down there. Additionally, the St Andrews church garden by Mr Robinsons barbers is a haven for drug activities and antisocial drinking of alcohol. This is making the area unpleasant to walk through and often making my wife scared as men as often intoxicated or intimidating sat on the benches drinking and smoking.	5/31/2022 10:52 AM
3	I can find no details of any extension to the area.	5/31/2022 7:02 AM
4	It is not upon the council to become an enforcement arm for puritans.	5/30/2022 6:56 PM
5	Please extend this to the canal at easenhall . Its disgusting what is left along there	5/30/2022 5:49 PM
6	No	5/30/2022 4:15 PM
7	More patrols in parks and more then a fine given	5/30/2022 4:10 PM
8	I feel the council should have further powers to act against those choose to take these substances especially in childrens play areas.	5/30/2022 4:07 PM
9	This offence should be for the whole borough due to the fact that this offence is happening all over the city	5/30/2022 3:44 PM

Q1 Do you agree that the offence of failing to remove dog faeces from publicly accessible land should be retained?

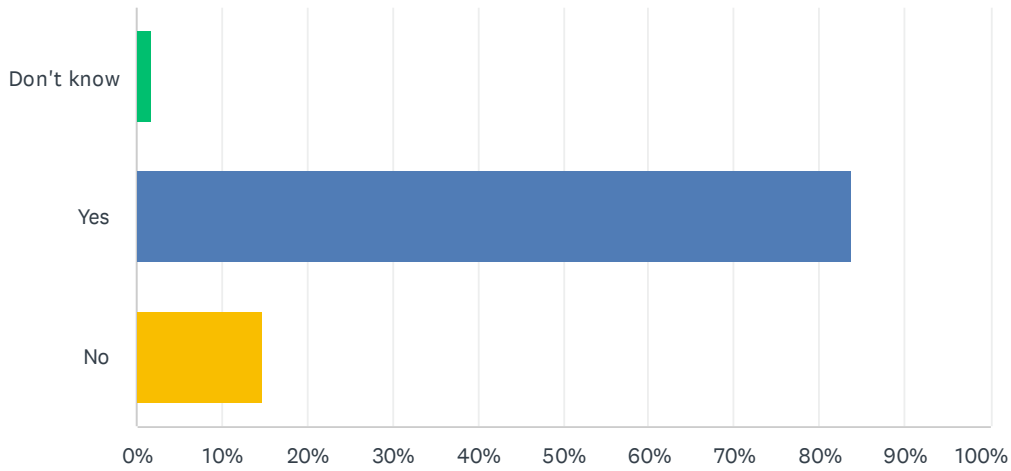
Answered: 123 Skipped: 0



ANSWER CHOICES	RESPONSES
Don't know	0.81% 1
Yes	95.93% 118
No	3.25% 4
TOTAL	123

Q2 Do you agree that the offence of not putting a dog on a lead when directed to do so by an authorised officer of the council should be retained?

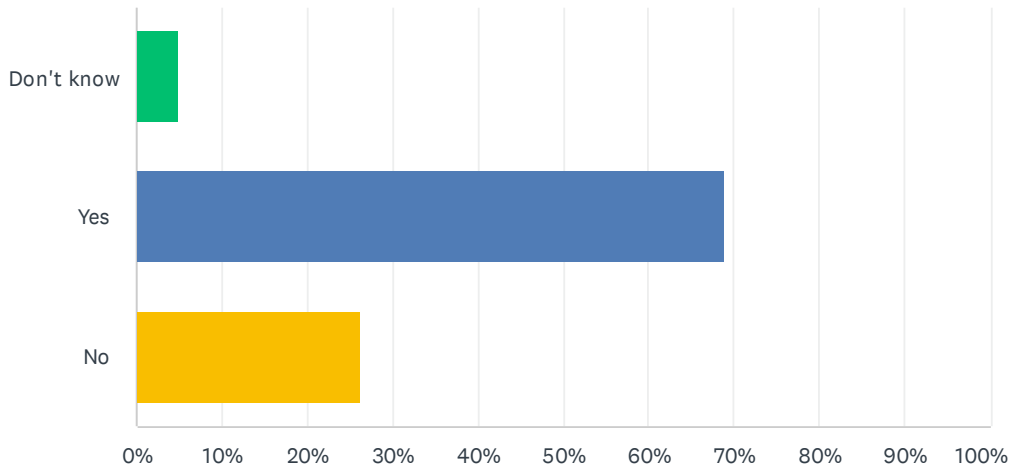
Answered: 123 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	1.63%	2
Yes	83.74%	103
No	14.63%	18
TOTAL		123

Q3 Do you agree that dogs should be kept on a lead at all times in specific public open spaces and areas, such as Caldecott Park, council cemeteries, public roads/pavements/footways, should be retained?

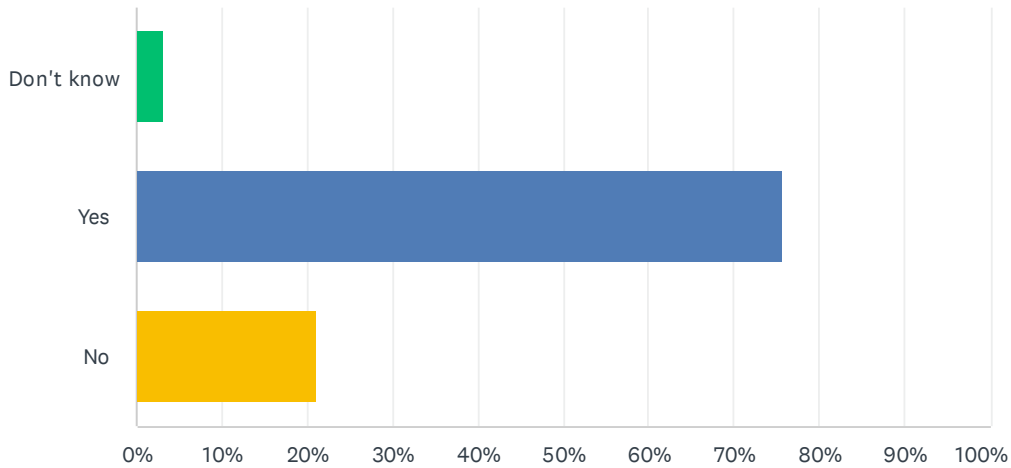
Answered: 122 Skipped: 1



ANSWER CHOICES	RESPONSES	
Don't know	4.92%	6
Yes	68.85%	84
No	26.23%	32
TOTAL		122

Q4 Do you agree that the offence of taking any dog into or keep it within a children's play area within the administrative area of the Borough of Rugby, or any school land which is controlled by the Warwickshire County Council, should be retained?

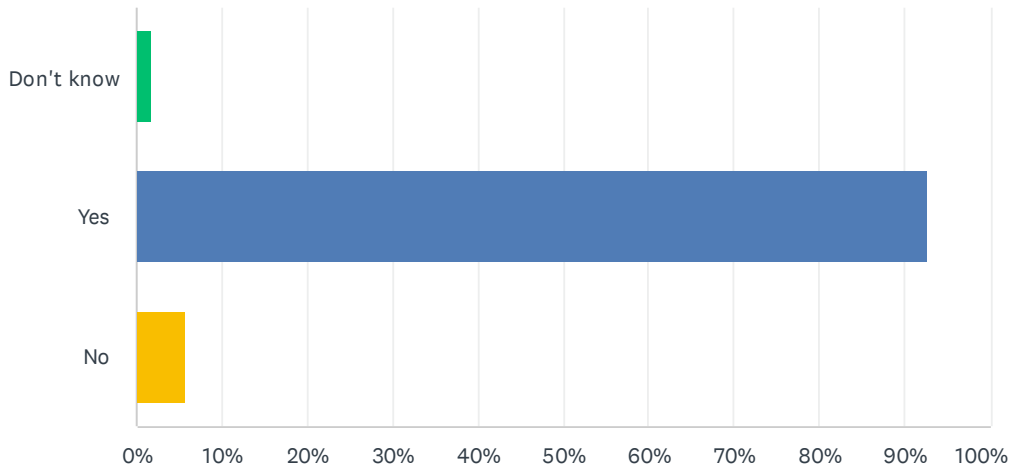
Answered: 123 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	3.25%	4
Yes	75.61%	93
No	21.14%	26
TOTAL		123

Q5 Do you agree that the offence of a person in charge of a dog on land to which this order applies must have with him an appropriate means to pick up dog faeces should be retained?

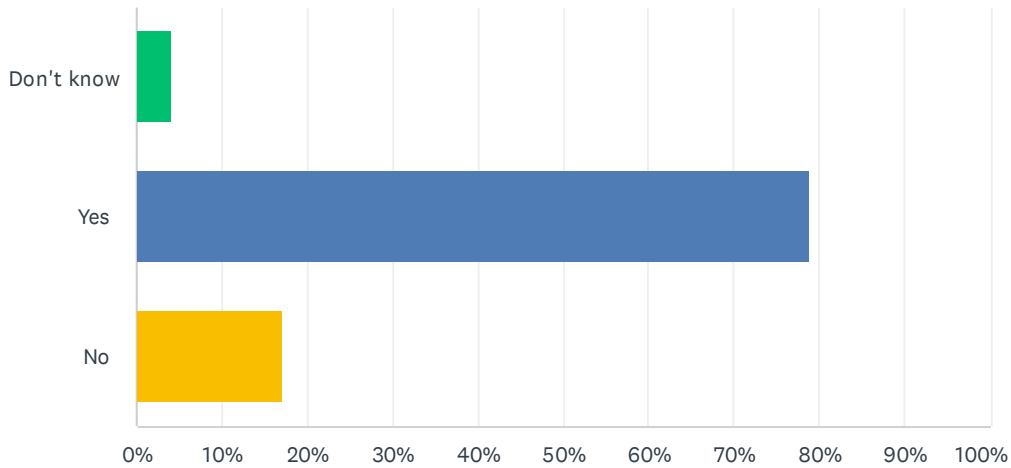
Answered: 123 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	1.63%	2
Yes	92.68%	114
No	5.69%	7
TOTAL		123

Q6 Do you agree that persons who are found to contravene any of the Public Spaces Protection Order in relation to dog control shall still receive a fixed penalty notice, as per the current Order, requiring them to pay a fine within 28 days?

Answered: 123 Skipped: 0



ANSWER CHOICES	RESPONSES
Don't know	4.07% 5
Yes	78.86% 97
No	17.07% 21
TOTAL	123

Q7 Do you have any further comments?

Answered: 59 Skipped: 64

#	RESPONSES	DATE
1	It would be helpful if Council poo bins were emptied regularly, and not waiting until members of the public have to notify the Town Hall.	6/4/2022 6:26 PM
2	Please make the freeform text boxes bigger next time.	6/2/2022 8:30 AM
3	The council needs to review all the surveys thoroughly due to people's comments. Dangerous and/or aggressive dogs large or small need to be on a lead at all times. Or not taken to areas where other dogs or children may be. Dog owners or walkers maybe Male or Female or Other. DONT STEREOTYPE or be sexual discriminative. These clean up rules should also apply to horse riders. Carry a shovel to clear it away.!	6/1/2022 10:46 PM
4	Agree with everything but exceptions should apply where a dog has escaped or slipped the lead.	6/1/2022 10:36 PM
5	Owners need to be educated, spaces need to be engineered to discourage dog owners to obey rules and ultimately they need to be banned from owning dogs if they can be bothered to clean up the mess-making.	5/31/2022 10:40 PM
6	Regularly I have to clear up dog mess from my front garden lawn due to the small percentage of owners who don't care a damn	5/31/2022 7:13 PM
7	These are very rarely enforced on Rokeby Field as we never see any enforcement officers.	5/31/2022 3:46 PM
8	A sensible approach has to be taken and the dogs must be allowed off the lead or as I have stated alternative suitable spaces must be provided, it's the law now.	5/31/2022 3:22 PM
9	Why is Whitehall rec play area not totally enclosed like it was so dogs can't get in	5/31/2022 1:19 PM
10	I agree it should stay but I also feel it actually needs enforcement as nobody cares when you report a dog off lead every day .	5/31/2022 12:55 PM
11	I think it needs to be better enforced as locally there seems to be a lot of poop left on playing fields.	5/31/2022 11:16 AM
12	Yes, can we have, and be seen to be having, further discussion and debate with dog owners or representatives rather than imposition regardless of their feelings	5/31/2022 11:10 AM
13	I have been approached on several occasions by dogs off the lead whilst I'm walking on the Great Central Walk from Clifton Road to Onley Lane. This is becoming much more frequent. The dogs are running into the undergrowth and chasing the Muntjac deer and rabbits. Dogs have approached me without being provoked and growled. I am fed up of having a dog approach me and sniff me or my close surroundings when off the lead. This area and the Diamond Wood which had Muntjac and rabbits needs to be urgently added to the list of areas where dogs must be kept on a lead at all times. It distresses me seeing them chase up the banking to get to the deer. I am also fed up of owners not having proper control of their dogs and dogs approaching my 13 year old daughter. One actually used its paws to jump up on her. One dog growled at me and showed teeth for no reason, I was scared. I want to be able to walk somewhere pleasant and not have the worry of a dog off the lead. Please urgently review current by-laws for dogs along the Great Central Walk especially because of the amount of casual walkers and the nature that is being scared by dogs off the lead. The penalty for failure to pick up dog mess should be increased to deter owners from leaving it. I enjoy an evening walk along the Great Central Walk and Diamond Wood but now more frequently approached by dogs off the lead.	5/31/2022 10:43 AM
14	I think designated dog spaces should be made available in some of the larger parks and spaces. For example at Whitehall recreation ground.	5/31/2022 9:09 AM
15	Do something about people riding bikes on the pavement. Start giving them fixed penalties as well.	5/31/2022 8:37 AM

16	These very restrictive proposals appear to be completely excessive to me, and I do not believe that they will force bad owners of dogs to pick up after their dogs, whereas more Dog Wardens, or similar, might do.	5/31/2022 8:26 AM
17	No	5/31/2022 7:03 AM
18	Dogs need to have free running space in Rugby responsible owners are being ignored. There is more litter in Rugby recreation grounds and park than there ever is dog poo. Broken bottles cans, larger box cartons left everywhere	5/31/2022 6:45 AM
19	Please do more. to stop dogs being off leads, it's frightening for children in parks and open spaces and they refuse to go out.	5/30/2022 10:54 PM
20	Dogs need exercise and no order should restrict that freedom in public open spaces	5/30/2022 10:26 PM
21	The council should not be wasting time on these surveys but think of making the waste removal surface immune for extortionate strikes. The bin worker strike has caused more urban litter that will end up as plastics in the oceans causing more harm than dog waste. Cat waste is known to cause blindness in human foetus.	5/30/2022 10:22 PM
22	I use the park near the sports centre and never seen any one enforce these rules.. I've been approach by a few dogs off lead and found it quite scary	5/30/2022 10:01 PM
23	All dog owners should pick up their dogs poo. The fact that currently you cannot walk your dog off a lead in the Jubilee wood is counter intuitive. The crematorium should have a fence around it if they don't want dogs in the area. I am surprised by these restrictions. But dog poo on football pitches, rugby pitches and play areas is a health risk. Also the pavements should be cleaned with water to remove dirt, spillages and urine (usually human) - like on the continent, our pavements are a health hazard.	5/30/2022 9:57 PM
24	The Council must enforce the dogs on lead as there are many large bullterrier breeds walking free on public roads and kids playareas.	5/30/2022 9:21 PM
25	All of this anti dog feeling should also be applied to parents that fail to control children who cause a public nuisance. This is a bigger issue.	5/30/2022 9:20 PM
26	No	5/30/2022 9:10 PM
27	Most of this is preposterous.	5/30/2022 9:01 PM
28	It's about time there were secure areas for dogs to be free run in rugby even if it means partitioning a separate area in local parks. People not cleaning up should be fined heavily not a paltry sum	5/30/2022 8:54 PM
29	Who is going to enforce the order and what protection will they have from the offenders	5/30/2022 8:36 PM
30	Dogs have a right to free open spaces so they can exercise/ play/ explore etc, so please bear this in mind and not place too many restrictions on dogs. Not everyone has access to be able to drive far and wide to walk their dog	5/30/2022 7:42 PM
31	There needs to be more control over dog owners picking up after their dogs, the grassed area to the side of the service road is a disgrace	5/30/2022 7:35 PM
32	I witness more and more dogs off lead in public spaces, this needs much more enforcement so everyone can enjoy walking their dog without fear of off lead dogs approaching	5/30/2022 7:01 PM
33	A warning is sufficient	5/30/2022 7:00 PM
34	All the questions so far are presumptive and also leave no option for discretion in the punishment. How many dog poo bags does the council recommend for my walk with my dog ? Is the recommendation based on size/weight/previous defecation. As presumptive as the questions are, if I've got no bags, but know my dog and it's patterns will I still be prosecuted if I'm accosted by an enforcement officer? I presume they will have followed me from my house and already ascertained that I've already collected the aforementioned faecal matter at that no more bags are required ?	5/30/2022 5:57 PM
35	Pointless exercise but you tried your best. I suppose	5/30/2022 5:48 PM
36	Most dog-owners are responsible but we must be firm with those who are not.	5/30/2022 5:46 PM
37	I think dogs should be allowed off the lead for exercise in public parks when under their owners	5/30/2022 5:44 PM

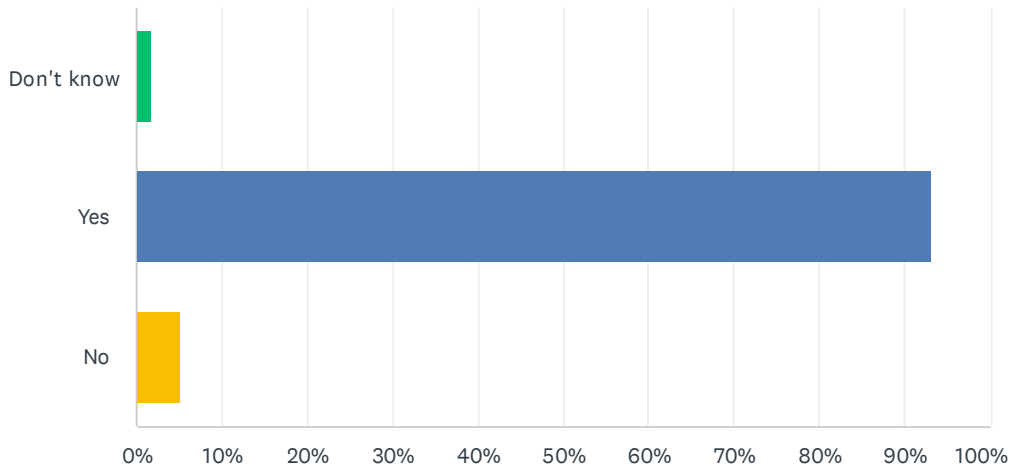
	control	
38	Yes. You should have asked at the end "are you a dog owner?" I am so agreeing with all of these adds extra emphasis I think	5/30/2022 5:32 PM
39	Ensure that signs are displayed where dogs should be on leads Eg Rainsbrook crematorium grounds	5/30/2022 5:18 PM
40	There is no excuse for not picking up the dogs foul and the owner of the dog should get a fine for it every time. Regarding the dog off lead, or dog in children playground that is in my opinion should be allowed as long as the dog behaving in a way when it's clearly shows no signs of making any harm to any person or other animals. Walking the dog off lead should be a responsibility of the dog's owner who should held responsible for their dogs actions at all times and get a fine if their dog cause any type of disturbance.	5/30/2022 5:09 PM
41	As long as dogs can have offlead areas kept eg diamond jubilee woods and bluebell woods apart from cemetery obviously. Also maybe think about imposing a fine if your dog is not good with other dogs. So irresponsible owners whose dogs are not sociable actually get fined.	5/30/2022 4:52 PM
42	The spaces where you can walk your dog off lead need to be clearly defined. All dogs need to be able to run off lead and provisions should be made in areas for this to happen.	5/30/2022 4:51 PM
43	Please look out and enforce them	5/30/2022 4:50 PM
44	No	5/30/2022 4:44 PM
45	Difficult to enforce without wardens patrolling. As a regular dog walker on Freemantle Field I am appalled at the amount of waste not picked up and disappointed that some of those who do pick up leave bags piled up when the dog bins are full leaving a horrible job for those who empty them.	5/30/2022 4:42 PM
46	It's all well having these orders but they need to be better enforced	5/30/2022 4:34 PM
47	Enforce the fines because too many people see these regulations as optional, then put the funds back into the community so people see that responsible behaviour does benefit the community	5/30/2022 4:26 PM
48	No	5/30/2022 4:22 PM
49	If only these restrictions were enforced...	5/30/2022 4:03 PM
50	As mentioned before in Q.3. Safe, fenced off green spaces for the purpose of off-lead dog exercise would be a welcome addition to the borough's green spaces.	5/30/2022 3:59 PM
51	No	5/30/2022 3:57 PM
52	No	5/30/2022 3:53 PM
53	Dogs should be on leads at all times except on the owner's property. Any size dog can be intimidating regardless of what it's owner may think.	5/30/2022 3:51 PM
54	I have personally been on footpaths in Rugby where dogs have jumped up and dirtied my clothing, this would not be acceptable if it was a child that did this but somehow it is acceptable if it is a dog. Another incident I have had is where a dog started charging at me on a public footpath and I asked the owners to control the dog, I then apologised saying I was not good with dogs and they then said "well you shouldn't go out for a walk then". For me public spaces are just that, public green spaces that everyone should have access to enjoy and if uncontrolled dogs are impacting the safety and enjoyment of public land then they should be kept on leads so that everyone including the dog can use and enjoy the space. The only guaranteed place to walk in Rugby where dogs are controlled is right next to a busy road, which is often where I choose to walk even though I obviously would rather walk on a footpath in a park or green space, where it is in fact a requirement to keep dogs on leads but this is often ignored. The reason pavements alongside busy roads are safe is not because it is illegal to walk a dog without a lead on the pavement, it is because dog owners do not trust their dog to not run out into the road. To me if one does not trust their dog to not run onto a busy street then they also shouldn't trust them to not jump up on someone in a public space and keep their dog on a lead.	5/30/2022 3:47 PM
55	There's been so many dog on dog attacks lately. Usually it's dogs off the lead attacking ones on the lead. Maybe some kind of fine should be given to the dog approaching the one on the	5/30/2022 3:44 PM

	lead.	
56	Dogs that are kept on leads, should be on short leads and not the extendable ones, as these do not help adults or children that have a dog phobia and are scared of dogs, are dogs supposed to be kept on leads down on the old railway tracks aswell	5/24/2022 2:00 PM
57	Lots of dog fouling around Lancaster Road/Acacia Grove area from an unknown local resident with 3 large rottweiler type dogs. Walks them late at night in the dark so he is undetected.	5/23/2022 8:03 AM
58	Seems that Rugny council are almost making it impossible to walk and exercise dogs with some of these petty rules. Yes dogs that are badly behaved should be addressed (and most dog owners would willing acknowledge this) but picking on all good dog owners is idiotic	5/20/2022 9:57 PM
59	<p>Dogs Trust's Comments 1. Re; Fouling of Land by Dogs Order: • Dogs Trust consider 'scooping the poop' to be an integral element of responsible dog ownership and would fully support a well-implemented order on fouling. We urge the Council to enforce any such order rigorously. In order to maximise compliance we urge the Council to consider whether an adequate number of disposal points have been provided for responsible owners to use, to consider providing free disposal bags and to ensure that there is sufficient signage in place. • We question the effectiveness of issuing on-the-spot fines for not being in possession of a poo bag and whether this is practical to enforce. 2. Re; Dog Exclusion Order: • Dogs Trust accepts that there are some areas where it is desirable that dogs should be excluded, such as children's play areas, however we would recommend that exclusion areas are kept to a minimum and that, for enforcement reasons, they are restricted to enclosed areas. We would consider it more difficult to enforce an exclusion order in areas that lack clear boundaries. • Dogs Trust would highlight the need to provide plenty of signage to direct owners to alternative areas nearby in which to exercise dogs. 3. Re; Dog Exclusion Order and beaches: • With phone calls often being made to the RSPCA and Police alerting to dogs being left in hot cars in coastal areas, we would urge you to consider the danger animals may be put in, and the difficult decisions owners have to make, by not being allowed to take their dogs onto the beach. • If the Council does choose to implement this order, Dogs Trust would encourage looking into a compromise between beach goers and dog owners, e.g. allowing dogs onto the beach in the evenings or early mornings, or having dog friendly sections on the beaches. • Strict dog exclusion restrictions can also lead to a decrease in dog friendly tourism for businesses along the coast, which in turn could have a negative impact on the local economy. 4. Re; Dog Exclusion and sport pitches • Excluding dogs from areas that are not enclosed could pose enforcement problems - we would consider it more difficult to enforce an exclusion order in areas that lack clear boundaries. • We feel that exclusion zones should be kept to a minimum, and that excluding dogs from all sports pitches for long stretches of the year is unnecessary. In some cases sports pitches may account for a large part of the open space available in a public park, and therefore excluding dogs could significantly reduce available dog walking space for owners. • We would urge the Council to consider focusing its efforts on reducing dog fouling in these areas, rather than excluding dogs entirely, with adequate provision of bins and provision of free disposal bags 5. Re; Dogs on Leads Order: • Dogs Trust accept that there are some areas where it is desirable that dogs should be kept on a lead. • Dogs Trust would urge the Council to consider the Animal Welfare Act 2006 section 9 requirements (the 'duty of care') that include the dog's need to exhibit normal behaviour patterns – this includes the need for sufficient exercise including the need to run off lead in appropriate areas. Dog Control Orders should not restrict the ability of dog keepers to comply with the requirements of this Act. • The Council should ensure that there is an adequate number, and a variety of, well sign-posted areas locally for owners to exercise their dog off-lead. 6. Re; Dogs on Lead by Direction Order: • Dogs Trust enthusiastically support Dogs on Leads by Direction orders (for dogs that are considered to be out of control or causing alarm or distress to members of the public to be put on and kept on a lead when directed to do so by an authorised official). • We consider that this order is by far the most useful, other than the fouling order, because it allows enforcement officers to target the owners of dogs that are allowing them to cause a nuisance without restricting the responsible owner and their dog. As none of the other orders, less fouling, are likely to be effective without proper enforcement we would be content if the others were dropped in favour of this order. 7. Re; Taking more than a specified number of dogs onto a land: • The behaviour of the dogs and the competency of the handler need to be taken into consideration if considering this order. Research from 2010 shows that 95% of dog owners have up to 3 dogs. Therefore the number of dogs taken out on to land by one individual would not normally be expected to exceed four dogs. The PDSA's 'Paw Report 2018' found that 89% of veterinary professionals believe that the welfare of dogs will suffer if owners are banned from walking their dogs in public spaces such as parks and beaches, or if dogs are required to be kept on leads in these spaces. Their report also states</p>	5/18/2022 12:51 PM

that 78% of owners rely on these types of spaces to walk their dog. We believe that the vast majority of dog owners are responsible, and that the majority of dogs are well behaved. In recognition of this, we would encourage local authorities to exercise its power to issue Community Protection Notices, targeting irresponsible owners and proactively addressing anti-social behaviours. Dogs Trust works with local authorities across the UK to help promote responsible dog ownership. Please do not hesitate to contact should you wish to discuss this matter. We would be very grateful if you could inform us of the consultation outcome and subsequent decisions made in relation to the Public Space Protection Order.

Q1 Do you agree that the offence of allowing any dog to disturb, worry, kill, injure or otherwise molest any animal, bird, fish or the nest, eggs, or similar structure/habitat of any living creature should be retained?

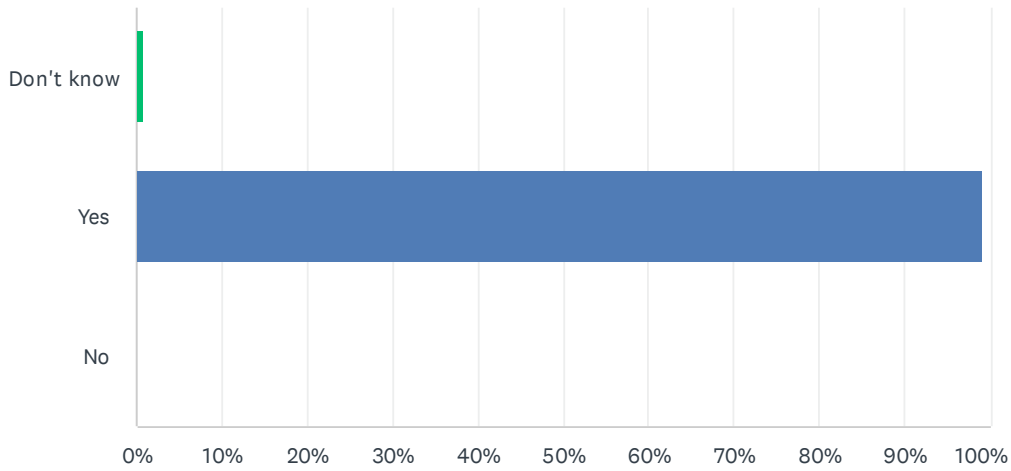
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	1.72%	2
Yes	93.10%	108
No	5.17%	6
TOTAL		116

Q2 Do you agree that the offence of taking, molesting or intentionally disturbing, injuring or killing any living creature or damaging the place used for their shelter should be retained?

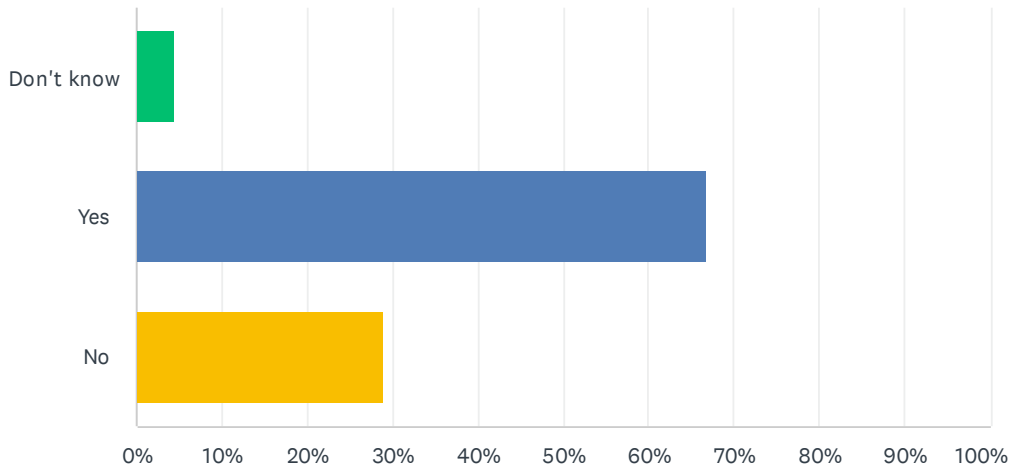
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	0.86%	1
Yes	99.14%	115
No	0.00%	0
TOTAL		116

Q3 Do you agree that the offence of fishing where signs erected by an authorised agent/officer of the council are displayed prohibiting fishing should be retained?

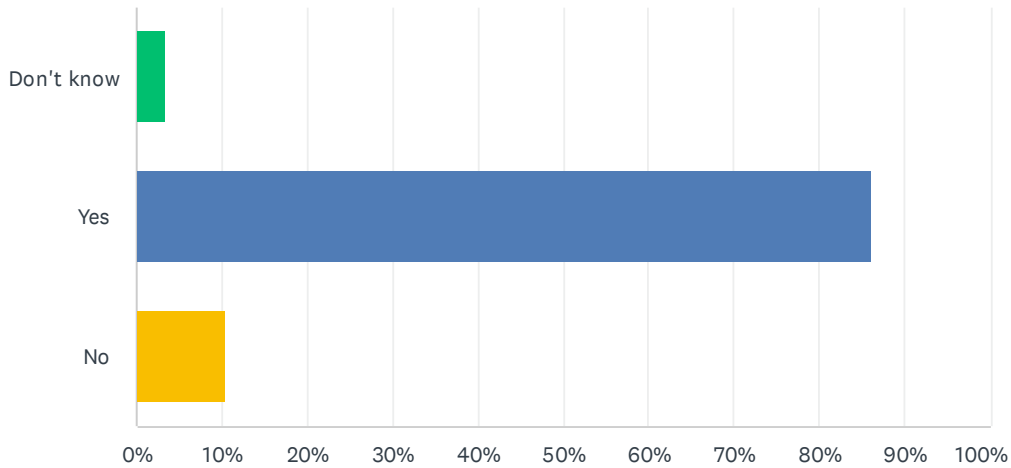
Answered: 114 Skipped: 2



ANSWER CHOICES	RESPONSES	
Don't know	4.39%	5
Yes	66.67%	76
No	28.95%	33
TOTAL		114

Q4 Do you agree that the offence of removing or displacing any tree, plant, shrub, fungus or part thereof, removing any soil, sand, shingle, or rock or defacing any rock, or any unfashioned mineral thing including water, should be retained?

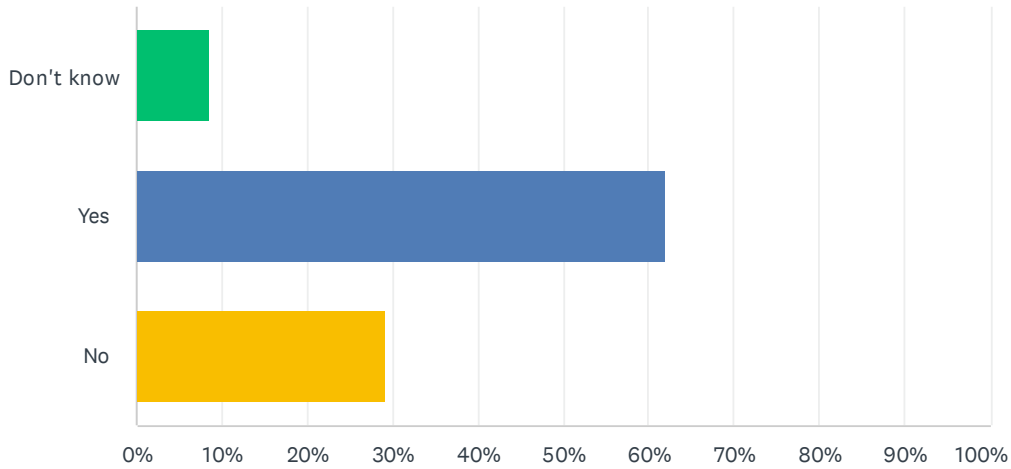
Answered: 115 Skipped: 1



ANSWER CHOICES	RESPONSES	
Don't know	3.48%	4
Yes	86.09%	99
No	10.43%	12
TOTAL		115

Q5 Do you agree that the offence of climbing or ascending any tree or place a ladder or steps against any tree should be retained?

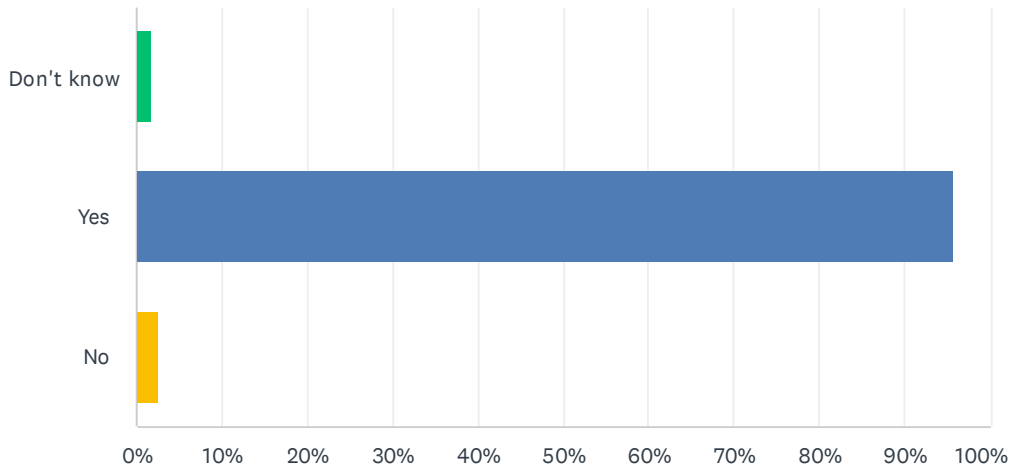
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES
Don't know	8.62% 10
Yes	62.07% 72
No	29.31% 34
TOTAL	116

Q6 Do you agree that the offence of engaging in any act which pollutes or is likely to pollute any water, including fouling; obstructing or diverting, any waterway without the consent of the Council, should be retained?

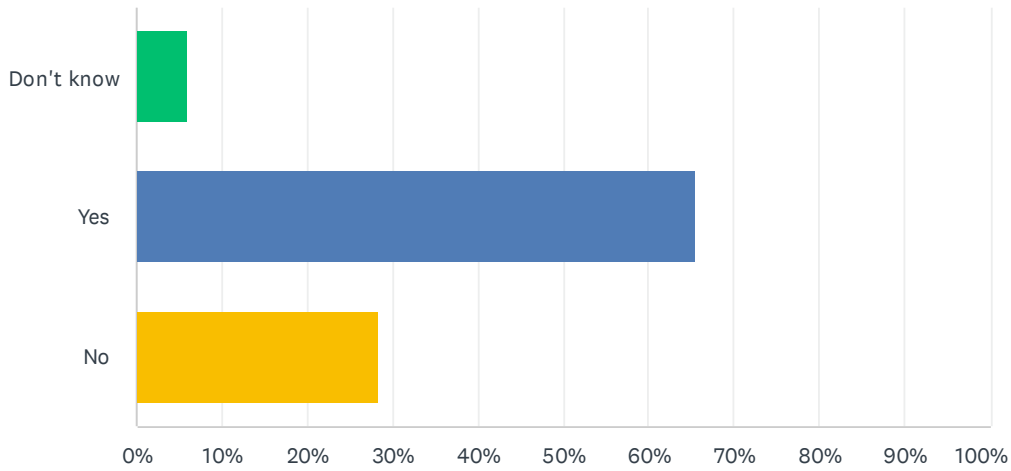
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	1.72%	2
Yes	95.69%	111
No	2.59%	3
TOTAL		116

Q7 Do you agree that the offence of swimming, bathing, wading or water skiing (includes jumping into water, from land or structures, whether man-made or natural) or ice skating should be retained?

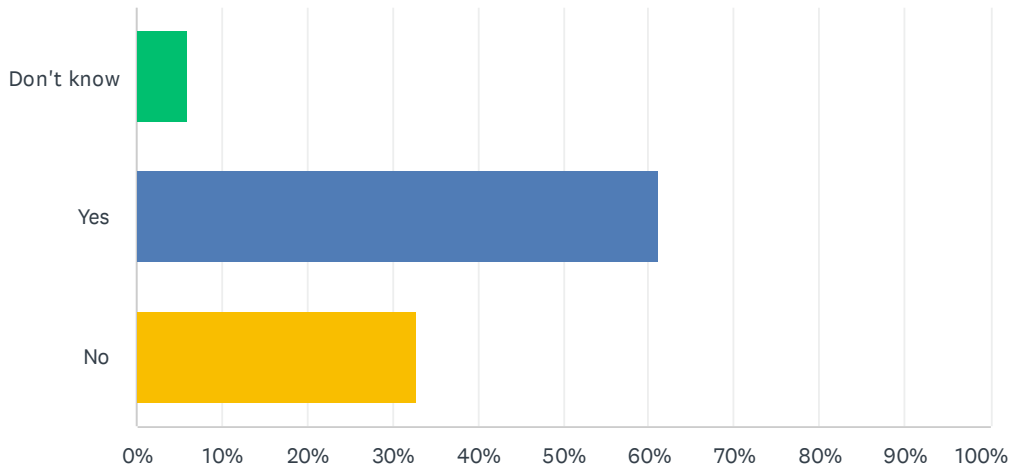
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	6.03%	7
Yes	65.52%	76
No	28.45%	33
TOTAL		116

Q8 Do you agree that the offence of sailing or operating any boat, dinghy, canoe, sailboard, inflatable or model boat on any waterway without the consent of the Council should be retained?

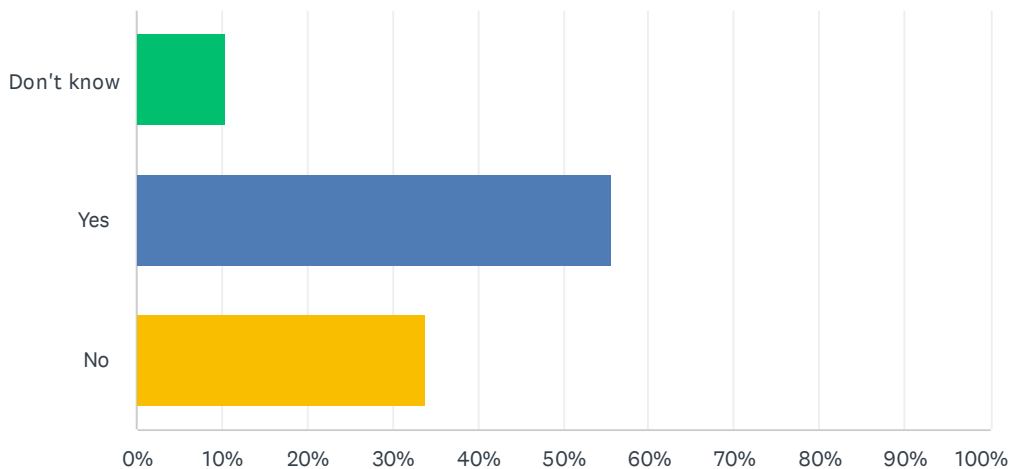
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	6.03%	7
Yes	61.21%	71
No	32.76%	38
TOTAL		116

Q9 Do you agree that the offence of using any device designed or adapted for detecting or locating any metal or mineral should be retained?

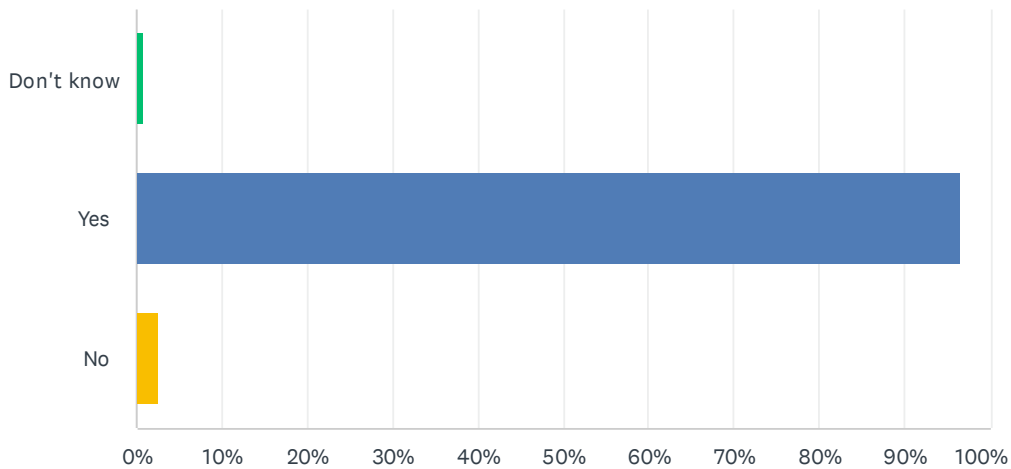
Answered: 115 Skipped: 1



ANSWER CHOICES	RESPONSES	
Don't know	10.43%	12
Yes	55.65%	64
No	33.91%	39
TOTAL		115

Q10 Do you agree that the offence of taking, disturbing, injuring or destroying any living creature or its young, eggs or nests, by any means including (but not restricted to) hunting, coursing or shooting or spreading or using a net, or setting or using any lamp, or any trap, snare or lure or discharge any firearm, air weapon or rocket or projecting any missile manually or by artificial means should be retained?

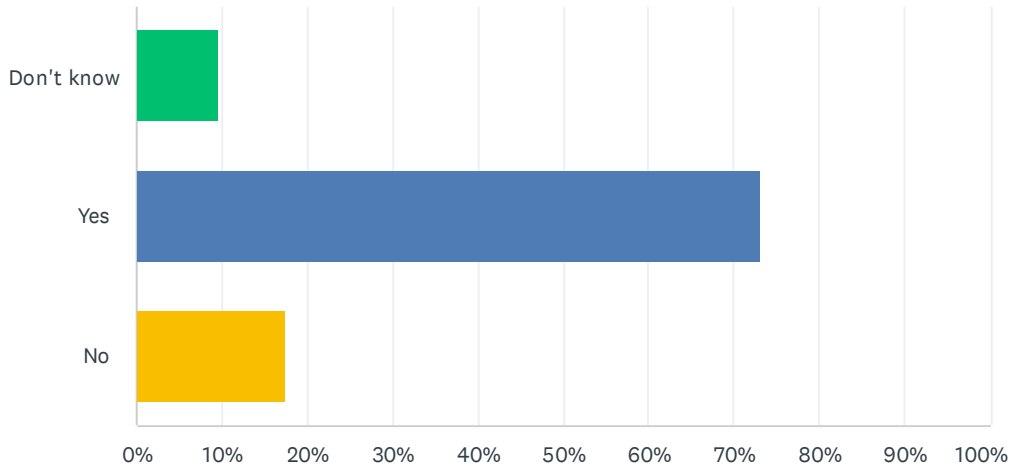
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES
Don't know	0.86% 1
Yes	96.55% 112
No	2.59% 3
TOTAL	116

Q11 Do you agree that the offence of bringing any animal or poultry to feed or graze should be retained?

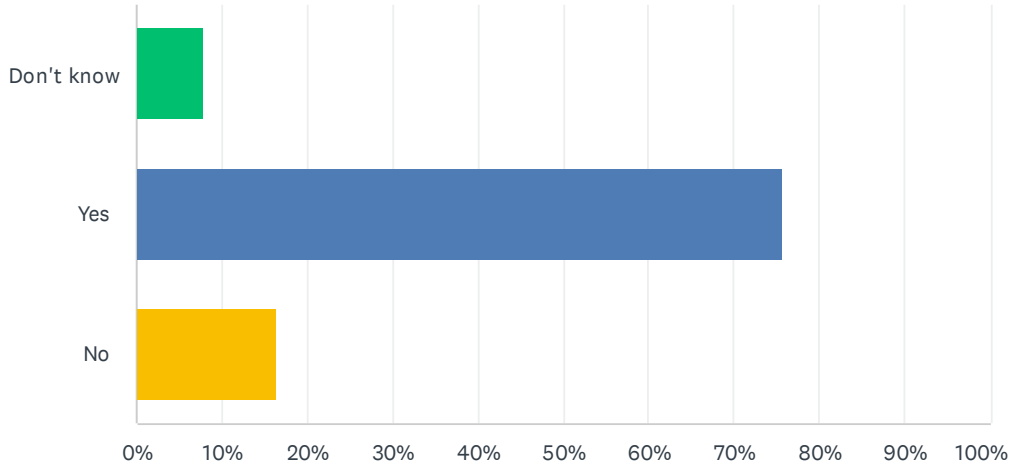
Answered: 115 Skipped: 1



ANSWER CHOICES	RESPONSES
Don't know	9.57% 11
Yes	73.04% 84
No	17.39% 20
TOTAL	115

Q12 Do you agree that the offence of removing, cutting or damaging any plant or vegetation, whether living or dead, should be retained?

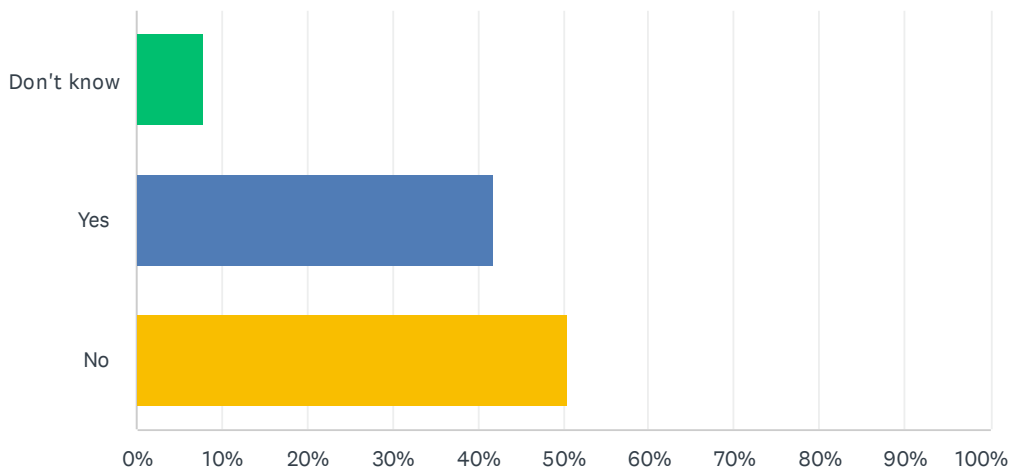
Answered: 115 Skipped: 1



ANSWER CHOICES	RESPONSES	
Don't know	7.83%	9
Yes	75.65%	87
No	16.52%	19
TOTAL		115

Q13 Do you agree that the offence of flying any kite, hang glider, rocket, model aircraft, drone or any similar aerial device should be retained?

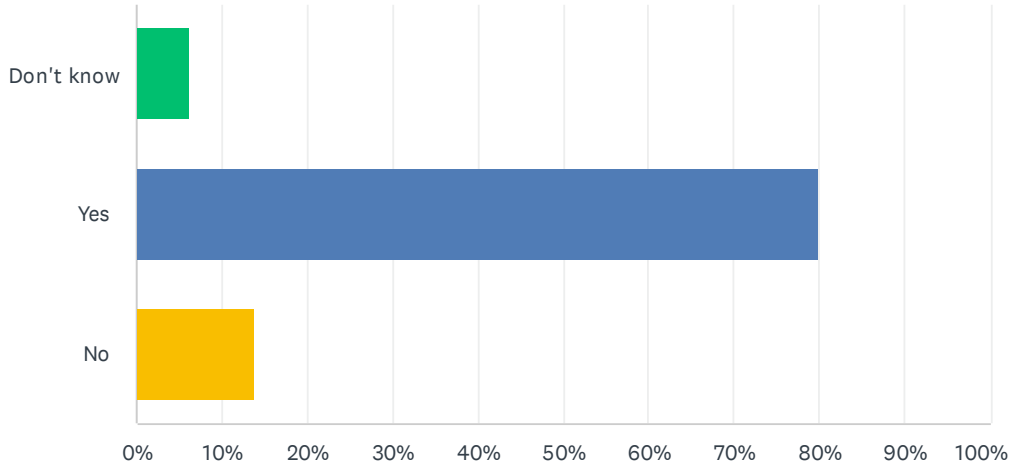
Answered: 115 Skipped: 1



ANSWER CHOICES	RESPONSES
Don't know	7.83% 9
Yes	41.74% 48
No	50.43% 58
TOTAL	115

Q14 Do you agree that the offence of erecting any post, rail, fence, pole, or other structure should be retained?

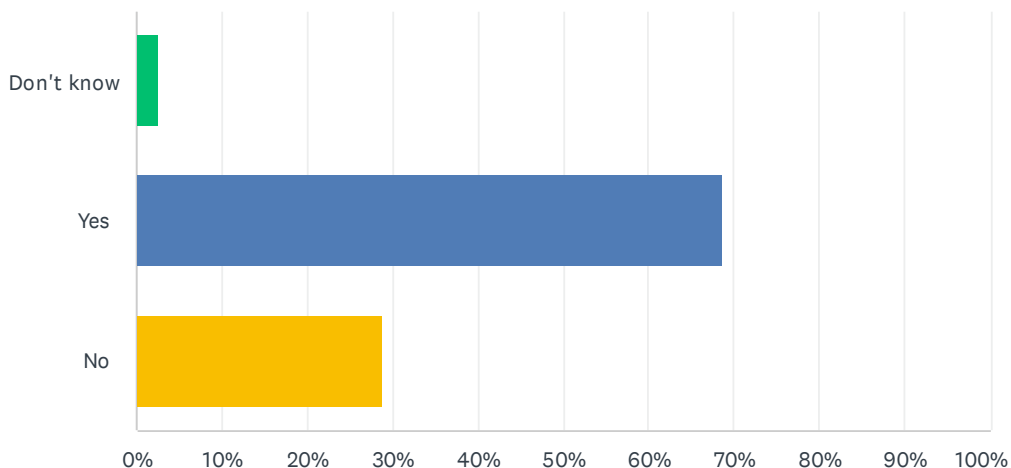
Answered: 115 Skipped: 1



ANSWER CHOICES	RESPONSES
Don't know	6.09% 7
Yes	80.00% 92
No	13.91% 16
TOTAL	115

Q15 Do you agree that the offence of playing any game likely to cause a disturbance to wildlife or to persons in the locality or hold any sports or public meeting should be retained?

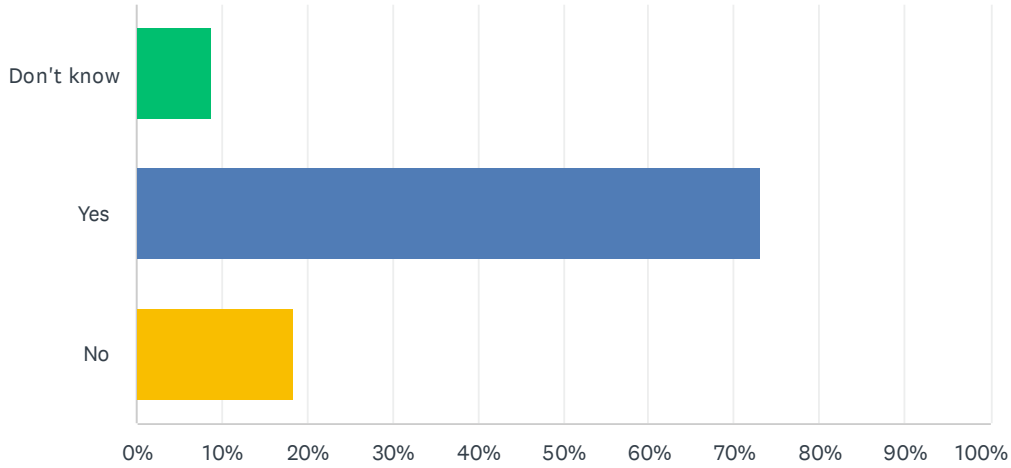
Answered: 115 Skipped: 1



ANSWER CHOICES	RESPONSES	
Don't know	2.61%	3
Yes	68.70%	79
No	28.70%	33
TOTAL		115

Q16 Do you agree that the offence of affixing or causing to be fixed any poster or placard, notice or advertisement to any wall, fence, building, barrier, railing, post or seat should be retained?

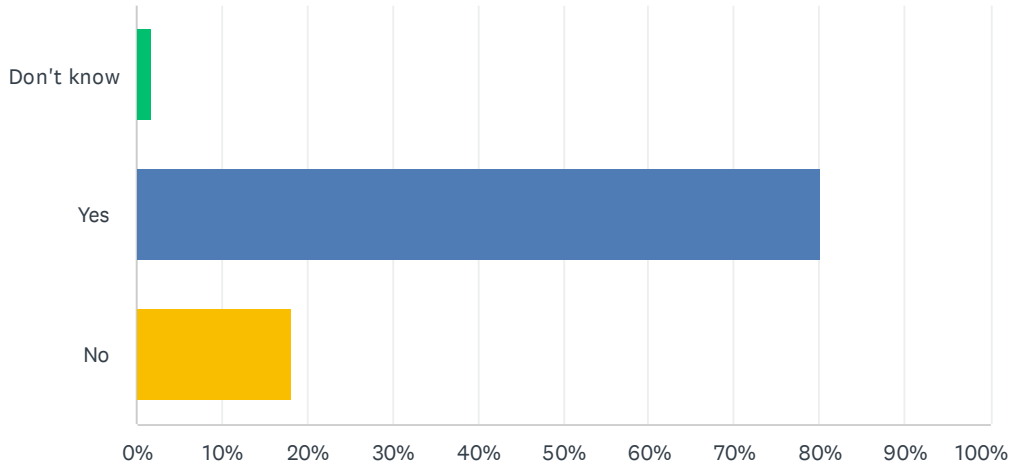
Answered: 115 Skipped: 1



ANSWER CHOICES	RESPONSES	
Don't know	8.70%	10
Yes	73.04%	84
No	18.26%	21
TOTAL		115

Q17 Do you agree that the offence of lighting any fire, stove, heater, barbeque or other appliance capable of causing a fire, or letting fall or throw any lit match or substance in a manner to cause a fire should be retained?

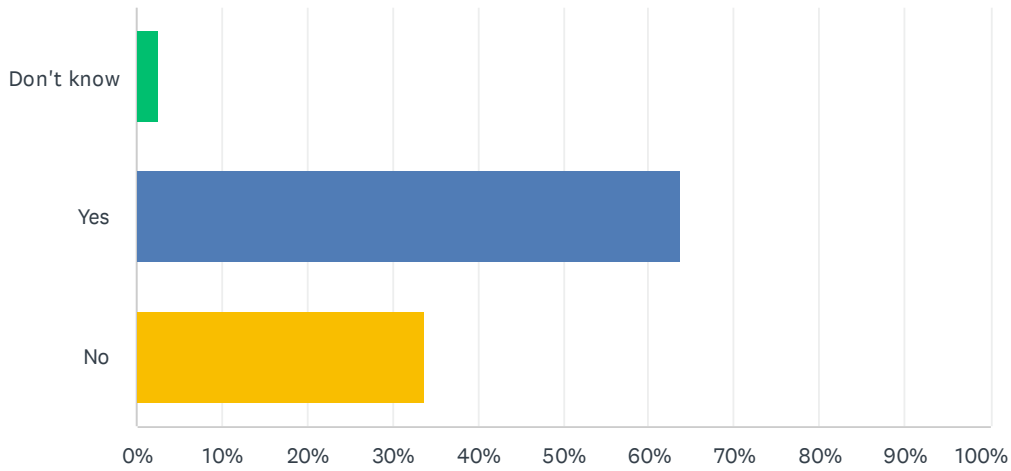
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES
Don't know	1.72% 2
Yes	80.17% 93
No	18.10% 21
TOTAL	116

Q18 Do you agree that the offence of riding, driving, parking, leaving, landing or propelling any mechanically propelled vehicle (including aircraft or hovercraft) on any part should be retained?

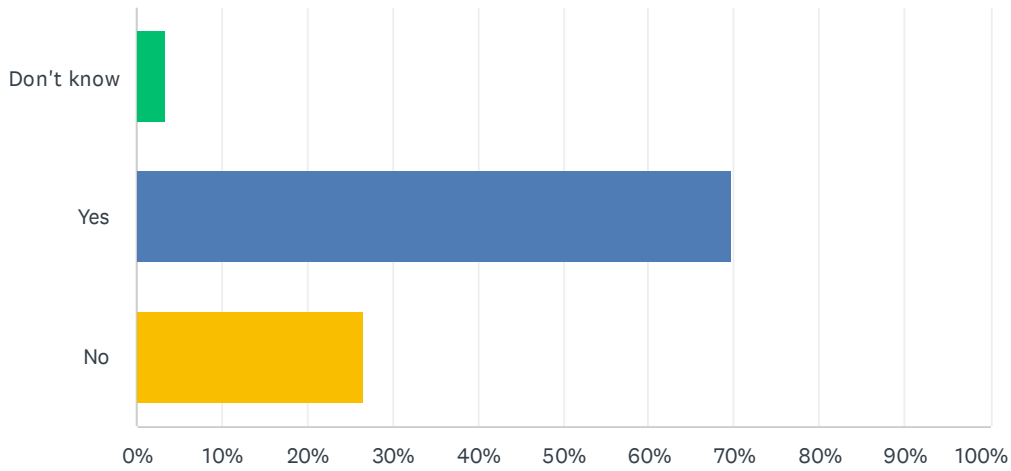
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	2.59%	3
Yes	63.79%	74
No	33.62%	39
TOTAL		116

Q19 Do you agree that the offence of erecting, leaving, occupying or using any tent or other structure for the purpose of habitation or otherwise sleep in the area either in the open air or in a fixed structure should be retained?

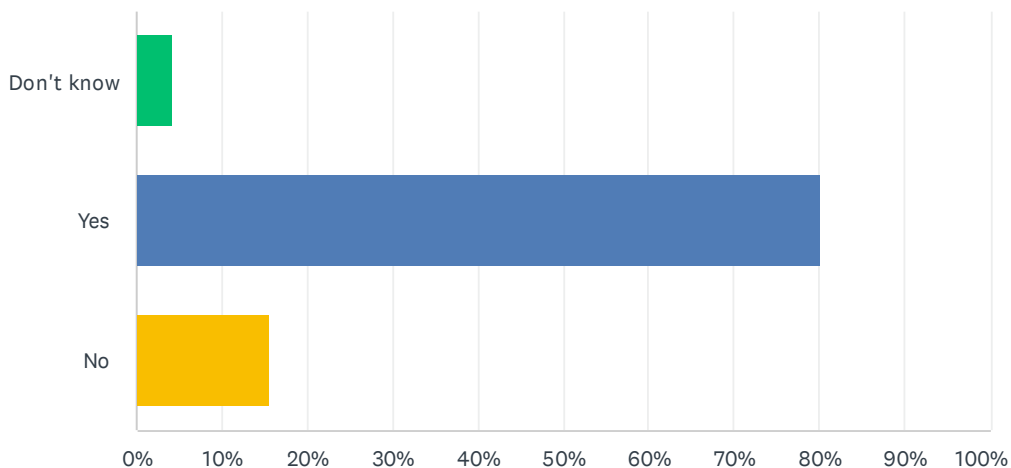
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	3.45%	4
Yes	69.83%	81
No	26.72%	31
TOTAL		116

Q20 Do you agree that the offence of using any apparatus for transmission, reception, reproduction or amplification of sound, by electrical or mechanical means, to the annoyance or disturbance of other persons should be retained?

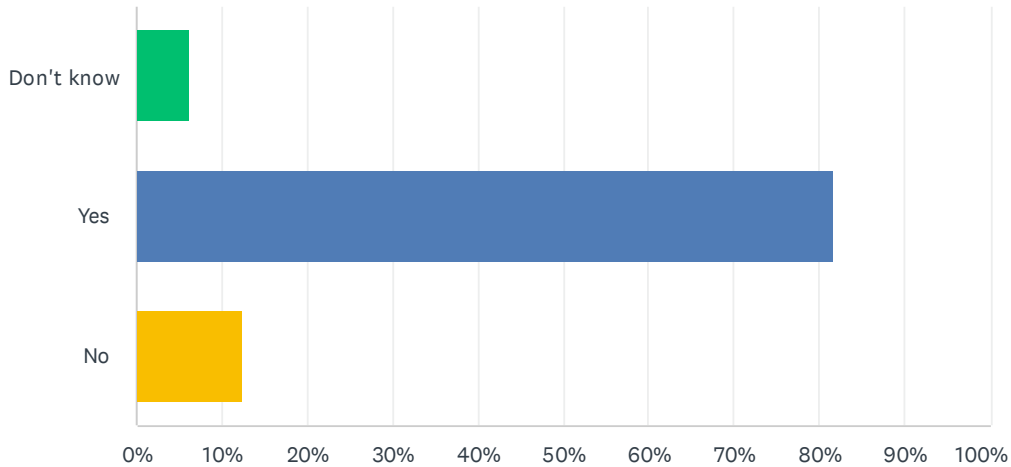
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	4.31%	5
Yes	80.17%	93
No	15.52%	18
TOTAL		116

Q21 Do you agree that the offence of selling, offering or exposing for sale, let or hire any commodity/service should be retained?

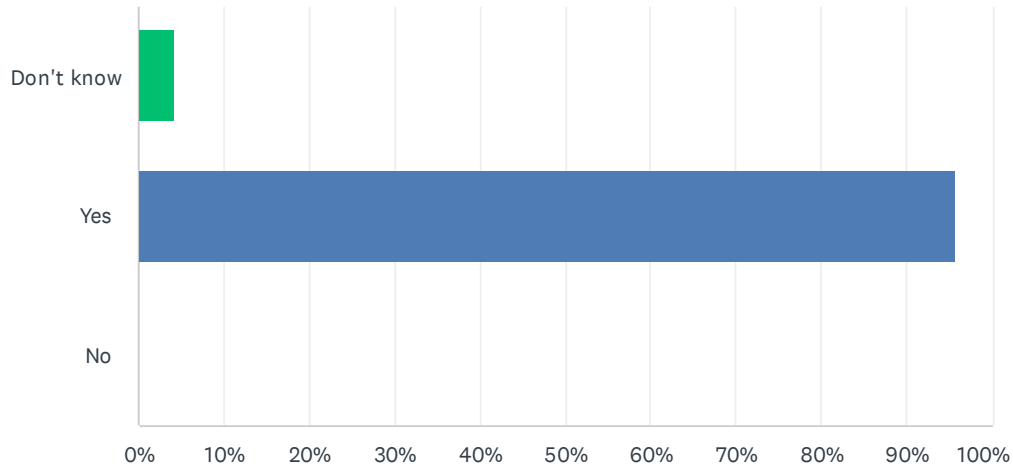
Answered: 114 Skipped: 2



ANSWER CHOICES	RESPONSES
Don't know	6.14% 7
Yes	81.58% 93
No	12.28% 14
TOTAL	114

Q22 Do you agree that the offence of depositing any litter or refuse should be retained?

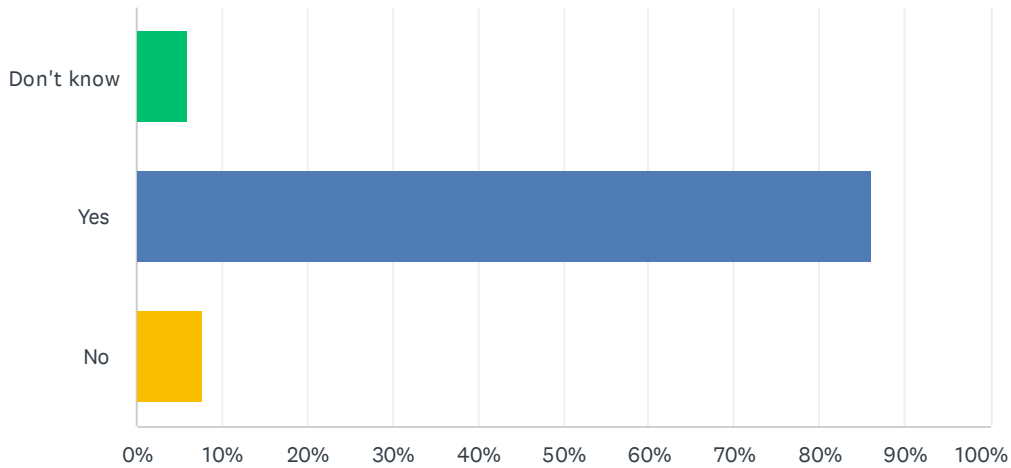
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	4.31%	5
Yes	95.69%	111
No	0.00%	0
TOTAL		116

Q23 Do you agree that the offence of bringing any living creature, egg of any living creature, or any plant, or seed or any other part of a plant likely that such creature or plant will hatch, reproduce or propagate itself should be retained?

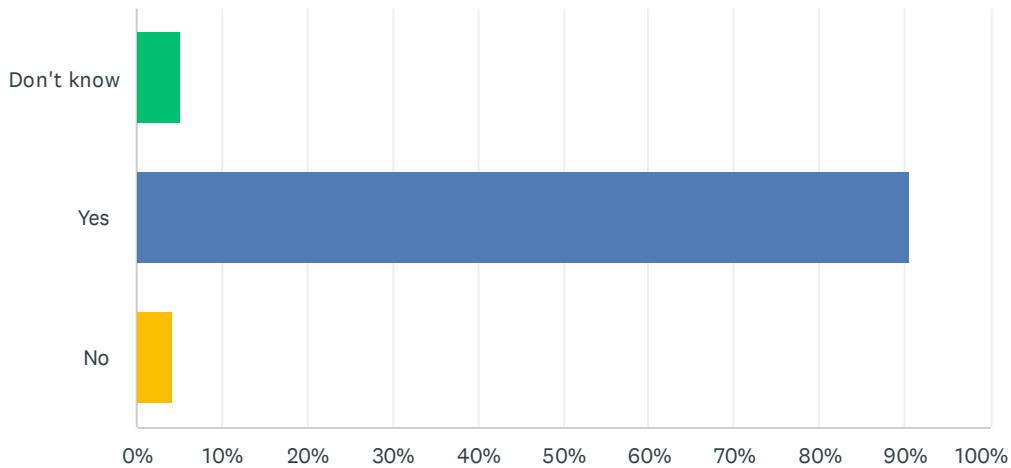
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES
Don't know	6.03% 7
Yes	86.21% 100
No	7.76% 9
TOTAL	116

Q24 Do you agree that the offence of wilfully obstructing or disturbing a warden or other authorised agent of the Council in the proper execution of his duty or any other person employed by the Council in the execution of any work connected with the maintenance or control of the area should be retained?

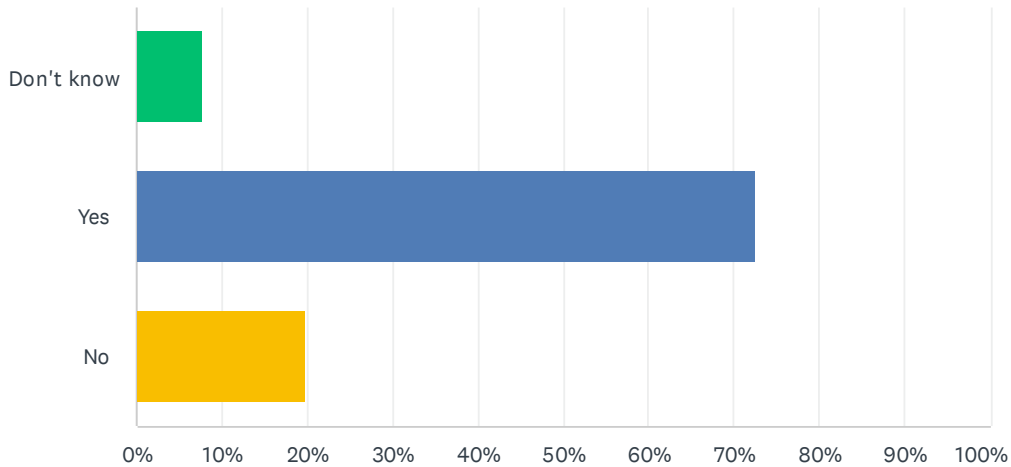
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	5.17%	6
Yes	90.52%	105
No	4.31%	5
TOTAL		116

Q25 Do you agree that the offence of any person failing to stop drinking alcohol, or hand over any containers (sealed or unsealed) which are believed to contain alcohol, or psychoactive substances, when a constable or authorised person has directed them to do so, in the reasonable belief that such a direction is necessary to prevent public nuisance, public disorder or anti-social behaviour should be retained?

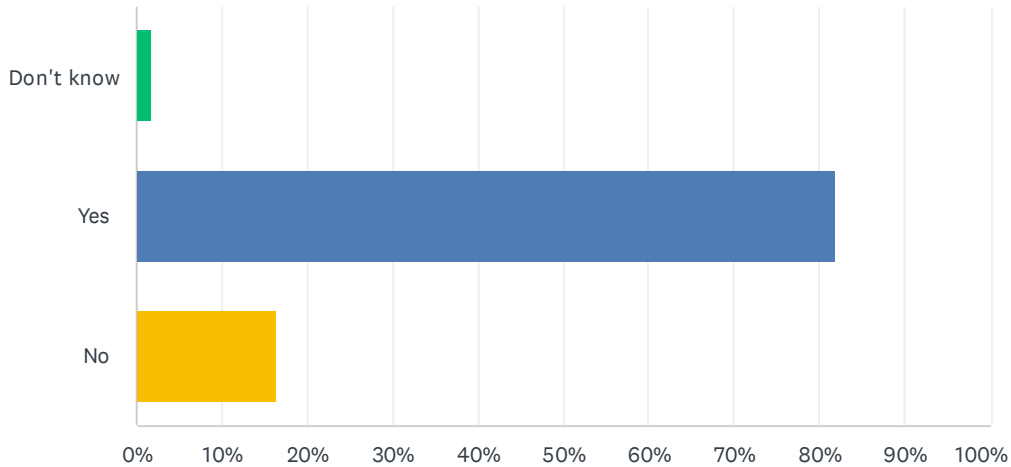
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	7.76%	9
Yes	72.41%	84
No	19.83%	23
TOTAL		116

Q26 Do you agree that the offence of failing to keep dogs on a lead and under proper control at all times should be retained?

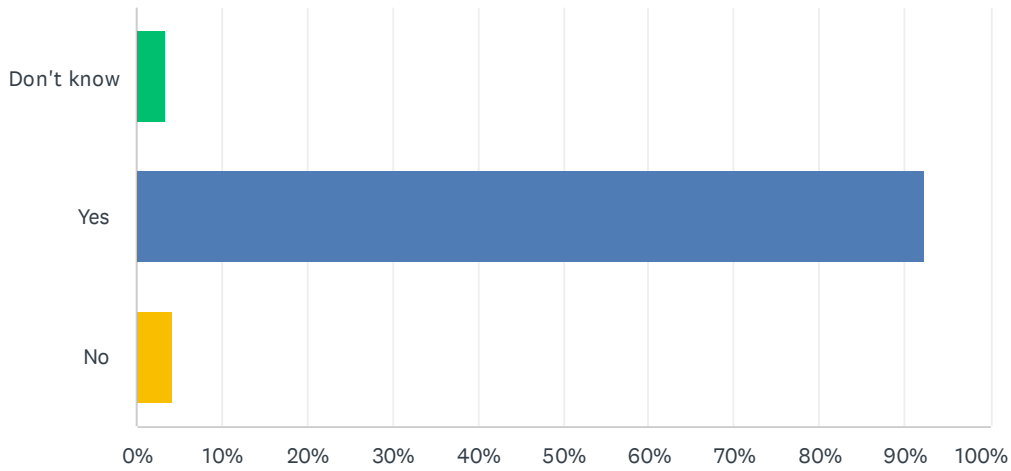
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES
Don't know	1.72% 2
Yes	81.90% 95
No	16.38% 19
TOTAL	116

Q27 Do you agree that the offence of behaving in a manner that causes or is likely to cause nuisance, harassment, alarm or distress to any other person should be retained?

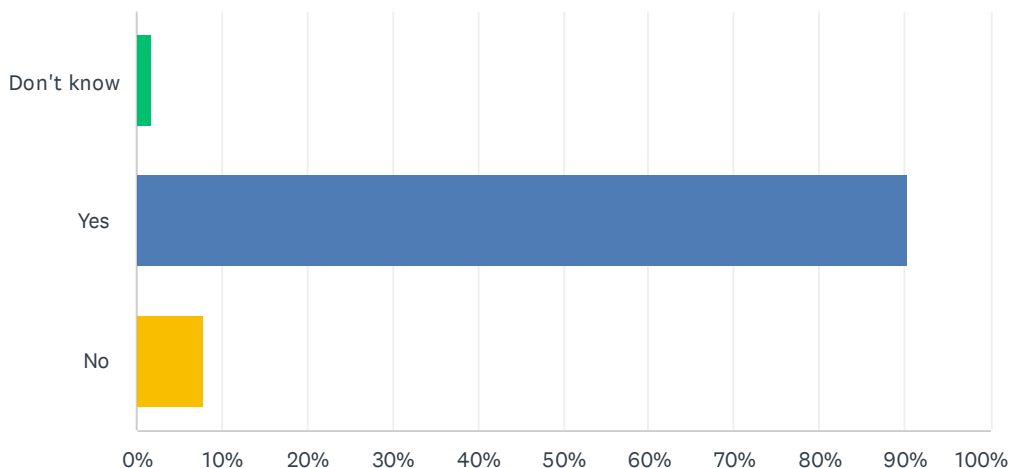
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	3.45%	4
Yes	92.24%	107
No	4.31%	5
TOTAL		116

Q28 Do you agree that the offence of failing to leave the designated area when directed to do so by a constable or authorised person in order to prevent public nuisance or disorder should be retained?

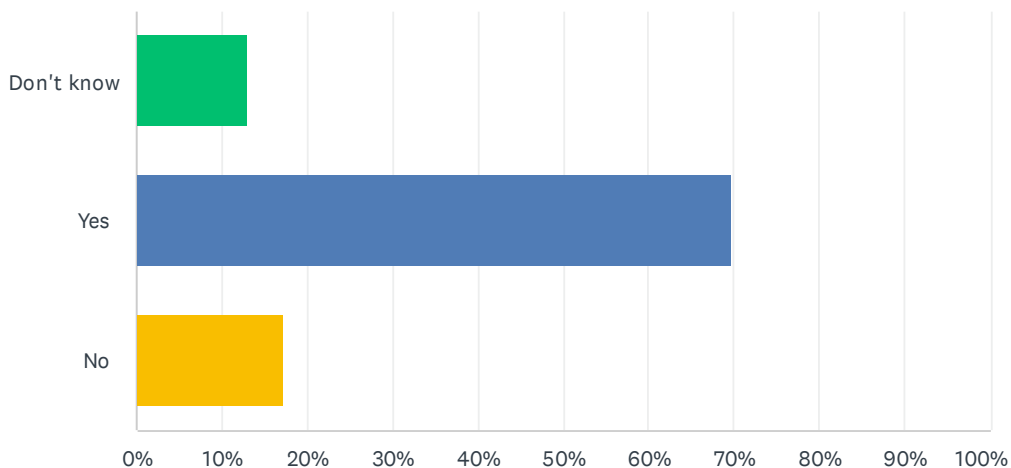
Answered: 115 Skipped: 1



ANSWER CHOICES	RESPONSES	
Don't know	1.74%	2
Yes	90.43%	104
No	7.83%	9
TOTAL		115

Q29 Do you agree that persons who are found to contravene any of the Public Spaces Protection Order in relation to Newbold Quarry Nature Reserve shall still receive a fixed penalty notice, as per the current Order, requiring them to pay a fine within 28 days?

Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Don't know	12.93%	15
Yes	69.83%	81
No	17.24%	20
TOTAL		116

Q30 Do you have any further comments?

Answered: 54 Skipped: 62

#	RESPONSES	DATE
1	As a member of a local fishing club that ran the angling on the quarry for many years it saddens me to see angling forbidden on there as it holds some great fish, provides a sport and pastime for young and old locals alike and also helps to 'keep an eye' on the park whilst enjoying their hobby	6/2/2022 11:56 PM
2	More needs to be done to provide easy access to the area for those with mobility issues and more litter bins would also be beneficial.	6/2/2022 7:10 PM
3	Why did RBC pay to have a walkway to the waters edge and then put a fence up to stop people getting near the water? I'm not opposed to the fence but why spend all that money? When I asked the worker he said it was due to ROSPA saying it was unsafe. Why wasn't that determined before money was spent on the steps down?	6/2/2022 4:55 PM
4	No	6/2/2022 10:44 AM
5	Yes, most of these questions relate to yourselves doing the offences, if you wish the public to fall in line then I suggest you lead by example. Make the quarry a friendly family and disabled access friendly place to visit. Listen to your community. Give to us to give back	6/2/2022 10:00 AM
6	to improve the area as family friendly, a public toilet is required, picnic tables and litter bins.	6/2/2022 9:12 AM
7	Bad people will do bad things no matter how much you fine them... please take time to think about accessibility and ways to support People to learn how to respect nature	6/1/2022 11:17 PM
8	More work is required in these surveys to narrow down the actual problem causers.	6/1/2022 11:00 PM
9	none	6/1/2022 8:50 PM
10	This space should be accessible for all to enjoy; families, dog walkers, picnic goers.....as long as everyone respects the area, each other, the local community and all wildlife, flora and fauna.	6/1/2022 10:27 AM
11	questionnaire is a classic example of attempting to obtain a desired but unnecessary blanket control through involuntary consent over the publics use & enjoyment of a highly appreciated public amenity.	5/31/2022 8:50 PM
12	It is sad how Little used the quarry area is due to poor accessibility	5/31/2022 6:15 PM
13	Improvement needs to be made to the pathway to make it easier to walk, push a pushchair or for young children to safely ride their bike and disabled people to enjoy	5/31/2022 4:34 PM
14	Some of these rules are so general as to prevent enjoyment of the area. There is a difference between enjoying a bottle of wine and using prohibited drugs. Flying a kite is not the same as using a drone etc...	5/31/2022 3:05 PM
15	No	5/31/2022 1:37 PM
16	Since PSPO the quarry has become an asset that we can be proud of. ASB better and birds and wildlife returning. I read on social media how pleasant it is now and lovely. When the PSPO requires renewing please think of the progress RBC have made it's an asset where previously it was a nightmare for neighbours and visitors. The hard work has been done and it would be beyond comprehension to allow it to fall back into a no go area.	5/31/2022 1:27 PM
17	No	5/31/2022 11:50 AM
18	I believe the ban on fishing should be lifted. Of course any fish would need to be safely returned to the water and not taken for ANY reason. I believe that anglers respect the beauty and tranquility of the park and would pay if required to indulge their hobby. Limiting the number of pegs (say 20) would help in managing this.	5/31/2022 10:49 AM

19	This is perhaps the worst questionnaire I have ever read it is leading question after leading question. No alternate solutions have been suggested and all your 'solutions' are restrictive and draconian	5/31/2022 10:37 AM
20	The nature reserve is not a play park. The antisocial issues the area has had has caused trauma,increased use of council and police resources as well as destruction of wildlife. Alcohol,swimming ,noise etc would not be allowed at Ryton pools or Coombe Abbey so why newbold??? The abuse the reserve has endured over the years has caused irreversible damage to the wildlife and natural habitat. The order has provided protection for the genuine visitors to be safe as well as protect wildlife and neighbours to the park who have endured years of 24 hour noise,alcohol,arson,urination,vandalism etc. Alcohol and drugs have played a huge part of the issues and caused council and police to have to waste resources and precious time visiting to protect and deal with effects.The whole order has afforded the protection the NATURE reserve deserves. It Should NOT be removed or amended in any way. Leave the reserve to regenerate for the future wildlife and generations and not be adapted in any way to fit in with the behaviour that caused the order to start with. Wildlife is starting to return but only because the area is supported by the order and without alcohol and picnic areas that caused massive antisocial behaviour previously. Visitors are enjoying walking in peace without people sitting around drinking,verbally abusing,causing noise etc.	5/31/2022 8:40 AM
21	None, thank you.	5/31/2022 8:38 AM
22	No	5/31/2022 6:16 AM
23	I worry that some jobsworth will be judging people's behaviour and not being sensible with dishing out fines	5/31/2022 6:05 AM
24	Provide a visitor centre and cafe, make it educational like ryton pools. Encourage people to take pride in the area by providing the maintenance required to keep it up to par. Make it an attraction like Caldecott park that people in the local area can take pride in.	5/30/2022 10:52 PM
25	No	5/30/2022 10:36 PM
26	No	5/30/2022 10:29 PM
27	The Quarry needs to be more available to the public for recreational things such as swimming, fishing, barb-e-cues, picnics, non motorized vessels.	5/30/2022 9:59 PM
28	This should be a place which family's can enjoy	5/30/2022 9:58 PM
29	Bring back fishing,allow disabled people in buggies etc access to the quarry,instal more bins, place cameras around thd site	5/30/2022 9:33 PM
30	No	5/30/2022 9:29 PM
31	Keeping the area clean safe for us and the wildlife- I agree with all of the previous points	5/30/2022 9:10 PM
32	The area needs to utilised. Fishing clubs and possible kayaks. Picnic tables and a proper park put back in.	5/30/2022 9:09 PM
33	The place is a risk to all children. It should be turned into a fishing lake. That way it will keep public out and wildlife safe while earning a small income to help towards repairs and local charities.	5/30/2022 8:52 PM
34	Do not ban dogs or have on lead only.Access is needed for disabled people and a proper path around the lake is needed	5/30/2022 8:24 PM
35	The quarry is abused by people dropping litter, being rowdy at night, drinking alcohol and taking drugs. Dog owners not picking up after their dogs. Lightening fires and abusing the place. Such a shame for a beautiful setting.	5/30/2022 8:11 PM
36	Better disability access is needed around the bottom path of the quarry. I know the platform was removed for safety reasons but the path needs improving so everyone can have proper access to watch the birds on the water	5/30/2022 8:08 PM
37	Newbold Quarry is a beautiful area that in recent years has been made inaccessible to more people than can enjoy it. Restrictions should be eased to address the balance	5/30/2022 7:49 PM
38	The quarry park should be a place where people can visit and enjoy. And have picnics, BBQs, fishing and time with families.	5/30/2022 7:42 PM

39	Under no circumstances should fishing, or the consumption of alcohol be allowed.	5/30/2022 7:36 PM
40	Enforce the pspo	5/30/2022 7:21 PM
41	This seems very draconian. What has been happening?	5/30/2022 7:17 PM
42	no	5/30/2022 6:37 PM
43	This could be a great place in all weather's for the family if the council invested	5/30/2022 6:34 PM
44	No.	5/30/2022 6:22 PM
45	Our quarry has always been a family favourite but since the removal of the viewing platform it's no longer family friendly or disabled friendly	5/30/2022 6:07 PM
46	No	5/30/2022 5:35 PM
47	No	5/30/2022 4:56 PM
48	The quarry is poorly maintained. The steps (particularly at the higher levels) and extremely worn and unsafe. As are the handrails. The removal of the platform has ruined what little enjoyment was left at the quarry. Literally, you may as well close it to the public. Can't walk dogs. Can't have music. Can't have bbq. Can't play games. Can't have a drink. Not enough bins.	5/30/2022 4:55 PM
49	Whilst agreeing with many of the bans there is the consensus amongst many Newbold locals that certain bans are overkill and placed in blanket paragraphs. As for fishing this should never have been banned and was done so without any consultation with local residents	5/30/2022 4:53 PM
50	I have previously advised the council that angling at Newbold Quarry should be allowed, with possibly night time restrictions to avoid disturbing local residents.	5/30/2022 4:37 PM
51	No	5/30/2022 4:19 PM
52	No	5/30/2022 4:17 PM
53	When is RBC actually going to enforce these issues? When will a warden/council agent actually attend? Why have any of this without actually acting upon what you say?	5/30/2022 4:17 PM
54	I agree with the PSPO in its entirety however the problem is managing the situation when the PSPO is broken. Living in Avonmere i have witnessed the PSPO broken many times and reported by residents however nothing seems to get done. How many fines have been issued ?	5/16/2022 10:18 AM



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

**PUBLIC SPACES PROTECTION ORDER
RUGBY BOROUGH COUNCIL ORDER 2019**

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

1. Restrictions

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

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

2. Location

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

3. Offence/penalties

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

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

The constable or authorised person may require you –

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

If without reasonable excuse you fail to comply with a requirement imposed by a constable or authorised person you commit an offence and are liable on summary conviction to a fine not exceeding level 2 on the stand scale (**currently £500**).

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

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

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

Fixed Penalty Notice

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

4. Appeals

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

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

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

5. Duration

The Order will come into force on 4 March 2019 and remain in place for a period of 3 years.

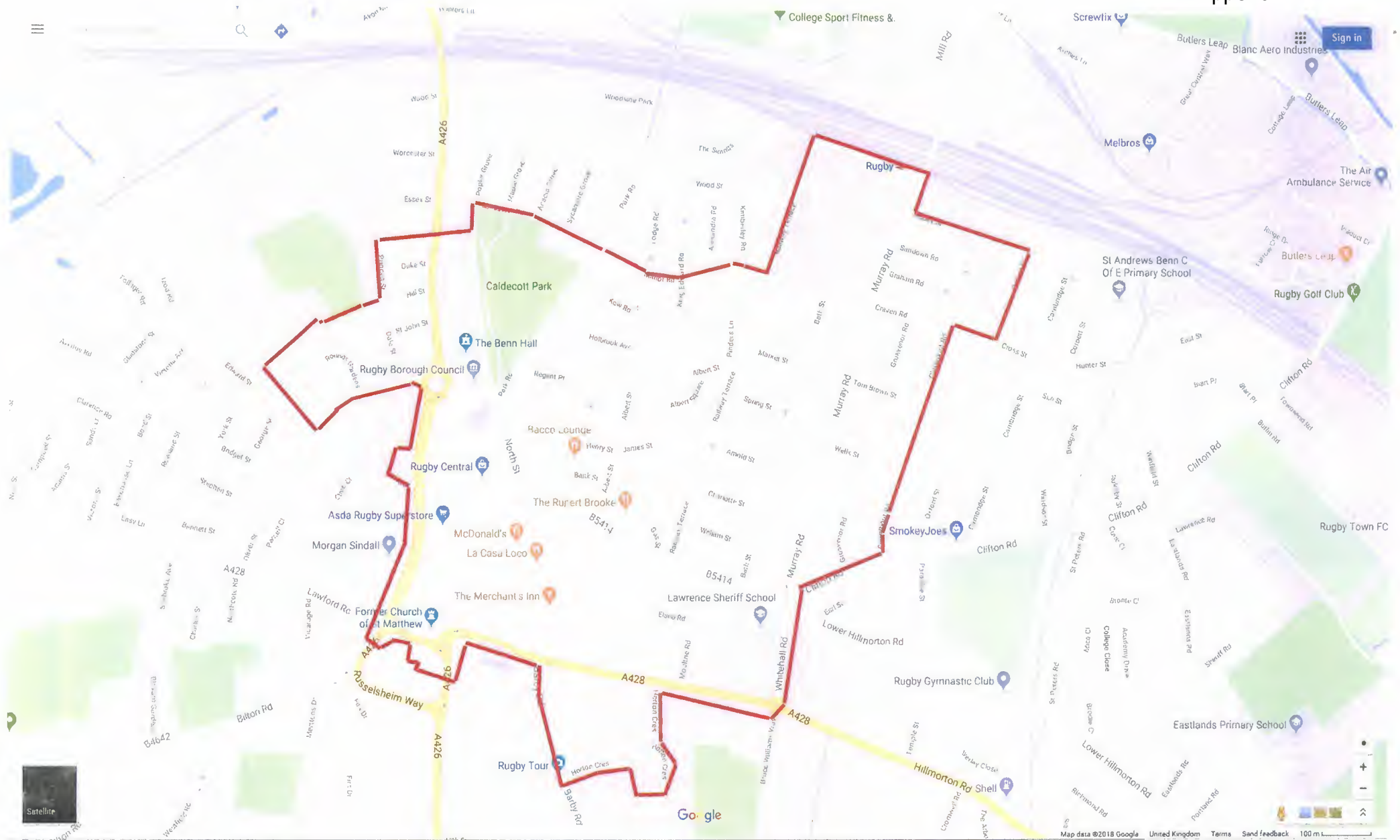
THE COMMON SEAL of Rugby)
Borough Council was hereunto)
affixed the 27 day of February 2019)



Legal, Democratic and Electoral Services Manager



22/19



Current PSPO area From March 2019



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

**PUBLIC SPACES PROTECTION ORDER
NEWBOLD QUARRY NATURE RESERVE
RUGBY BOROUGH COUNCIL ORDER 2019**

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

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

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

1. Restrictions

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

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

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

1.1 Dogs

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

1.2 Nuisance or anti-social behaviour

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

1.3 Direction to Leave

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

2.

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

3. Fixed Penalty Notice

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

4. Appeals

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

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

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

5.

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

6. Duration

The Order will come into force on 4 March 2019 and remain in place for a period of 3 years

THE COMMON SEAL of)
Rugby Borough Council was)
hereunto affixed this 27 day of)
February 2019 in the presence of:)

Kellin
24 / 19



Legal, Democratic and Electoral Services Manager



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

**PUBLIC SPACES PROTECTION ORDER
RUGBY BOROUGH COUNCIL ORDER 2019**

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

This Order shall come into force on 4 March 2019 for a period of 3 years

General provisions:

1. This Order applies to all land in the administrative area of the Council to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission which includes
 - a) All streets and pavements throughout the Borough
 - b) All Council owned land including parks, gardens, recreation and sports grounds, cemeteries, open spaces, car parks and parking places
 - c) All land belonging to County and Parish Councils to which the public have access
 - d) All rights of way that cross land owned by the Country, Borough and Parish Councils

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

Obligations on persons with dogs:

3. Fouling

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

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

4. Leads by order

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

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

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

5. Leads

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

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

6. Exclusion

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

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

7. Means to pick up

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

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

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

8. Fixed Penalty Notice

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

9. Appeals

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

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

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

10. Exemptions

Nothing in this Order shall apply to a person who –


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

For the purpose of this Order:

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

THE COMMON SEAL of Rugby)
 Borough Council was hereunto affixed)
 the 27 day of February 2019 in the)
 presence of:-)



 Legal, Democratic and Electoral Services Manager 23/19.

NOTICE OF MAKING OF PUBLIC SPACES PROTECTION ORDER

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

RUGBY BOROUGH COUNCIL has made a further Public Spaces Protection Order to prevent anti-social behaviour arising from dog fouling, dogs being off leads and being in restricted play areas within the Borough identified in the Order being satisfied that the effect, or likely effect, of the activities are likely to have a detrimental effect on the quality of life of the residents of the Borough , to be unreasonable, or are likely to be persistent and continuing in nature.

A copy of the Order and plan may be seen free of charge at the Town Hall, Evreux Way, Rugby or on the Council's website. Copies of the Order may be purchased for a fee of £5.00. The Council's Covid-secure opening hours are 10am to 2pm and 2.30pm to 4.30pm, Monday to Friday for essential visits only and contact details for NHS Tet and Trace will be require

The Order comes into force on 4 March 2022 but an interested person (an individual living in the restricted area or who regularly works in or visits that area) may question the validity of the public spaces protection order on the grounds that the local authority did not have power to make the order, or to include particular prohibitions or requirements imposed by the order on the ground that it is not within the powers of the Anti-Social Behaviour Crime and Policing Act 2014, by applying to the High Court for any of these purposes under section 66 of the Anti-Social Behaviour, Crime and Policing Act 2014 within 6 weeks from the date on which the Order is made

Dated 10 March 2022



Legal and Governance Manager

Rugby Borough Council

NOTICE OF MAKING OF PUBLIC SPACES PROTECTION ORDER

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

RUGBY BOROUGH COUNCIL has made a Public Spaces Protection Order to prevent anti-social behaviour arising at Newbold Quarry Nature Reserve being satisfied that the effect, or likely effect, of the activities are likely to have a detrimental effect on the quality of life of the residents of the Borough to be unreasonable, or are likely to be, persistent and continuing in nature.

A copy of the Order and plan may be seen free of charge at the Town Hall, Evreux Way, Rugby or on the Council's website. Copies of the Order may be purchased for a fee of £5.00. The Council's Covid-secure opening hours are 10am to 2pm and 2.30pm to 4.30pm, Monday to Friday for essential visits only and contact details for NHS Tet and Trace will be require.

The Order comes into force on 4 March 2022 but an interested person (an individual living in the restricted area or who regularly works in or visits that area) may question the validity of the public spaces protection order on the grounds that the local authority did not have power to make the order, or to include particular prohibitions or requirements imposed by the order on the ground that it is not within the powers of the Anti-Social Behaviour Crime and Policing Act 2014, by applying to the High Court for any of these purposes under section 66 of the Anti-Social Behaviour, Crime and Policing Act 2014 within 6 weeks from the date on which the Order is made

Dated 10 March 2022



Legal and Governance Manager

Rugby Borough Council

NOTICE OF MAKING OF PUBLIC SPACES PROTECTION ORDER**ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014
SECTION 59**

RUGBY BOROUGH COUNCIL has made a further Public Spaces Protection Order to prevent anti- social behaviour arising ingesting, inhaling, injecting, smoking or otherwise using intoxicating substances within areas identified on the plan to the Order being satisfied that the effect, or likely effect, of the activities are likely to have a detrimental effect on the quality of life of the residents of the Borough to be unreasonable, or are likely to be, persistent and continuing in nature.

A copy of the Order and plan may be seen free of charge at the Town Hall, Evreux Way, Rugby or on the Council's website. Copies of the Order may be purchased for a fee of £5.00. The Council's Covid-secure opening hours are 10am to 2pm and 2.30pm to 4.30pm, Monday to Friday for essential visits only and contact details for NHS Tet and Trace will be require

The Order came into force on 4 March 2022 but an interested person (an individual living in the restricted area or who regularly works in or visits that area) may question the validity of the public spaces protection order on the grounds that the local authority did not have power to make the order, or to include particular prohibitions or requirements imposed by the order on the ground that it is not within the powers of the Anti-Social Behaviour Crime and Policing Act 2014, by applying to the High Court for any of these purposes under section 66 of the Anti-Social Behaviour, Crime and Policing Act 2014 within 6 weeks from the date on which the Order is made

Dated 10 March 2022



Legal and Governance Manager

Rugby Borough Council

Rugby Borough Council

Climate Change and Environmental Impact Assessment

TEMPLATE - SEPTEMBER 2021

CONTEXT

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

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

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

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

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to the Deputy Executive Director.

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

SECTION 1: OVERVIEW

Portfolio and Service Area	Regulation and Safety Environmental Health and Community Safety
Policy/Service/Change being assessed	Renewal of existing Public Space Protection Orders
Is this a new or existing Policy/Service/Change?	Existing Policy
If existing policy/service please state date of last assessment	No previous requirement for an EIA
Ward Specific Impacts	All Wards
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	<p>Renewal following consultation the PSPO for intoxicating substances, dog control and the Newbold Quarry Nature Reserve</p> <p>PSPO intoxicating substances - a Public Spaces Protection Order (PSPO) concerning anti-social behaviour and the taking of intoxicating substances in Rugby town centre came into effect in March 2019. The order covers the ingesting, inhaling, injecting, smoking or otherwise of a substance which stimulates or depresses the central nervous system. It gives powers to Police and Authorised Officers to request residents to stop taking intoxicating substances, surrender alcohol and issue fines/prosecute for non-compliance with the order.</p> <p>PSPO Dog Control - A Public Spaces Protection Order (PSPO) concerning dog control in the borough of Rugby came into effect in March 2019. The order covers all land in the borough which the public has access to, including:</p> <ul style="list-style-type: none"> • streets and pavements • council-owned land, including parks, gardens, recreation and sports grounds, cemeteries, open spaces and car parks • all land owned by Warwickshire County Council or a parish council to which the public has access • all rights of way which cross land owned by Rugby Borough Council, Warwickshire County Council or a parish council <p>The PSPO covers fouling, dogs on leads, areas where dogs are excluded and failure to comply can lead to authorised Officers issuing fines/prosecution proceedings. Positive impact on parks and open spaces as reduction in dog fouling</p>

	<p>PSPO Newbold Quarry Nature Reserve - A Public Spaces Protection Order (PSPO) concerning various anti-social behaviours at Newbold Quarry Nature Reserve came into effect in March 2019. The order enforces restrictions on visitors to the nature reserve to reduce ASB.</p> <p>Positive impact on the quarry, reduction in dog fouling, littering and disturbance of wildlife</p>
Completed By	Henry Biddington
Authorised By	David Burrows
Date of Assessment	28.2.22

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Fleet usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable Transport/Travel (customers and staff)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Community leadership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Biodiversity and habitats	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Positive impact on Parks and open spaces. Reduction in dog fouling and disturbance of wildlife with dogs off lead. Newbold Quarry – reduction in dog fouling, littering, disturbance of wildlife and damage to habitat			
Adaptation/Mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Impact on other providers/partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 3: REVIEW

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

Review date	
Key points to be considered through review	
Person responsible for review	
Authorised by	

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Equality Impact Assessment

Service Area	Regulation and Safety
Policy/Service being assessed	Renewal of PSPO with Consultation
Is this is a new or existing policy/service?	Existing
If existing policy/service please state date of last assessment	No previous EQ Assessment carried out
EqlA Review team – List of members	Henry Biddington, Verna Zinclair
Date of this assessment	15.6.22
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

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

Details of Strategy/ Service/ Policy to be analysed

Stage 1 – Scoping and Defining

(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?

Renewal following consultation the PSPO for intoxicating substances, dog control and the Newbold Quarry Nature Reserve

PSPO intoxicating substances - a Public Spaces Protection Order (PSPO) concerning anti-social behaviour and the taking of intoxicating substances in Rugby town centre came into effect in March 2019. The order covers the ingesting, inhaling, injecting, smoking or otherwise of a substance which stimulates or depresses the central nervous system. It gives powers to Police and Authorised Officers to request residents to stop taking intoxicating substances, surrender alcohol and issue fines/prosecute for non-compliance with the order.

PSPO Dog Control - A Public Spaces Protection Order (PSPO) concerning dog control in the borough of Rugby came into effect in March 2019.

The order covers all land in the borough which the public has access to, including:

- streets and pavements
- council-owned land, including parks, gardens, recreation and sports grounds, cemeteries, open spaces and car parks
- all land owned by Warwickshire County Council or a parish council to which the public has access
- all rights of way which cross land owned by Rugby Borough Council, Warwickshire County Council or a parish council

The PSPO covers fouling, dogs on leads, areas where dogs are excluded and failure to comply can lead to authorised Officers issuing fines/prosecution proceedings.

PSPO Newbold Quarry Nature Reserve - A Public Spaces Protection Order (PSPO) concerning various anti-social behaviours at Newbold Quarry Nature Reserve came into effect in March 2019. The order enforces restrictions on visitors to the nature reserve to reduce ASB.

<p>(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?</p>	<p>Economy Promote the borough of Rugby as a place to do business. Develop and promote our town centre as a place to live, socialise and work.</p> <p>Health and Communities Make sure that our communities are safe. Make sure that residents are proud of their community and their borough.</p>
<p>(3) What are the expected outcomes you are hoping to achieve?</p>	<p>To address antisocial behaviour across the borough and in specific locations such as the quarry that became hot spots for ASB. Improve green and open spaces by providing safe spaces for people to enjoy.</p>
<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>All</p>
<p><u>Stage 2 - Information Gathering</u></p>	<p>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>
<p>(1) What does the information tell you about those groups identified?</p>	<p>Full public consultation carried out, no specific groups with specific protected characteristics identified as being adversely affected.</p>
<p>(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?</p>	<p>Full public consultation process carried out.</p> <p>28 day consultation carried out with residents through website communications and resident letters</p>

(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.	N/A		
<u>Stage 3 – Analysis of impact</u>			
<p><u>(1)Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	RACE	DISABILITY Assistance dogs will not be affected by the PSPO Accessibility issues have been raised around the Newbold Quarry site. The extension of the PSPO has no impact on accessibility to the quarry.	GENDER
	MARRIAGE/CIVIL PARTNERSHIP	AGE	GENDER REASSIGNMENT
	RELIGION/BELIEF	PREGNANCY MATERNITY	SEXUAL ORIENTATION

<p><u>(2) Cross cutting themes</u></p> <p>(a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	<p>a) No</p> <p>b) No</p>
<p>(3) If there is an adverse impact, can this be justified?</p>	<p>N/A</p>
<p>(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)</p>	<p>N/A</p>
<p>(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?</p>	<p>Look at ensuring information on Website is accessible to all</p>
<p>(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?</p>	<p>Ensure assistance dogs are not included in Dog Control PSPO</p>
<p>(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?</p>	<p>See answer 5</p>

<u>Stage 4 – Action Planning, Review & Monitoring</u>																														
<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1" data-bbox="875 459 2116 689"> <thead> <tr> <th data-bbox="875 459 1120 539">Action</th> <th data-bbox="1120 459 1364 539">Lead Officer</th> <th data-bbox="1364 459 1612 539">Date for completion</th> <th data-bbox="1612 459 1865 539">Resource requirements</th> <th data-bbox="1865 459 2116 539">Comments</th> </tr> </thead> <tbody> <tr> <td data-bbox="875 539 1120 576"></td> <td data-bbox="1120 539 1364 576"></td> <td data-bbox="1364 539 1612 576"></td> <td data-bbox="1612 539 1865 576"></td> <td data-bbox="1865 539 2116 576"></td> </tr> <tr> <td data-bbox="875 576 1120 612"></td> <td data-bbox="1120 576 1364 612"></td> <td data-bbox="1364 576 1612 612"></td> <td data-bbox="1612 576 1865 612"></td> <td data-bbox="1865 576 2116 612"></td> </tr> <tr> <td data-bbox="875 612 1120 649"></td> <td data-bbox="1120 612 1364 649"></td> <td data-bbox="1364 612 1612 649"></td> <td data-bbox="1612 612 1865 649"></td> <td data-bbox="1865 612 2116 649"></td> </tr> <tr> <td data-bbox="875 649 1120 686"></td> <td data-bbox="1120 649 1364 686"></td> <td data-bbox="1364 649 1612 686"></td> <td data-bbox="1612 649 1865 686"></td> <td data-bbox="1865 649 2116 686"></td> </tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																										
<p>(2) Review and Monitoring State how and when you will monitor policy and Action Plan</p>	<p>Ongoing monitoring of communications and infrastructure changes</p>																													

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on 28.2.2022’

AGENDA MANAGEMENT SHEET

Report Title:	Additional Resources- Electoral Services
Name of Committee:	Council
Date of Meeting:	19 July 2022
Report Director:	Chief Officer – Legal and Governance
Portfolio:	Finance, Performance, Legal and Governance
Ward Relevance:	N/A
Prior Consultation:	None
Contact Officer:	Aftab Razzaq
Public or Private:	Public
Report Subject to Call-In:	No
Report En-Bloc:	No
Forward Plan:	No
Corporate Priorities:	This report relates to the following priority(ies): <input type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input 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
(C) Climate (E) Economy (HC) Health and Communities (O) Organisation	
Summary:	This report seeks additional resources within the Elections Team to ensure the legislative changes as detailed within the report can be met by the local authority and specifically the Returning Officer.
Financial Implications:	The cost of a Grade B post based on 2022/23 salary data estimates will be £26,110 per annum, including on-costs, for the current financial year.

Over the 14-month period of the fixed-term post this would be £30,461 in total (excluding future years pay award and other changes such as changes in employers' pension and NI amounts, which are unknown at this stage). This expenditure budget will be funded via IER grant funding previously received by the Elections service or any other savings found within the service.

Risk Management/Health and Safety Implications:

If these additional resources are not put in place then there is a risk that the local authority and specifically the Returning Officer is not able to discharge his responsibilities.

Environmental Implications:

None arising directly from this report

Legal Implications:

Detailed within the report. The Council is an electoral authority and the responsibility for the discharge of these responsibilities is within the Council's Returning Officer.

Equality and Diversity:

The relevant equality considerations are set out within the attached Equality Impact Assessment.

Options:

To approve or reject the recommendation.

Recommendation:

(1) The creation of a fixed term post for 14 months be approved as detailed within the report.

(2) Delegated Authority granted to the Chief Officer of Legal & Governance to implement the fixed term post and such delegation shall include any non-material changes to job

(3) A salary budget of £26,110 be approved for 2022/23 for the new post, to be funded from existing service earmarked reserves or other savings within the service, as detailed within the report.

Reasons for Recommendation:

To ensure the Council is able to meet the legislative changes as detailed within the report.

Council - 19 July 2022

Additional Resources - Electoral Services

Public Report of the Returning Officer

Recommendation

- (1) The creation of a fixed term post for the period of 14 months for an Electoral Services Assistant be approved and the post be added to the establishment as detailed within the report.
- (2) Delegated Authority granted to the Chief Officer of Legal & Governance to implement the fixed term post and such delegation shall include any non-material changes to job
- (3) A salary budget of £26,110 be approved for 2022/23 for the new post, to be funded from existing service earmarked reserves or other savings within the service, as detailed within the report.

Introduction

The Council is the electoral authority for the Borough of Rugby. This function is discharged by the Council's appointed Returning Officer.

In May 2021 the elections bill received Royal Assent and brought forward significant electoral changes, and these are detailed within the report.

The various changes will require implementing by all electoral authorities and will come into effect at the earliest by May 2023 with certain other changes being by May 2024.

There is presently the requirement for further secondary legislation which will set out further detail and the overall roadmap for the implementation of these changes.

Due to the electoral cycle that the Council operates and the overall longstop date of 2024 of a General Election it is imperative that the Council and specifically the Returning Officer has the required resources to support these changes.

On this basis the recommendation seeks the approval for the creation of a fixed term post for an Electoral Services Assistant to support the Returning Officer and the electoral team to implement the upcoming changes. This fixed term will be at a Grade B.

As set out within the financial implications the cost of these changes will be borne by existing savings. Furthermore, there is the envisaged grant funding from central government and further detail and overall structure will follow during the coming few months.

Electoral Changes

Voter ID

One of the most significant changes of the elections Act is the introduction of Voter ID. This will require all electors to show an approved form of photo identification when voting in a polling station.

The approved form of photo identification is expected to fall within the various categories such as passport, driving licence ect. However, it is recognised that there will be categories of voters that will not have any form of photo identification and there will be a requirement for a voter card to be processed by the Electoral Registration Officer.

Accessibility

Accessibility is another area of reform. This will be specifically in relation to disabled voters and for RO to have a stronger responsibility towards disabled voters.

Absent Voters/Postal Votes

This is another area whereby there is a been strong focus of reform. The election Act will bring forward reform whereby the handling of postal votes and applications by candidates and political parties will be banned.

There will also be a limit in the number of postal votes that can be handed into a polling station. Postal voters will also need to be make a fresh application rather than the signature refresh that is in place at present. There will also be restrictions on the number of proxies an elector can act for with further constraints within family households.

Finally, in respect of applications for both postal voters and absent voters there will be a requirement of an identification process.

The process in respect of absent voting will be further digitalised through online applications and overall identification verification.

EU Citizens and Candidacy Rights

The voting rights in respect of EU Citizens will also be reformed and this is reflective of Brexit. There will no longer be an automatic right to register, vote and stand in elections for EU Citizens.

The voting rights will be retained by two categories of voters and this will be classed into 'qualifying citizens' and EU Citizens with retained rights who were resident in the UK before January 2021.

This change will be come into effect from May 2024. Importantly during the transitional period there will be a requirement for the ERO to review existing electors and process applications in accordance with the new eligibility criteria.

Overseas Electors

The reform in respect of overseas electors is also expected to have a significant impact upon resources. The changes within this area will comprise of the 15-year limit on voting rights being removed and provided an overseas elector is able to provide evidence of a previous address, or where they were last registered then they will be entitled to be entered into the register.

This specific area is expected to have a significant impact upon resources as it is expected that applications will either double or triple. These changes are expected to be in place for parliamentary elections from May 2024 onwards.

Financial Implications

The cost of a Grade B post based on 2022/23 salary data estimates will be £26,110 per annum, including on-costs, for the current financial year. Over the 14-month period of the fixed-term post this would be £30,461 in total (excluding future years pay award and other changes such as changes in employers' pension and NI amounts, which are unknown at this stage). This expenditure budget will be funded via IER grant funding previously received by the Elections service or any other savings found within the service.

Conclusion

Overall, there are significant changes as a result of the Elections Act 2022 and the forthcoming secondary legislation. The delivery of these changes will be the responsibility of the Returning Officer/Electoral Registration Officer. It is essential that the required resources are put in place and in the first instance this will be via the proposed recommendation.

The impact upon resources will continuously be under review and there will be further briefings for members once the details of the changes are finalised through secondary legislation.

Name of Meeting: Council
Date of Meeting: 19 July 2022
Subject Matter: Additional Resources - Electoral Services
Originating Department: Legal and Governance

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Equality Impact Assessment

Service Area	Legal & Governance Team
Policy/Service being assessed	Creation of Fixed Term Post within Elections Team
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	N/A
EqIA Review team – List of members	Aftab Razzaq
Date of this assessment	7 th July 2022
Signature of responsible officer (to be signed after the EqIA has been completed)	

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

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	To ensure the required resources are put in place in respect of the elections team and the Returning Officer is able to discharge his responsibilities.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	The specific corporate objective that these objectives / workstreams relate to are: Outcome 4 – Organisation Maintain robust systems of governance that ensure fairness, accountability, and transparency Ensure that our organisational structure and methods of working are agile, efficient and effective. Treat taxpayers' money with respect and ensure that our high-quality services demonstrate value for money.
(3) What are the expected outcomes you are hoping to achieve?	To address the changes as detailed within the Elections Act.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	It affects the relevant employees/roles as detailed within the report
<u>Stage 2 - Information Gathering</u>	
(1) What does the information tell you about those groups identified?	N/A

(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?	N/A		
(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.	N/a –None required		
<u>Stage 3 – Analysis of impact</u>			
<p><u>(1)Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	RACE None	DISABILITY None.	GENDER None
	MARRIAGE/CIVIL PARTNERSHIP None	AGE None	GENDER REASSIGNMENT None
	RELIGION/BELIEF None	PREGNANCY MATERNITY None	SEXUAL ORIENTATION None.

<p><u>(2) Cross cutting themes</u></p> <p>(a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	Not applicable
<p>(3) If there is an adverse impact, can this be justified?</p>	None
<p>(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)</p>	None
<p>(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?</p>	Not applicable
<p>(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?</p>	Not applicable
<p>(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?</p>	Not applicable

<u>Stage 4 – Action Planning, Review & Monitoring</u>																																			
<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<table border="1"> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> </table>																																		
<p>(2) Review and Monitoring State how and when you will monitor policy and Action Plan</p>	<p>The resources within the team will be kept under review to ensure the responsibilities on the Returning Officer and service delivery can be maintained.</p>																																		

Please annotate your policy with the following statement:

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

AGENDA MANAGEMENT SHEET

Report Title:	Member and Officer Working Update
Name of Committee:	Council
Date of Meeting:	19 July 2022
Report Director:	Chief Officer - Legal and Governance
Portfolio:	Finance, Performance, Legal and Governance
Ward Relevance:	All
Prior Consultation:	Leadership Team
Contact Officer:	Aftab Razzaq
Public or Private:	Public
Report Subject to Call-In:	No
Report En-Bloc:	No
Forward Plan:	No
Corporate Priorities:	This report relates to the following priority(ies):
(C) Climate	<input type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C)
(E) Economy	<input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E)
(HC) Health and Communities	<input type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC)
(O) Organisation	<input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O)
	Corporate Strategy 2021-2024
	<input type="checkbox"/> This report does not specifically relate to any Council priorities but
Summary:	
Financial Implications:	None arising directly from this report
Risk Management/Health and Safety Implications:	None arising directly from this report
Environmental Implications:	None arising directly from this report

Legal Implications:	None arising directly from this report
Equality and Diversity:	None arising directly from this report
Options:	Approve or reject the proposed recommendation
Recommendation:	<ol style="list-style-type: none">1. The Member and Officer protocol as set out in Appendix 1 be approved.2. Delegated Authority to the Chief Officer for Legal & Governance to make any non material amendments.
Reasons for Recommendation:	To ensure the member and officer working protocol can be reviewed.

Council - 19 July 2022

Member and Officer Working Update

Public Report of the Chief Officer - Legal and Governance

Recommendation

1. The Member and Officer protocol as set out in Appendix 1 be approved.
2. Delegated Authority to the Chief Officer for Legal & Governance to make any non-material amendments.

1. Introduction

The member and officer working relationship forms the foundation of service delivery of the Council.

Following a resolution at Full Council in December 2021 it was agreed that Scrutiny would review the working relationship between members and officers. This was with a view to bringing forward a new protocol.

2. Officer & Member Working Relationship

A task and finish group was arranged via the Scrutiny Committee comprising of the following members;

- Cllr Wayne Rabin
- Cllr Belinda Garsia
- Cllr Bill Lewis
- Cllr Maggie O'Rourke
- Cllr Maoudis

Following various discussions which included the feedback from the workshops with both officers and councillors the attached protocol was formulated.

This will be considered by Scrutiny Committee on the 18 July with further feedback in respect of the proposed recommendation and the overall protocol.

3. Conclusion

As outlined in previous reports the member and officer working relationship is fundamental in ensuring the Council can meet its required objectives. The next step is adopting the protocol and the implementation to ensure the objectives of the protocol are achieved.

Name of Meeting: Council
Date of Meeting: 19 July 2022
Subject Matter: Member and Officer Working Update
Originating Department: Legal and Governance

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A



MEMBER AND OFFICER PROTOCOL

***FACILITATING COUNCILLOR
AND OFFICER WORKING***



Responsible Officers

Aftab Razzaq, Chief Officer for Legal and Governance/Monitoring Officer
Sarah Chapman, Legal and Governance Manager

Reviewed by: Member and Officer Working Task Group, Leadership Team

Date reviewed: 07/2022

Version 1

Date of next review: 06/2023

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1. INTRODUCTION

The Council is responsible for providing a variety of services to the public. At the heart of this delivery is the relationship between Members and Officers. It is key that this relationship is strong and collaborative and both roles recognise and compliment each other.

This policy seeks to align with the Council's objectives as set out within its present Corporate Strategy. The relationship between Members and Officers is fundamental in delivering this strategy and the Council's wider transformation programme. This is the beginning of a new journey between Members and Officer and establishing the foundation for a strong relationship.

“It is about challenging people but also investing in people, listening to them and taking them on the journey with us. I don't think we would have been able to do what we have done if we hadn't taken members and officers with us and changed our attitude to risk as an organisation.”

When required this framework will also be followed by supplemental policies outlining further details and guidance.



2. PILLARS OF THE OFFICER AND MEMBER PROTOCOL

The relationship between Members and Officers is an essential ingredient that goes into the successful working of the Council. This relationship is based upon the following pillars:

MUTUAL RESPECT

There must be mutual respect between each other's role within the Council. Within this recognition there must be an understanding of each respective role and to remain within the boundaries of each.

COLLABORATION

By understanding and maintaining the balance between each other's role there must be constructive and positive collaboration to undertake each other's role and to be a catalyst for innovation.

TRUST AND INFORMALITY

Members and Officers feel free to speak to one another openly and honestly. Nothing in this protocol is intended to change this relationship.

COMMUNICATION

At the heart of a strong working relationship is positive and strong communication. This includes having a variety of constructive channels to ensure both parties can work positively together and maintaining the correct forum for such communication.

As detailed within this protocol these communication channels will include a Member Conversations, a case management system, member briefings and engagement with Councillor Liaison Officers.

The purpose of this protocol is to assist Members and Officers to perform effectively by giving guidance on their respective roles and expectations and on their relationship with each other.

The protocol must be read and operated in the context of any relevant legislation and national and local Codes of Conduct and any procedure for confidential reporting.

3. ROLES OF MEMBERS AND OFFICERS



The respective roles of Members and Officers can be summarised as follows: Members and Officers are servants of the public and they are indispensable to one another but their responsibilities are distinct.

Members are elected and during their term they are responsible to both the Council and the electorate.

Officers are responsible to the Council. Their job is to give advice to Members and to the Council, and to carry out the

Council's work within the delegated powers and under the direction and control of the Council, the Executive, and various committees.



Members



**Members of the Executive,
Chairmen and Vice-Chairmen**



Officers

MEMBERS

Members as Councillors have four main areas of responsibility:

- a) determining the policy of the Council and giving it political leadership;
- b) monitoring and reviewing the performance of the Council in implementing that policy and delivering services;
- c) representing the Council externally; and
- d) acting as advocates on behalf of their constituents.

It is not the role of Members to involve themselves in the day to day management of the Council's services. This includes the day to day operational decisions that are made from Officers.

MEMBERS OF THE EXECUTIVE, CHAIRMEN AND VICE-CHAIRMEN

Members of the Executive, Chairmen, Vice-Chairmen of Committees, Boards, Groups etc. have additional responsibilities. Because of those responsibilities, their relationships with Officers may be different from, and more complex than those of other Members without those responsibilities, and this is recognised in the expectations they are entitled to have. However, such Members must still respect the impartiality of Officers, must not ask them to undertake work of a party-political nature, or to do anything which would put them in difficulty in the event of a change in the political composition of the authority.

OFFICERS

The role of Officers is to give advice and information to Members upon which they may determine policy issues and to implement the policies determined by the Council, and to provide advice to Members as to how this might properly be done.

In giving such advice to Members, and in preparing and presenting reports, it is the responsibility of the Officer to express his/her own professional views and recommendations. Whilst an Officer may report the views of individual Members on an issue, if the Member wishes to express a contrary view he/she should not seek to pressure the Officer to make a recommendation contrary to the Officer's professional view.

Certain Officers, e.g. Executive Director (The Head of Paid Service and the Section 151 Officer) the Chief Officer for Legal and Governance (The Monitoring Officer) and the Statutory Chief Officers have responsibilities in law over and above their obligations to the Council and to individual Members, and Members must respect these obligations, must not obstruct Officers in the discharge of these responsibilities.

4. WHAT DO MEMBERS AND OFFICERS NEED FROM EACH OTHER?

<p>In order for Members to carry out their roles, they need from Officers:</p> <ul style="list-style-type: none"> • Sufficient, detailed and accurate information on which to make informed decisions. • Access to appropriate Officers to obtain timely information on matters they are involved in. • To be kept informed on matters they are involved in or affect their Wards. • To be consulted on matters that are relevant to their Wards. • Key points of contacts within all service areas to facilitate Member and Officer relationships. • Clarity on matters for which Members are responsible and matters for which Officers are responsible. 	<p>In order for Officers to carry out their roles, they need from Members:</p> <ul style="list-style-type: none"> • Sufficient, detailed and accurate information on which to make enquiries or take action. • Access to Councillors to obtain timely information on matters they are involved in. • To be kept informed on Members' involvement in matters including those that affect their Wards. • Timely responses to consultations on matters that are relevant to Members' wards. • Clarity on matters for which Officers are responsible and matters for which Members are responsible.
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5. FACILITATING MEMBER AND OFFICER WORKING

Member Conversations



Member conversations will provide a universal approach in communicating to all Members present and future workstreams.

What is a Member Conversation?

A Member Conversation is a meeting between key Officers and Members on key areas of present and future workstreams. It is an open invite to either all Members or selected Members based upon the item that is being discussed.

What is the aim of a Member Conversation?

The aim of a Member Conversation is to update members on present and future workstreams. It also a forum to facilitate collaborative communication between both members and officers. The member conversations should be both proactive and reactive in respect of issues being addressed by both officers and members.

Members can expect officers to consider the input from Members; however, this is not an opportunity for members to become involved in operational delivery. Any input should be solely in their capacity as Members.

A clear programme of workshops enabling Members to liaise with citizens and community groups within their ward to ascertain matters to be raised and provide feedback on progress.

Members and Officers will be able to submit proposed matters – e.g. issues facing the Ward or projects proposed in the ward.

Matters for discussion and any background papers to be available in advance to enable Members and Officers to effectively prepare for workshops. Officers with appropriate knowledge and decision-making capability to attend the workshops to reduce reliance on Chief Officers and potential bottlenecks.

Post Member Conversation?

It is important that Officers follow up any input from Members and where required continue to update key Members on the item that has been discussed.

Councillor Open Days



It is recognised that Members have open access to the Council buildings. The proposed open days will take place bi-annually basis and will be an encouragement for Members and Officers to come together in the workplace. This initiative will develop and build on the foundations within this protocol.

**Officer Directory/
Councillor Liaison Officers**

As set out above at the heart of the pillars of the Officer/Member working relationship is communication. In order for there to be the required accessibility to Officers there must be an up to date online directory in respect of Officer details.

It is recognised that Member and Officer communication should not be restricted solely to the Leadership Team. Where necessary members should be able to approach key Officers and this can only take place if there is accessibility to up to date details.

The creation of an up to date directory will be coupled with the creation and inclusion of Councillor Liaison Officers. This directory will also include a description and profile of the Councillor Liaison Officers.

Councillor Liaison Officers will provide various officers within each service to facilitate Member and Officer relationships and reduce reliance on Chief Officers for operational matters.

Furthermore, Members will receive up to date information and it will also be a catalyst for the various pillars and initiatives within this protocol and this includes Member Conversations.



Training



Members and Officers to continually review training needs and proactively seek training and development to assist them in carrying out their roles.

There is a clear focus on Member training through the Council's Corporate Strategy Delivery Plan and this will be through a new Councillor Learning and Development Policy. This will provide a comprehensive training framework for Members whereby both individual and collective needs can be focused and developed.

Member Briefings



At present, a weekly update is provided to members via the Council's Communication Team. This will continue and be actively encouraged as a communication platform for both Members and Officers.

The briefings will be supplemental to the case management system and various communication forums throughout this protocol.

Member Profiles/SharePoint



As set out above there is a requirement for Members to positively engage with Officers outside of the Leadership Team. Equally there must be an encouragement and familiarity from Officers towards Members.

The pillars within this protocol and recognition of each other's roles will be assisted through the creation of Member profiles. These profiles will be accessed through the Council's internal SharePoint page. It will create a familiarity from Officers of the Council's Members and also their background and key strengths. Again, this will allow the pillars of this protocol to be established, strengthened and developed.

Members will have a profile on SharePoint which sets out key details to assist Officers. Details will include:

- Photograph
- Contact details
- Political party
- Ward
- Cabinet and Portfolio responsibilities (if applicable)
- Membership of committees, working parties and task and finish groups
- Additional responsibilities (e.g. Group Leader, Champion)
- Outside appointments (e.g. County Councillor, Parish Councillor, or Council appointed positions)
- Skills, interests or expertise relevant to their role

Case Management System



The Council has a corporate priority towards digitalisation and the introduction of a case management system will accord with this objective.

The introduction of the case management system will ensure the following:

- A centralised case management system through which matters can be managed.
- The case management system will provide a repository for all relevant documents and communication.
- It will also provide a communication channel through which Councillor Liaison Officers (and other officers) can provide updates to Members between member conversations and briefings.
- Information stored on the case management system will inform reports to Cabinet and Committee on key projects or matters affecting Wards.

**Research/
Case Studies**

It is important that both Members and Officers look towards both research and case studies.

This is set out within Appendix 1 and this includes reference to the study undertaken by Birmingham University in respect of being a 21st Century Councillor.

This study does align with the various pillars and elements throughout this protocol.



Research

<https://21stcenturypublicservant.wordpress.com/21st-century-public-servant/>

<https://21stcenturypublicservant.wordpress.com/21st-century-councillor/>

<https://21stcenturypublicservant.wordpress.com/coronavirus-and-local-government-in-the-uk-culture-change/>

Case Studies

Taking the example of a minibus service for the elderly, which had been costing £500,000 a year to run, the Council asked users what they thought of the service. “It transpired that it picked people up on a day they didn’t want to be picked up, at a time that was inconvenient for them, took them to a place they didn’t really want to go to and they either had too long or too little time to do what they needed to do,” Cllr Fleming explains. After a year, the service was stopped with no complaints and users were redirected into other local services and those offered by the voluntary sector: “That gave us the confidence to look at how you don’t just stop services but reshape and reprovision them,” he adds. Additionally, the Council started investing in property, and set about making a cultural change of how members and officers worked together, with Sevenoaks District Council being the first public sector organisation to be awarded the prestigious Platinum Investors in People Award in 2016 – an accolade it has retained since. “It is about challenging people but also investing in people, listening to them and taking them on the journey with us. I don’t think we would have been able to do what we have done if we hadn’t taken members and officers with us and changed our attitude to risk as an organisation,” he adds.

Statement from Leader Councillor Peter Fleming

MJ Article How ‘to do a Sevenoaks’, MJ Edition 26 May 2022

The graphics used on pages 7 to 10 are derived from the 21st Century Councillor research developed by Catherine Mangan, Catherine Needham, Karin Bottom and Steven Parker at the University of Birmingham. Artwork is by Laura Brodrick, Think Big Picture. For more information see:

<https://21stcenturypublicservant.wordpress.com/21st-century-councillor/>
