



21 July 2023

CABINET – 31 JULY 2023

A meeting of Cabinet will be held at 6.00pm on Monday 31 July 2023 in the Council Chamber at the Town Hall, Rugby.

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

Mannie Ketley
Chief Executive

A G E N D A PART 1 – PUBLIC BUSINESS

1. Minutes.

To confirm the minutes of the meeting held on 26 June 2023.

2. Apologies.

To receive apologies for absence from the meeting.

3. Declarations of Interest.

To receive declarations of –

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

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

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

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

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

4. Question Time.

Notice of questions from the public should be delivered in writing or by e-mail to the Chief Executive at least three clear working days prior to the meeting (no later than Tuesday 25 July 2023).

Growth and Investment Portfolio

5. Amended Community Infrastructure Levy Draft Charging Schedule – Agreement to undertake Public Consultation (appendices 1-4 to follow).

Leisure and Wellbeing Portfolio

Nothing to report to this meeting.

Finance, Performance, Legal and Governance Portfolio

Nothing to report to this meeting.

Communities, Homes, Digital and Communications Portfolio

6. Communications and Engagement Strategy.

Regulation and Safety Portfolio

7. Capital Projects for Memorial grounds and automatic doors at Rainsbrook Crematorium.

Change and Transformation Portfolio

Nothing to report to this meeting.

Operations and Traded Services Portfolio

Nothing to report to this meeting.

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

Nothing to report to this meeting.

8. 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 item on the grounds that it involves the likely disclosure of information defined in paragraphs 1, 2 and 3 of Schedule 12A of the Act.”

PART 2 – EXEMPT INFORMATION

Growth and Investment Portfolio

Nothing to report to this meeting.

Leisure and Wellbeing Portfolio

Nothing to report to this meeting

Finance, Performance, Legal and Governance Portfolio

1. Electoral Services Resources.

Communities, Homes, Digital and Communications Portfolio

2. IT and Digital Services Restructure.

Regulation and Safety Portfolio

Nothing to report to this meeting.

Change and Transformation Portfolio

Nothing to report to this meeting

Operations and Traded Services Portfolio

Nothing to report to this meeting.

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

3. Write Offs.

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

The Reports of Officers are attached.

Membership of Cabinet:

Councillors Poole (Chair), Daly, Picker, Ms Robbins, Ms Watson-Merret and Willis.

CALL-IN PROCEDURES

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

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

AGENDA MANAGEMENT SHEET

Report Title: Amended Community Infrastructure Levy Draft Charging Schedule – Agreement to undertake Public Consultation

Name of Committee: Cabinet

Date of Meeting: 31 July 2023

Report Director: Chief Officer – Growth and Investment

Portfolio: Growth and Investment

Ward Relevance: All wards

Prior Consultation: The matter was discussed at Planning Services Working Party on 15th February 2023 and at Cabinet on 20th March 2023.

Contact Officer: Neil Holly, Development Strategy Manager

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: No

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

Summary: The report recommends to Cabinet that they approve the amended Community Infrastructure Levy (CIL) Draft Charging Schedule for four weeks' public consultation commencing on 7 August 2023. The Charging Schedule has been amended from

the version that was subject to public consultation between Monday 8th May 2023 and Friday 16th June 2023 to include a £5 per square metre charge for industrial and warehousing (use class B2 and B8) development. This amendment triggers a need to reconsult.

Financial Implications:	None as a direct result of this report.
Risk Management/Health and Safety Implications:	Undertaking at least four weeks' public consultation is a statutory requirement. If this stage is not undertaken, the schedule cannot be progressed to independent examination.
Environmental Implications:	If CIL is approved, it could raise revenue that may be used to implement environmental initiatives. A climate and environment impact assessment has been produced and is attached at Appendix 5.
Legal Implications:	Under the requirements of the CIL Regulations 2010 (as amended) a draft Community Infrastructure Levy charging schedule must be published for not less than four weeks' consultation. Without undertaking this consultation, the schedule cannot be progressed to independent examination.
Equality and Diversity:	An Equality Impact Assessment of the CIL draft charging schedule was undertaken and appended to the 20 March 2023 cabinet report.
Options:	<p>Option 1 – Cabinet approves the amended CIL draft charging schedule for public consultation.</p> <p>Option 2 – Cabinet does not approve the amended draft charging schedule for public consultation.</p>
Recommendation:	<ol style="list-style-type: none">(1) The amended Rugby Community Infrastructure Levy Draft Charging Schedule (Appendix 1 to this report) be approved for four weeks' public consultation in accordance with Regulation 16 of the Community Infrastructure Levy Regulations 2010 (as amended);(2) the following supporting documents that underpin the CIL draft charging schedule be published as part of the consultation: CIL Viability Assessment undertaken by BNP Paribas (Appendix 2), Infrastructure Funding Position Statement (Appendix 3) and Interim Spending Strategy (Appendix 4); and

- (3) delegated authority be given to the Chief Officer for Growth and Investment to make minor grammatical and presentational amendments as necessary to the consultation documents before they are published for public consultation.

**Reasons for
Recommendation:**

This will allow the CIL to progress towards approval.

Cabinet – 31 July 2023

**Amended Community Infrastructure Levy Draft Charging Schedule
– Agreement to undertake Public Consultation**

Public Report of the Chief Officer – Growth and Infrastructure

Recommendation:

- (1) The amended Rugby Community Infrastructure Levy Draft Charging Schedule (Appendix 1 to this report) be approved for four weeks' public consultation in accordance with Regulation 16 of the Community Infrastructure Levy Regulations 2010 (as amended);
- (2) the following supporting documents that underpin the CIL draft charging schedule be published as part of the consultation: CIL Viability Assessment undertaken by BNP Paribas (Appendix 2), Infrastructure Funding Position Statement (Appendix 3) and Interim Spending Strategy (Appendix 4); and
- (3) delegated authority be given to the Chief Officer for Growth and Investment to make minor grammatical and presentational amendments as necessary to the consultation documents before they are published for public consultation.

1. INTRODUCTION

- 1.1. Part 11 of the Planning Act 2008 enables local authorities to levy a charge on new development to fund infrastructure within their area. This known as the Community Infrastructure Levy (CIL). The draft CIL charging schedule (Appendix 1) sets out the rates the authority intends to charge for new development of different land uses across the borough.
- 1.2. The Planning Act 2008 and the Community Infrastructure Levy Regulations 2010 (as amended) set out the process for preparing a CIL charging schedule. Prior to submission for independent examination, a draft CIL charging schedule is required to be subject to at least four weeks' public consultation.

2. PUBLIC CONSULTATION ON THE CIL CHARGING SCHEDULE

- 2.1. Previous public consultations on the draft CIL Charging Schedule were held between 7 October 2022 and 18 November 2022 and between Monday 8 May 2023 and Friday 16 June 2023. The most recent consultation was considered and approved by Cabinet at its meeting on 20 March 2023.
- 2.2. The amended draft CIL Charging Schedule (Appendix 1) is amended from the version consulted on in May-June 2023 to introduce a £5 per square metre charge for warehousing and industrial development (use classes B2 and B8). A

charge for warehousing and industrial uses was not included in the versions of the charging schedule that were subject to the previous public consultations.

2.3. This amendment to the draft charging schedule necessitates re-consultation before the charging schedule can be submitted for independent examination.

2.4. Accordingly, it is proposed that a further four-week public consultation is held, commencing on 7 August 2023.

2.5. Alongside the amended draft charging schedule, the following documents will be published as part of the consultation:

CIL Viability Assessment undertaken by BNP Paribas (Appendix 2)
Infrastructure Funding Position Statement (Appendix 3)
Interim Spending Strategy (Appendix 4)

2.6. The CIL Viability Assessment has been updated from the version that was published alongside the May-June 2023 public consultation. The document has been updated to include the most up-to-date costs and values information available. This update is necessary because the costs and values information used in the previous version of the report are now approaching two years old. At the time of report publication, the updated viability assessment is still in preparation by the consultants and will be circulated as soon as it is available.

2.7. The Infrastructure Funding Position Statement is also updated to provide more up-to-date information on infrastructure funding in the borough.

2.8. The consultation is proposed to run for four weeks commencing on 7 August 2023. A notice of the consultation will be published in the Rugby Observer and copies of the consultation documents will be made available on the Council's website and in the following locations:

Rugby Borough Council's offices, Town Hall, Evreux Way, Rugby, CV12 2RR,
Rugby Library and Information Centre, Little Elborow Street, Rugby, CV21
3BZ
Dunchurch Community Library, The Green, Dunchurch, Rugby, CV22 6PA
Wolston Library and Information Centre, Warwick Road, Wolston, Coventry,
CV8 3GX.

2.9. Notice of the consultation will be sent to all of those on the Council's planning policy consultation database.

2.10. As this is a re-consultation, the consultation materials will inform those who previously commented in response to the May to June consultation that they do not need to resubmit the comments that they made then.

2.11. Following conclusion of the consultation, it is proposed that a report be taken to Council on 20 September 2023 seeking agreement to submit the CIL charging schedule for independent examination.

2.12. The purpose of independent examination is to determine whether the charging schedule meets the applicable legal requirements (referred to in the legislation

as the 'drafting requirements'). Following the examination, the examiner will make recommendations. They can recommend that the charging schedule be approved by the Council without modification, be modified to remedy areas of non-compliance with the drafting requirements or be rejected.

2.13. Following conclusion of the examination, if successful, Cabinet and Council will be asked to approve the charging schedule and bring the CIL into effect.

2.14. The 20 March 2023 Cabinet report provides background to the preparation of the CIL charging schedule.

3. CONCLUSION

3.1. It is recommended that the Community Infrastructure Levy draft charging schedule be approved for public consultation.

Name of Meeting: Cabinet

Date of Meeting: 31 July 2023

Subject Matter: Amended Community Infrastructure Levy Draft Charging Schedule – Agreement to undertake Public Consultation

Originating Department: Growth and Investment

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	Rugby Borough Local Plan 2011-2031, adopted June 2019 https://www.rugby.gov.uk/downloads/file/2319/local_plan_2011-31
2	CIL Guidance https://www.gov.uk/guidance/community-infrastructure-levy
3	CIL Regulations 2010 (as amended) https://www.legislation.gov.uk/ukdsi/2010/9780111492390/contents

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Rugby Borough Council

Climate Change and Environmental Impact Assessment

Amended Community Infrastructure Levy Draft Charging Schedule – Agreement to undertake Public Consultation

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 Chief Executive.

SECTION 1: OVERVIEW

Portfolio and Service Area	Growth and Investment
Policy/Service/Change being assessed	The report recommends to Council that it approves the publication of the draft CIL charging schedule for public consultation.
Is this a new or existing Policy/Service/Change?	This would be a new charge.
If existing policy/service please state date of last assessment	Not applicable.
Ward Specific Impacts	Borough-wide.
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	The report recommends to Council that it approves the submission of the CIL draft charging schedule for public consultation. The charging schedule is required to then be independently examined before it can be approved by the Council. If the authority introduces CIL it could use some of the revenue generated to fund environmental enhancements.
Completed By	Neil Holly, Development Strategy Manager
Authorised By	Nicola Smith, Chief Officer Growth & investment
Date of Assessment	13 July 2023

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			
Fleet usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			
Sustainable Transport/Travel (customers and staff)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			
Community leadership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			
Biodiversity and habitats	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			
Adaptation/Mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			
Impact on other providers/partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None at this stage			

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	Next stage of the adoption process – submission of the charging schedule for independent examination (likely September 2023)
Key points to be considered through review	No negative impacts have been identified at this stage.
Person responsible for review	Neil Holly, Development Strategy Manager
Authorised by	Nicola Smith, Chief Officer Growth & investment

AGENDA MANAGEMENT SHEET

Report Title: Communications and Engagement Strategy

Name of Committee: Cabinet

Date of Meeting: 31 July 2023

Report Director: Chief Officer – Digital and Communications

Portfolio: Communities, Homes, Digital and Communications

Ward Relevance: All

Prior Consultation: Public via Customer Access survey
All Members - Member Conversation
Portfolio Holder, Digital and Communications
Leadership Team
Management Team

Contact Officer: Matthew Deaves

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 supports the delivery of them all through explaining services and enabling access to them.

Summary:

Financial Implications:	There are no specific financial implications through adoption of the Communications and Engagement Strategy.
Risk Management/Health and Safety Implications:	Adoption of a Communications and Engagement Strategy assists in mitigation of reputational risk by explaining services and enabling access to them. There are no Health and Safety implications.
Environmental Implications:	The Communications and Engagement Strategy supports the delivery of the council's Climate and other environmental objectives. It promotes digital communications where appropriate. There are no specific environmental implications.
Legal Implications:	No direct implications arising from this report.
Equality and Diversity:	The Communications and Engagement Strategy promotes community cohesion and takes specific account of the needs of Rugby's communities.
Options:	<ol style="list-style-type: none"> 1. Adopt the Communications and Engagement Strategy. This will give council services clear direction on how they should communicate and engage with residents, businesses and partners, and promote better and more consistent communication. There are no known risks in adopting the strategy. 2. Not adopt the Communications and Engagement Strategy. Council services will not have a clear direction on how they should communicate and engage with residents, businesses and partners. The existing communications strategy would continue to be used. The current strategy was adopted in 2014 and does not fully reflect changes in communications tactics or the expectations of residents, businesses and partners. The Housing Ombudsman's requirements in relation to tenant engagement will need to be addressed through alternative means.
Recommendation:	IT BE RECOMMENDED TO COUNCIL THAT the Communications and Engagement Strategy, as at Appendix 1 to the report, be approved.
Reasons for Recommendation:	To give clear direction to council services on how they should communicate and engage with residents, businesses and partners and achieve better and more consistent communication.

Cabinet - 31 July 2023

Communications and Engagement Strategy

Public Report of the Chief Officer – Digital and Communications

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT the Communications and Engagement Strategy, as at Appendix 1 to the report, be approved.

1. Introduction

- 1.1 The Council's Communications Strategy was adopted in 2014. While designed to be flexible in relation to the channels of communication that could be used, a fresh, new look at the Council's communications and engagement has resulted in a new draft strategy that has been tested with services during the last 12 months.
- 1.2 The proposed strategy has been informed by the customer access survey, which was carried out following the covid-19 pandemic. It complements the Equality, Diversity and Inclusion Policy Statement, the Customer Access Strategy and the IT and Digital Services Strategy, and it incorporates the requirements of the Housing Ombudsman in relation to tenant information and engagement. It supports delivery of the Corporate Strategy, underpins the Rugby Blueprint and demonstrates care and commitment to our audiences.

2 Outcomes and themes

- 2.1 The proposed Communications and Engagement Strategy (Appendix 1) identifies three outcomes. These were identified in consultation with Chief Officers across the service areas of the council, analysis of our incoming service requests and through public consultation "Access to Council Services".
- 2.2 The themes are:
1. We listen to residents and businesses and understand their needs
 - Our residents and businesses are at the heart of what we do. This is reflected in our CAN DO values, which begin with "customer first". Our communications will demonstrate that, above all, we care.
 - By using the data that we gather and data we already have, and by giving regular feedback to our residents and businesses, we will also demonstrate that we understand.

- Our communications will demonstrate empathy and humility. When our residents or businesses engage with us we will show support and see their situation from their point of view.
2. Our communities are informed, engaged, included and involved
 - **Informed** communities will understand what we do and why we do it. They will understand the constraints that we operate within.
 - **Engaged** communities will have an affinity with – or ownership of – what we’re doing and the way that we’re doing it.
 - We will seek out the views of communities who are seldom heard, in ways and at times that suit them, and make sure they are represented. Our communities will be **included**.
 - If they wish, we will support communities to get **involved** by contributing to service delivery. We will do this in ways that are appropriate for individual neighbourhoods or communities.
 3. We have positive and productive relationships with our staff, our councillors and our partners.
 - Our councillors and our staff are the face of the council. Positive, productive relationships engender togetherness and understanding, helping us to work together better and deliver for our residents.
 - Councillors, staff and partners can also amplify our messaging, and feed back on behalf of their communities. They can help us better understand our communities.
 - By working positively with our staff, councillors and partners we can co-design and deliver better services that meet our shared objectives.
- 2.3 The outcomes are intended to be impactful, yet agile. The pace of change is such that specifying particular actions within the strategy could result in them becoming outdated or overtaken by circumstances before they can be delivered.
- 2.4 Instead, each outcome includes some example actions or activities that demonstrate how the outcome could be achieved.

3 Communications principles

- 3.1 Whenever we communicate we will do so according to these principles – and we will expect our services to do so too:
 - 3.1.1 We will make clear the purpose and role of Rugby Borough Council, and how we will work with communities to deliver our shared objectives and priority outcomes.
 - 3.1.2 We always engage with our audiences in informative, effective and consistent ways, using language that is easy to understand, and that demonstrates care and support.
 - 3.1.3 We will be present in the places where our communities want us to be at the times that they need us.

- 3.1.4 We will use data to make sure that our communications are relevant, timely and targeted, with clear calls to action. We will reach the right resident, at the right time, with the right channel.
- 3.1.5 We will be deliberate about our engagement. We will plan carefully, to make best use of our resources and support the council's priority outcomes
- 3.1.6 We will evaluate our communications to check that we are achieving the desired outcomes. We will act on feedback to make sure we are always being as effective as we can.
- 3.1.7 Our Marketing Communications will support quantifiable service objectives so that they deliver clear results.

4 Delivering the Communications and Engagement Strategy

- 4.1 The Communications, Consultation and Information team is a small team of specialists covering copy writing and media relations, digital content, marketing communications and strategic communications, alongside their responsibilities for Information Rights and engagement.
- 4.2 The focus of the Communications and Engagement Strategy is therefore to upskill teams and service areas and empower them to deliver their own communications and engagement activity, where appropriate, with support from the Communications team.
- 4.3 This approach has been tested with the Rugby Art Gallery and Museum and The Rugby Town teams, where recent communications output has markedly improved in quality and led to successful achievement of the team objectives with respect to attendance and participation.
- 4.4 The strategy will be supported by annual service plans delivered and monitored by the Communications, Consultation and Information team, who will remain responsible overall for the council's communications and engagement activity.
- 4.5 The 2023-24 service plan is attached (Appendix 2) to illustrate how the team intend to deliver the Communications and Engagement Strategy in year 1.

5 Conclusion

- 5.1 The proposed Communications and Engagement Strategy sets out clear outcomes and principles to support the Corporate Strategy 2021-24. It has been tested over the last twelve months and will allow services and teams to communicate and engage with their audiences to achieve their objectives.

Name of Meeting: Cabinet
Date of Meeting: 31 July 2023
Subject Matter: Communications and Engagement Strategy
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

Communications and engagement Strategy





“If we effectively target our communications, we are ensuring the right resident or business hears our message; making certain that we are giving them the information they need so they can act on it effectively.”

Cllr. Tim Willis, portfolio holder for Digital & Communications

Listen and engage

Communications and engagement are fundamental to everything that we do as a council. We represent and serve our residents and businesses, and their involvement in our services is critical to their success.

Including our residents makes sense. Co-delivery of services is more effective and more efficient. Our residents are empowered to manage their neighbourhoods, and our services are freed up to focus on other areas. Engaging and involving our residents and businesses in dialogue means we are delivering the services they need in the most effective way. It shows that we care.

Resolving the challenge of the right people hearing the right message with blanket communications isn't the correct approach. Attempting to evaluate the effectiveness of simply reaching as many people as possible in the hope that the right message reaches them is clumsy and relies on outputs: we sent so many emails; issued so many news releases; reached this many Facebook users with this many posts. However, this tells us nothing about how the communication supported our wider business objectives. Our communications must focus on our intended outcomes, targeted at the correct audience.

Instead, we will adopt the outcome-focused approach that we took during the Covid-19 pandemic to drive up vaccine take-up in a targeted ward. The performance measure was the percentage of the population who had had at least one vaccine dose, not the number of messages sent or banners printed. We didn't need to reach all our residents; just residents in one super output area who had not had a first dose. We knew if we had met our objectives because we were able to monitor the take-up of Covid-19 vaccine first doses amongst residents in the super output area.

This strategy is about outcomes, not outputs.

By planning ahead, we can be ruthless in our focus on our objectives. This is an efficient, effective, and value-for-money communications and engagement strategy that will support delivery of the council's Corporate Strategy.

Context

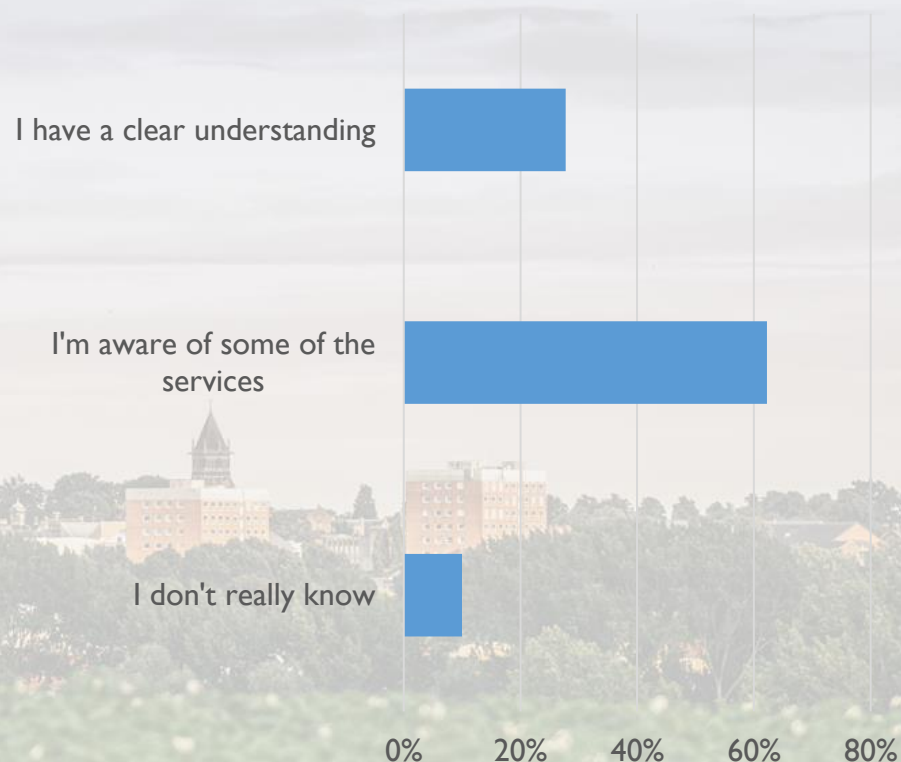
- This strategy sets out three outcomes that it aims to achieve, and seven principles that will be considered in delivering them. Together, these support **THE RUGBY BLUEPRINT**– and campaigns will be selected to support our Corporate Strategy priorities.
- Communications and engagement is an integral part of who we are. While the Communications Team will drive much of our messaging and provide guidance, support and strategic advice to protect the council's reputation, the team also play a key enabling role. They will support all parts of the council to communicate and engage with their own audiences effectively and efficiently.



What our residents have told us

- In our last resident survey we asked our residents to give us feedback on our communications and engagement, and how they access services.
- The feedback showed that 60 per cent of respondents agreed that Rugby Borough Council is a trustworthy source of information. Only 7 per cent disagreed, with the remainder unsure. 60 per cent also felt that the council kept them well informed of relevant issues. In an era when misinformation and disinformation is widely available trust is a valuable commodity. This strategy will seek to garner trust by providing reliable, accurate and timely information and support.
- The survey also showed that 28 per cent of respondents had a clear understanding of what Rugby Borough Council does for the people of Rugby (see chart). 62 per cent had some understanding, and 10 per cent were not really sure they knew what services we provided. We will boost residents understanding by giving them clear information about what we do, and why we do it, and how to access the support that they need.

Understanding what Rugby Borough Council does



What our residents have told us

- While residents felt reasonably well informed, they did not feel that they are particularly involved in decisions that affect them. Just 3 per cent of respondents felt that they have clear opportunities to tell us what they think, while 40 per cent were not sure what difference their feedback made. 43 per cent used the survey to tell us that they were not sure how they could share their views and 15 per cent didn't feel they had any opportunity to get involved in decisions that affect them. We will give residents the means to get more involved in their neighbourhoods and communities and decisions that affect them.
- The survey showed that more than 90 per cent of respondents use email and more than 70 per cent use social media. 58 per cent already use the internet to access council services and 83 per cent use it to find out information. We will use these cost-effective tools to inform and engage with residents, while ensuring that nobody is left out. The digitally excluded will be taken into account in line with our customer access strategy and equality and diversity policy.

Involvement in decisions that affect me



Outcomes

The communications and engagement vision

1

We listen to our residents and businesses and understand their needs

2

Our communities are informed, engaged, included and involved

3

We have positive and productive relationships with our staff, our councillors and our partners

1

We listen to our residents and businesses and understand their needs



a) Our residents and businesses are at the heart of what we do. This is reflected in our CAN DO values, which begin with “customer first”. Our communications will demonstrate that, above all, we care.



b) By using the data that we gather and data we already have, and by giving regular feedback to our residents and businesses, we will also demonstrate that we understand.



c) Our communications will demonstrate empathy and humility. When our residents or businesses engage with us we will show support and see their situation from their point of view.

1

We listen to our residents and businesses and understand their needs

What this might look like

We will create an engagement hub where we will run resident and business surveys on issues that matter to our communities.



Online hub

Be transparent



We will use the engagement hub to tell our communities how we have taken account of what we have learned.

We will host community events or workshops where these will reach the right communities at the right time.



Community events

Understand local issues



We will use the knowledge of ward councillors, partners and staff to understand local issues and how they impact communities.

We will provide our staff with guidelines on how they can demonstrate care, empathy and understanding when communicating with our residents.



Staff guidance

2

Our communities are informed, engaged, included and involved



a) Informed communities will understand what we do and why we do it. They will understand the constraints that we operate within.



b) Engaged communities will have an affinity with – or ownership of – what we're doing and the way that we're doing it.



c) We will seek out the views of communities who are seldom heard, in ways and at times that suit them, and make sure they are represented. Our communities will be included.



d) If they wish, we will support communities to get involved by contributing to service delivery. We will do this in ways that are appropriate for individual neighbourhoods or communities.

2

Our communities are informed, engaged, included and involved

What this might look like

We will seek out the seldom heard so we can understand their needs.



Actively engage

The right tools



We will provide relevant service areas with the tools they need to communicate and engage with residents effectively and to a high standard, using simple and clear language.

We will adopt content standards that set out how we will communicate key information and support clearly and succinctly on our online channels.



Web standards

Empower tenants



Where appropriate we will empower our tenants to look after and be proud of their neighbourhoods.

We will target our communications so that they are relevant and timely.



Target communications

Forward plan



We will maintain a Forward Plan to help us communicate key information at the right time.

3

We have positive and productive relationships with our staff, our councillors and our partners



a) Our councillors and our staff are the face of the council. Positive, productive relationships engender togetherness and understanding, helping us to work together better and deliver for our residents.



b) Councillors, staff and partners can also amplify our messaging, and feed back on behalf of their communities. They can help us better understand our communities.



c) By working positively with our staff, councillors and partners we can co-design and deliver better services that meet our shared objectives.

3

We have positive and productive relationships with our staff, our councillors and our partners

What this might look like

We will adopt internal communications principles that explain how we will engage with our staff.



Internal principals

Tools for councillors



We will give councillors the tools to explain relevant services to their communities, and advocate with and on behalf of their communities.

We will produce regular updates for our councillors and consider similar communications with our partners.



Regular media

Case management



We will introduce a case management system for councillors and MPs to raise issues on behalf of the residents who they represent.

We will contribute to joint campaigns with partners where these will meet shared objectives and improve outcomes.



Partnerships

Our audiences

1

Residents

- Our residents are from diverse communities based on neighbourhoods, demographics, identity and interests.
- We will make sure that they are represented in our communications and engagement.
- We will reach them through channels that engage the right communities, at the right time, and in the way that suits them.

2

Councillors

- Together, our councillors are the Council.
- They have a dual role as both representatives of the council and advocates for their communities.
- We will reach them through case management systems, councillor conversation workshops and webinars, face-to-face or virtual meetings or direct communications.

3

Staff

- We will adopt internal communications principles that will empower our staff to be informed, involved, included and engaged.
- We will reach them through written and verbal briefings, updates, notices, face-to-face or virtual meetings or direct communications.

4

Stakeholders

- We work in partnership with businesses, parish councils, community and voluntary organisations, other local authorities and government.
- We will reach them through specialist press, updates, workshops and webinars, face-to-face or virtual meetings or direct communications.

Principles

Whenever we communicate we will do so according to these principles – and we will expect our services to do so too.



A We will make clear the purpose and role of Rugby Borough Council, and how we will work with communities to deliver our shared objectives and priority outcomes.



B We always engage with our audiences in informative, effective and consistent ways, using language that is easy to understand, and that demonstrates care and support.



C We will be present in the places where our communities want us to be at the times that they need us.



D We will use data to make sure that our communications are relevant, timely and targeted, with clear calls to action. We will reach the right resident, at the right time, with the right channel.



E We will be deliberate about our engagement. We will plan carefully, to make best use of our resources and support the council's priority outcomes



F We will evaluate our communications to check that we are achieving the desired outcomes. We will act on feedback to make sure we are always being as effective as we can.



G Our Marketing Communications will support quantifiable service objectives so that they deliver clear results.

Action	Start date	Key theme	Outcome	Status	Measure of success
Rugby Net Zero site	30-Sep-23	1 -Climate	1a As an organisation be net zero by 2030	In progress	<ul style="list-style-type: none"> a) News articles b) Partner initiatives c) Resources d) RBC Climate Strategy updates e) EV and green grants available for business and home
Community Engagement Review	31-Dec-23	3 - Health and communities	3c Develop and tailor services to meet local needs, with a focus on prevention and early intervention	Not started	a) A review of community engagement actions and plan using 2023-2025 Communications and Engagement Strategy
Maximise event opportunities	30-Jun-23	3 - Health and communities	3a Invest in the mental health and wellbeing of our residents and communities, closing the health inequality gap	In progress	<ul style="list-style-type: none"> a) National, such as The Big Green Week 2023 b) Regional, such as https://www.warwickshirewildlifetrust.org.uk/events/2023-02-27-rugby-stroller-wild-walks c) Opportunities to create our own events, or incorporate involvement in our events (such as TC events) d) Services to be encouraged to take advantage of identified events to maximise participation
Residents survey	30-Jun-23	3 - Health and communities	3b Make sure that residents are proud of their community and their borough	Not started	<ul style="list-style-type: none"> a) The design and production of an annual residents survey b) a means of capturing required performance information c) delivery of a residents survey d) Analysis and reporting of results
Seeking out the seldom heard to engage	31-Dec-23	3 - Health and communities	3c Develop and tailor services to meet local needs, with a focus on prevention and early intervention	Not started	Identify seldom heard groups through business intelligence of gaps within engagement. Develop action plan to engage identified groups, prioritised by potential size of group.

We will create a consultation, review and engagement hub for resident engagement and service area feedback	30-Sep-23	3 - Health and communities	3f Promote, encourage and celebrate diversity and inclusion, to ensure Rugby is a place where everyone feels welcome	Not started	Consultation and engagement hub is in place
Apprentice and resilience	31-Dec-23	4 - Organisation	4d Ensure that our organisational structure and methods of working are agile, efficient and effective	In progress	Identify opportunities for resilience to support the communications team, such as apprentice training, external call offs, social media scheduling tools and identified budgets from communications briefs
Audience analytics	31-Dec-23	4 - Organisation	4h Make best use of data and customer insight to design services and interventions	In progress	To ensure we are performance driven as well as identifying our audience and gaps, analyse engagement within audiences. Use data to be able to directly target relevant audiences.
Communications and Engagement Strategy	30-Jun-23	4 - Organisation	4d Ensure that our organisational structure and methods of working are agile, efficient and effective	In progress	a) The production and adoption of a communication and engagement strategy for the Borough b) Awareness raising throughout the organisation as to how to use the strategy
Communications brief process design	30-Jun-23	4 - Organisation	4d Ensure that our organisational structure and methods of working are agile, efficient and effective	In progress	Design, test and deliver single incoming brief for communications projects, and transparent process following submission
Data Protection actions from report	31-Dec-23	4 - Organisation	4d Ensure that our organisational structure and methods of working are agile, efficient and effective	In progress	Agree and action plan from internal audit report
Data protection policies	31-Dec-23	4 - Organisation	4d Ensure that our organisational structure and methods of working are agile, efficient and effective	Not started	Review and update data protection policies. Work with SIRO and ITDS Manager to review and embed data retention and disposal policies

Delivery of ongoing care training to staff	31-Mar-24	4 - Organisation	4f Treat taxpayers' money with respect and ensure that our high-quality services demonstrate value for money	In progress	Joint work with HR to embed the care of our residents and businesses into our action and communications.
EIR and SAR efficiency	30-Jun-23	4 - Organisation	4d Ensure that our organisational structure and methods of working are agile, efficient and effective	In progress	Process design and delivery of case management for EIR and SAR. Analysis available and auditable actions.
Empower Councillors	30-Jun-23	4 - Organisation	4a Embrace digital opportunities and nurture a culture of innovation	In progress	Alongside democratic services, empower Councillors to deliver information and advocate with and on behalf of residents and businesses.
Ensure the new digital experience platform and microsites provides appropriate and inclusive services and information to stakeholders	31-Mar-24	4 - Organisation	4g Provide residents with the service they need when they need it	In progress	Sites are migrated and fully operational. Swift, relevant information provided in line with portal outcomes.
Inclusion	31-Mar-24	4 - Organisation	4a Embrace digital opportunities and nurture a culture of innovation	In progress	Advocate and embed the Equality, Diversity and Inclusion Policy Statement in all output and content, on creation and retrospectively
Internal empowerment	31-Dec-23	4 - Organisation	4d Ensure that our organisational structure and methods of working are agile, efficient and effective	In progress	Through training and knowledge, empower services to create and deliver content using the correct tools
Internal principals	30-Jun-23	4 - Organisation	4d Ensure that our organisational structure and methods of working are agile, efficient and effective	In progress	Incorporate an internal principals document into everyday practice, including embedding into the internal constitution

Recruitment marketing	30-Aug-23	4 - Organisation	4a Embrace digital opportunities and nurture a culture of innovation	Not started	Work alongside HR to increase Rugby Borough Council as an employer and career brand, including multimedia engagement, social media empowerment and recruitment microsite
We will develop and roll out corporate communications standards, supported by established branding packs and supportive documentation and templates	30-Aug-23	4 - Organisation	4d Ensure that our organisational structure and methods of working are agile, efficient and effective	Not started	Production of relevant guidance. Reduction in complaints regarding officer communications.
We will review the Council's website and enhance across relevant services.	31-Dec-23	4 - Organisation	4a Embrace digital opportunities and nurture a culture of innovation	In progress	Increased self service and online customer satisfaction by residents and customers

Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

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

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

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

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

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

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

SECTION 1: OVERVIEW

Portfolio and Service Area	Communities and Homes
Policy/Service/Change being assessed	Communications and Engagement Strategy
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.	<p>The second key outcome of “Our communities are informed, engaged and involved” directly supports the Climate Change Strategy.</p> <p>Disengaged and uninformed communities cannot partner with Rugby Borough Council to achieve our ambitious climate change objectives.</p>
Completed By	Mike Connell, Matthew Deaves
Authorised By	Mike Connell
Date of Assessment	03/07/2023

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"/>	An informed and engaged community will understand the effect of climate change and make good use of the energy reduction information provided to them.			
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"/>	An informed and engaged community will understand the effect of climate change and the mitigations being introduced by the Council.		Corporate	Ongoing
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Community leadership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Positive engagement and working with partners and communities will promote ownership of the local and global issues highlighted within the strategy.		Corporate	Ongoing
Biodiversity and habitats	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Positive engagement and working with partners and communities will promote ownership of the local and global issues highlighted within the strategy.		Corporate	Ongoing
Adaptation/Mitigation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	An informed and engaged community will understand the effect of climate change and the mitigations and adaptations available within their communities.		Corporate	Ongoing
Impact on other providers/partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 3: REVIEW

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

Review date	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:
Aftab Razzaq
Chief Officer - Legal and Governance
aftab.razzaq@rugby.gov.uk

Equality Impact Assessment

Service Area	Digital and communications
Policy/Service being assessed	Communications and Engagement 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, Matthew Deaves
Date of this assessment	03/07/2023
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 Chief Officer - Legal and Governance

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	The Council to have a Communications and Engagement Strategy in place for delivery against the identified 3 key outcomes.
(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 ○ Treat taxpayers' money with respect and ensure that our high-quality services demonstrate value for money • 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. ○ Make sure that residents are proud of their community and borough. • Outcome 2 <ul style="list-style-type: none"> ○ Help businesses thrive and provide jobs for our residents. ○ 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. • Outcome 1 <ul style="list-style-type: none"> ○ Reduce residents' and businesses' impact on the environment and help them adapt to the consequences of climate change. ○ Work together to further improve the borough's connectivity and encourage greener travel. ○ Promote and encourage green and sustainable businesses within the borough.

(3) What are the expected outcomes you are hoping to achieve?	<ul style="list-style-type: none"> • Listening to our residents and understand their needs • Our communities are informed, engaged and involved • We have positive and productive relationships with our staff, our councillors and our partners
(4) Does or will the policy or decision affect: <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"> ○ Increase engagement ○ Target seldom heard audiences • Employees <ul style="list-style-type: none"> ○ Provide guidance and standards for communication ○ Establish communication and engagement channels which reach our entire workforce • Wider community or groups <ul style="list-style-type: none"> ○ Empower communities to own what we are doing ○ Provide councillors with the tools to amplify our messaging ○ Identify wider groups as audiences
<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?	<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>
(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>We have taken account of results and comments from the public consultation on Customer Access, undertaken from July to September 2021.</p> <p>As all groups could be affected 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>			
(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination? If yes, identify the groups and how they are affected.	<p align="center">RACE</p> <p>Positive - We will reach out to different communities / groups through channels that they identify with, and engage with them at a time that is right for them, and in the way that suits them.</p>	<p align="center">DISABILITY</p> <p>Positive - We will reach out to different communities / groups through channels that they identify with, and engage with them at a time that is right for them, and in the way that suits them.</p>	<p align="center">GENDER</p> <p>Positive - We will reach out to different communities / groups through channels that they identify with, and engage with them at a time that is right for them, and in the way that suits them.</p>
	<p align="center">MARRIAGE/CIVIL PARTNERSHIP</p> <p>Positive - We will reach out to different communities / groups through channels that they identify with, and engage with them at a time that is right for them, and in the way that suits them.</p>	<p align="center">AGE</p> <p>Positive - We will reach out to different communities / groups through channels that they identify with, and engage with them at a time that is right for them, and in the way that suits them.</p>	<p align="center">GENDER REASSIGNMENT</p> <p>Positive - We will reach out to different communities / groups through channels that they identify with, and engage with them at a time that is right for them, and in the way that suits them.</p>

	RELIGION/BELIEF Positive - We will reach out to different communities / groups through channels that they identify with, and engage with them at a time that is right for them, and in the way that suits them.	PREGNANCY MATERNITY Positive - We will reach out to different communities / groups through channels that they identify with, and engage with them at a time that is right for them, and in the way that suits them.	SEXUAL ORIENTATION Positive - We will reach out to different communities / groups through channels that they identify with, and engage with them at a time that is right for them, and in the way that suits them.
<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) Positive - We will reach out to different communities / groups through channels that they identify with, and engage with them at a time that is right for them, and in the way that suits them.</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>Equality of service provision will be increased. Focus on seeking out seldom heard communities and audiences, and identifying where and when our audiences wish to engage should increase engagement and awareness of inequality within our communities. Increased awareness means we can identify inequality needs and mitigate.</p>		

(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?	Increasing reach of communication and engagement should encourage community inclusion.
(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	N/A

<u>Stage 4 – Action Planning, Review & Monitoring</u>																														
<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqIA Action Plan</p> <table border="1" data-bbox="887 831 2132 1066"> <thead> <tr> <th data-bbox="887 831 1133 911">Action</th> <th data-bbox="1133 831 1379 911">Lead Officer</th> <th data-bbox="1379 831 1626 911">Date for completion</th> <th data-bbox="1626 831 1872 911">Resource requirements</th> <th data-bbox="1872 831 2132 911">Comments</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																										
(2) Review and Monitoring State how and when you will monitor policy and Action Plan	<p>Providing guidelines to our communication and engagement as well as actively reaching out to audiences will directly affect departmental and corporate action plans. The Communications team remains a source of consultation for those creating action plans in response to the Communication and Engagement Strategy.</p>																													

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on 03/07/2023 and will be reviewed on 31/7/25.’

AGENDA MANAGEMENT SHEET

Report Title: Capital Projects for Memorial grounds and automatic doors at Rainsbrook Crematorium

Name of Committee: Cabinet

Date of Meeting: 31 July 2023

Report Director: Chief Officer – Regulation and Safety

Portfolio: Regulation and Safety

Ward Relevance: All

Prior Consultation: Rugby and West Northamptonshire Joint Crematorium Committee

Contact Officer: Lorraine Marley – Bereavement Services Team Leader

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: The report outlines two capital budget requests; for an addition to an existing scheme at Rainsbrook Crematorium for memorial grounds and a new scheme for automatic doors for both chapels at the Crematorium.

Financial Implications:	As detailed within the main report and recommendations
Risk Management/Health and Safety 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 – Appendix 1
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 for disabled users and the memorial area is for the use of all communities. An Equality Impact Assessment has been completed – Appendix 2
Options:	<ol style="list-style-type: none"> 1) Approve the capital budget requests 2) Reject the capital budget requests
Recommendation:	<ol style="list-style-type: none"> 1) A General Fund supplementary budget of £10,000 for the existing Memorial capital scheme for the completion of the memorial gardens at Rainsbrook Crematorium to be funded from Crematorium earmarked reserves be approved; and 2) a General Fund budget of £13,000 for a new scheme to be added to the capital programme for the installation of automatic doors in both the Avon room and Drayton room at Rainsbrook Crematorium to be funded from Crematorium earmarked reserves be approved.
Reasons for Recommendation:	The capital budget requests will enable the Council to support the local community through a bereavement and ensure disability access is available at all times.

Cabinet - 31 July 2023

Capital Projects for Memorial grounds and automatic doors at Rainsbrook Crematorium

Public Report of the Chief Officer – Regulation and Safety

Recommendation

- 1) A General Fund supplementary budget of £10,000 for the existing Memorial capital scheme for the completion of the memorial gardens at Rainsbrook Crematorium to be funded from Crematorium earmarked reserves be approved; and
- 2) a General Fund budget of £13,000 for a new scheme to be added to the capital programme for the installation of automatic doors in both the Avon room and Drayton room at Rainsbrook Crematorium to be funded from Crematorium earmarked reserves be approved.

1. BACKGROUND

- 1.1 In April 2014, Rainsbrook Cemetery and Crematorium opened to the public for the first time. The Crematorium is run by Rugby and West Northamptonshire Joint Crematorium Committee and Rainsbrook Cemetery will be run by Rugby Borough Council. With the progress of the cemetery at Rainsbrook, it is envisaged that Rainsbrook Avon and Drayton rooms will be used by more families to have a service prior to a burial taking place in the new cemetery. Any income generated by this will be part of Rainsbrook's income
- 1.2 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.
- 1.3 Of relevance to this report, the strategy identifies the following two priority outcomes:

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

“Rugby Borough Council is a responsible, effective and efficient organisation”
- 1.4 This report recommends a total of £23,000 of capital improvements across two schemes at Rainsbrook Cemetery and Crematorium.
- 1.5 This investment will be integral to delivering the Corporate Strategy outcomes detailed above.

2. INTRODUCTION

- 2.1 The Council delivers numerous capital schemes each financial year which are funded through a variety of sources including capital financing.
- 2.2 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 and current projects that have experienced budget increases due to rise in material costs.
- 2.3 The new Memorial area at Rainsbrook Crematorium aims to provide a tranquil and peaceful area for families to remember their loved ones in an enclosed area without disturbing additional events occurring around the site.
- 2.4 The entrance and exit doors at Rainsbrook Crematorium are heavy wooden oak doors. The crematorium currently has three doors that have an automatic opening and closing system in place to allow ease of use for disabled persons and older adults. It is proposed that automatic opening and closing systems on three other doors be implemented to ensure access is not limited.

3. MEMORIAL AREA AT RAINSBROOK CREMATORIUM

- 3.1 The memorial area at Rainsbrook has been partially completed and there is an existing budget of £43,000 for the remaining works. However, with the increase in raw materials the costs have increased and an additional £10,000 is required to complete the area. This will allow grieving families a place to reflect on their bereavement in a quiet and tranquil place. Once completed it will be source of income for Rainsbrook Crematorium and Rugby Borough Council. It is estimated that each memorial will have an income of £500 before deducting costs from the supplier of £200. Based on selling in the region of 30 memorials with an income of £300 per plaque would result in £9,000 per year.
- 3.2 This recommendation has been approved by the Rugby and West Northamptonshire Crematorium Joint Committee on 11th May 2022.
- 3.3 It is recommended that a General Fund supplementary budget of £10,000 for the existing Memorial capital scheme for the completion of the memorial gardens at Rainsbrook Crematorium to be funded from Crematorium earmarked reserves be approved.

4. AUTOMATIC DOORS FOR RAINSBROOK CREMATORIUM

- 4.1 The entrance and exit doors at Rainsbrook Crematorium are large heavy oak doors. The initial design of the building was to include three automatic doors which can be opened and closed by the simple pressing of a button. There are three additional doors that are placed in prime locations in the building. Avon room entrance and exit doors and the Drayton exit doors are manual doors with no automatic system in place.

- 4.2 All three doors are required to stay open for mourners to enter and exit from the chapels and in order for this to happen they must be held open by a large hook. Because of the weight of the doors, this hook has failed a number of times and has caused damage to the brickwork. The doors are sometimes forced back past the point where the hinge at the top of the door has also failed and damaged the door and frame. In order to protect the health and safety of all staff and public and for the accessibility of all it will be necessary to install an automatic system.
- 4.3 This recommendation has been approved by the Rugby and West Northamptonshire Crematorium Joint Committee on 25th April 2023.
- 4.4 It is recommended that a General Fund budget of £13,000 for a new scheme to be added to the capital programme for the installation of automatic doors in both the Avon room and Drayton room at Rainsbrook Crematorium to be funded from Crematorium earmarked reserves be approved.

5. CONCLUSION

- 5.1 This report and recommendations seeks approval to commit the expenditure and make additions to the capital programme, to be funded through earmarked reserves for the Crematorium.

Name of Meeting: Cabinet

Date of Meeting: 31 July 2023

Subject Matter: Capital Projects for Rainsbrook Crematorium

Originating Department: Bereavement Services

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	RDCJC 11 May 2022 Agenda and Minutes https://www.rugby.gov.uk/meetings/meeting/1315/rugby_and_daventry_crematorium_joint_committee
2	RWNJCC 25 April 2023 Agenda and Minutes https://www.rugby.gov.uk/meetings/meeting/1392/rugby_and_west_nort_hamptonshire_joint_crematorium_committee

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

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

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

The Council's Corporate Strategy (2021-2024) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions must now be progressed through the decisions which the Council makes.

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

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

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

SECTION 1: OVERVIEW

Portfolio and Service Area	Regulation and Safety – Bereavement Services
Policy/Service/Change being assessed	Installation of new memorial areas at Rainsbrook and installation of automatic doors to the chapels at Rainsbrook
Is this a new or existing Policy/Service/Change?	New service
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	Memorial area Carbon emissions – using Rugby Borough Council workforce and local companies to reduce any carbon emissions Automatic doors – doors can be operated from within the chapel and will automatically close after use, resulting in less heat lose through the doors in winter and cool air during the summer. Increase in services at Rainsbrook due to the new cemetery being built at Rainsbrook and we will be encouraging families to make one journey for both the service and the burial
Completed By	Lorraine Marley
Authorised By	David Burrows
Date of Assessment	26 th June 2023

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There will be slight increase in the use of electricity to meet the needs of people with disabilities.	The doors can be opened manually by anyone not wishing to use the automatic feature	Lorraine Marley	
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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Impact on other providers/partners	<input 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	3 years
Key points to be considered through review	Look at sustainable energy supply
Person responsible for review	Lorraine Marley
Authorised by	David Burrows

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Equality Impact Assessment

Service Area	Regulatory and Safety
Policy/Service being assessed	Bereavement Services
Is this is a new or existing policy/service?	New Service
If existing policy/service please state date of last assessment	
EqlA Review team – List of members	N/A
Date of this assessment	26 th June 2023
Signature of responsible officer (to be signed after the EqlA has been completed)	L Marley

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

I

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 additional benefits to all residents by installing automatic doors at Rainsbrook Crematorium that allow all users easier access to all areas, in particular disabled and older persons. Increase in services at Rainsbrook due to the new cemetery being built at Rainsbrook and we will be encouraging families to make one journey for both the service and the burial
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<p>We are aiming to mitigate the effects of climate change by encouraging the use of one journey to Rainsbrook, for both the service and the burial. Currently services are normal held elsewhere for burials. This will provide a service to Rugby's diverse community.</p> <p align="center"><i>“Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change”.</i></p> <p align="center"><i>“Rugby Borough Council is a responsible, effective and efficient organisation”</i></p>
(3) What are the expected outcomes you are hoping to achieve?	Provide a building fit for purpose for memorial services that can be used by all residents. Allow access to all parts of Rainsbrook by the use of automatic doors, that are heavy and cumbersome for some people. Provide a tranquil place of reflection for the residents of Rugby
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>The decision will affect</p> <p>Customers – Additional choice on venue that can be used by any religious denomination, freedom of movement without the need for assistance</p> <p>Wider community or groups – Chapel can be made available for hire for alternative reasons.</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, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

(1) What does the information tell you about those groups identified?	A high percentage of people using our facility are over the age of 65.		
(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 - During meetings with Funeral Directors it has been highlighted that the doors are too heavy for some people to open. There is only a small hook at ground level, which is not of significant strength to hold the door open and has been replaced several times. The Funeral Director has had to bend down to ground level to attach the hook to the door, which they find inappropriate for the setting and whilst in full funeral uniform and whilst trying to deal with bereaved families. The doors are solid oak that weigh in excess of 150kg. Funeral Directors have also expressed an interest in having a service at Rainsbrook for burials at Rainsbrook.		
(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.	We have not consulted the general public as it is not the correct environment to be questioning the public whilst attending a funeral. It is the Funeral Directors that have the most contact with families that use our facilities and the information is passed through the Funeral Director to us. Most families request no further information to be sent to them after a burial or cremation service.		
<u>Stage 3 – Analysis of impact</u>			
(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination? If yes, identify the groups and how they are affected.	RACE	DISABILITY Positive – able to move freely around the site without the need for assistance with push button entrance and exit	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>Yes – easier access, may not need a carer to help with attendance at a funeral. There will be push button access to the chapels.</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>There should be no negative or adverse impact</p>
<p>(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?</p>	<p>Accessibility for all residents</p>
<p>(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?</p>	<p>Increase accessibility and choice for families</p>
<p>(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?</p>	<p>No barriers</p>

Stage 4 – Action Planning, Review and 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.	EqlA Action Plan				
(2) Review and Monitoring State how and when you will monitor policy and Action Plan	Policies and Action Plans will be reviewed with management on a three year basis				
	Action	Lead Officer	Date for completion	Resource requirements	Comments

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).’

