

**AGENDA MANAGEMENT SHEET**

**Report Title:** Corporate Strategy 2021-24

**Name of Committee:** Cabinet

**Date of Meeting:** 4 January 2021

**Report Director:** Executive Director

**Portfolio:** Executive Director

**Ward Relevance:** All

**Prior Consultation:** Consultation with SMT and Cabinet.  
External consultation as detailed within report.

**Contact Officer:** Dan Green

**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):

**(CR) Corporate Resources**  To provide excellent, value for money services and sustainable growth

**(CH) Communities and Homes**  Achieve financial self-sufficiency by 2020

**(EPR) Environment and Public Realm**  Enable our residents to live healthy, independent lives

**(GI) Growth and Investment**  Optimise income and identify new revenue opportunities (CR)

Prioritise use of resources to meet changing customer needs and demands (CR)

Ensure that the council works efficiently and effectively (CR)

Ensure residents have a home that works for them and is affordable (CH)

Deliver digitally-enabled services that residents can access (CH)

Understand our communities and enable people to take an active part in them (CH)

Enhance our local, open spaces to make them places where people want to be (EPR)

Continue to improve the efficiency of our waste and recycling services (EPR)

Protect the public (EPR)

- Promote sustainable growth and economic prosperity (GI)
- Promote and grow Rugby's visitor economy with our partners (GI)
- Encourage healthy and active lifestyles to improve wellbeing within the borough (GI)
- This report does not specifically relate to any Council priorities but

**Statutory/Policy Background:** The report sets out a draft Corporate Strategy for the next three years

**Summary:** To enable the best possible response to, and recovery from, the Coronavirus pandemic, a new Corporate Strategy is required to prioritise work over the next three years. A draft Corporate Strategy is proposed within this report.

**Financial Implications:** There are no direct financial implications arising from this report, but the Council's Medium-Term Financial Strategy will be directly informed by the final Strategy.

**Risk Management Implications:** No direct risk management implications arising from this report.

**Environmental Implications:** Environmental sustainability and climate change are key elements of the draft corporate strategy. The strategy seeks to put structure around the Councils work in these areas and provide clear strategic direction moving forward.

**Legal Implications:** This report supports the executive function of the Council in providing strategic leadership. This leadership includes a formulation of a Corporate Strategy which is required to be approved by Full Council.

**Equality and Diversity:** An Equalities Impact Assessment has been carried out and is attached to this report and is attached as Appendix B

**Options:**

- a) To agree that a final draft Corporate Strategy is brought to full Council in February 2021
- b) To not agree that a final draft Corporate Strategy is brought to full Council in February 2021.

**Recommendation:**

- (a) The Executive Director in consultation with the Leader is granted delegated authority to make necessary changes to the Corporate Strategy 2021-24, prior to it being brought to Full Council.
- (b) That a final draft of the Corporate Strategy 2021-24 to be brought to Full Council for approval in February 2021 for adoption.

**Reasons for Recommendation:**

To identify the focus of the Council's priorities and objectives over the next three year planning period.

**Cabinet - 4 January 2021**

**Corporate Strategy 2021-24**

**Public Report of the Executive Director**

**Recommendation**

- (a) The Executive Director in consultation with the Leader is granted delegated authority to make necessary changes to the Corporate Strategy 2021-24, prior to it being brought to Full Council.
- (b) That a final draft of the Corporate Strategy 2021-24 to be brought to Full Council for approval in February 2021 for adoption.

**1. BACKGROUND**

- 1.1 As the current corporate strategy covers the period 2017-20, it is now necessary to agree a new corporate strategy to set the Council's strategic priorities for the coming three-year period.
- 1.2 The proposed corporate strategy 2021-24 (Appendix A) seeks to set out the broad priorities for the organisation and recognises the significant challenges facing the authority over that period.
- 1.3 The corporate strategy will drive the Council's ongoing transformation programme, with a series of sub-strategies being brought forward over the coming months to provide further detail on delivery.
- 1.4 Delivery against the corporate strategy will be the collective responsibility of the Senior Management Team (SMT), under the direction of the Executive Director and Deputy Executive Director.

**2. PROPOSED DRAFT STRATEGY**

- 2.1 The draft strategy, sets out the overarching priorities for the Council over the three year period.
- 2.2 It has been produced during the Covid-19 pandemic and as such, incorporates the basis for the Council's proposed recovery. Indeed, the outcomes described within the proposed corporate strategy correlate to the four pillars of recovery: Economy; Climate; Health & Communities; and Organisation

- 2.3 Furthermore, the proposed strategy recognises some of the most significant challenges facing the Council including addressing climate change, developing the local economy and supporting residents to live well.
- 2.4 It suggests a new strapline for the Council, “Right for Rugby”, which recognises that, irrespective of the challenges we face, the Council’s commitment is to do the right thing for the residents, businesses and communities of our Borough.
- 2.5 The strategy is focussed on the delivery of four overarching outcomes – those being:
- ***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***
- 2.6 Within each outcome, the strategy describes key commitments which will guide delivery. These commitments are not exhaustive and may be altered or added to as the various agendas progress.
- 2.7 It should be noted that final artwork has yet to be agreed and will be added in advance of the corporate strategy being considered by Council.

### **3. STRATEGY DEVELOPMENT**

- 3.1 The draft strategy has been developed by the Cabinet working in conjunction with the Council’s senior management team and an officer working group.
- 3.2 Throughout the development of the strategy, the importance of maximising partnership working, empowering our residents and recognising our place shaping role have been paramount.
- 3.3 Between 20<sup>th</sup> November and 18<sup>th</sup> December 2020, the Council carried out a consultation exercise called ‘Prioritising our Services’. The consultation included questions relating to the budget and questions relating to organisational priorities. The consultation attracted a total of 1080 responses.
- 3.4 The first section of the consultation focussed on budget priorities and asked respondents how important they considered various priorities to be. Responses showed that:

- 78% of respondents considered 'Reducing the impact of climate change and achieving net zero carbon emissions' to be moderately, very or extremely important.
- 86% of respondents considered 'Supporting and improving the town centre' to be moderately, very or extremely important.
- 97% of respondents considered 'Boosting the number of jobs and supporting economic growth' to be moderately, very or extremely important.
- 82% of respondents considered 'Improving the availability, quality and affordability of housing' to be moderately, very or extremely important.
- 90% of respondents considered 'Maintaining and enhancing parks and open spaces' to be moderately, very or extremely important.
- 67% of respondents considered 'Providing heritage and culture services' to be moderately, very or extremely important.
- 83% of respondents considered 'Reducing household waste' to be moderately, very or extremely important.
- 98% of respondents considered 'Keeping Rugby safe and pleasant' to be moderately, very or extremely important.

3.5 The second section of the consultation asked respondents to give their views on the first three outcomes listed at 2.5. Due to the internal focus of the fourth outcome, this was not included within the consultation.

3.6 The qualitative nature of the responses means that a degree of interpretation must be applied to provide analysis. Specifically, responses have been categorised as either a) supportive b) not supportive c) neutral and d) other.

3.7 The responses which have been categorised as 'other' did not oppose the outcome but highlighted specific issues which needed to be factored into the Council's plans. Whilst these responses did not oppose the outcomes, in the interest of data integrity, these responses were not included in the supportive category as they did not clearly or explicitly support the outcome.

3.8 For Outcome 1, '*Rugby is an environmentally sustainable place, where stakeholders work together to reduce and mitigate the effects of climate change*',

- 60% of those who answered provided responses which were considered to be '*supportive*' of the outcome.
- 10% of those who answered provided responses which were considered to be '*not supportive*' of the outcome.
- 9% of those who answered provided responses which were considered '*neutral*'.
- 21% of those who answered provided responses which were considered '*other*'.

Within the '*other*' category, a significant proportion of the respondents questioned how realistic the outcome was or highlighted specific

issues and suggestions which should be considered within future action plans.

3.9 For Outcome 2, '*Rugby has a diverse and resilient economy, which benefits all residents*',

- 42% of those who answered provided responses which were considered to be '*supportive*' of the outcome.
- 4% of those who answered provided responses which were considered to be '*not supportive*' of the outcome.
- 7% of those who answered provided responses which were considered '*neutral*'.
- 46% of those who answered provided responses which were considered '*other*'.

Within the '*other*' category, a significant proportion of the respondents commented on the current status (rather than the aspiration defined by the outcome) of the economy and of the town centre.

Within these responses, a number of suggestions were made as to how improvements could be made. This feedback will be factored into the forthcoming Economic Strategy

3.10 For Outcome 3, '*Residents are able to live healthy, independent lives, with the most vulnerable protected*',

- 57% of those who answered provided responses which were considered to be '*supportive*' of the outcome.
- 2% of those who answered provided responses which were considered to be '*not supportive*' of the outcome.
- 6% of those who answered provided responses which were considered '*neutral*'.
- 35% of those who answered provided responses which were considered '*other*'.

Within the '*other*' category, a significant proportion of the respondents commented on the current status (rather than the aspiration defined by the outcome) of health services in the borough, support for the homeless and support for older residents. This feedback will be factored into forthcoming sub-strategies which will support the delivery of the Corporate Plan.

3.11 Through the consultation, further feedback was sought, detailing what respondents thought the Council ought to consider when delivering these outcomes. The responses to these questions will be used to inform the sub-strategies and delivery plans which underpin the proposed corporate strategy.

## 4. IMPLEMENTATION

4.1 Final amendments to wording will be made following feedback from Cabinet and design work will be finalised for the final strategy document, prior to being considered for adoption by Council in February 2021.

- 4.2 Should the Corporate Strategy be approved by Council, the Executive Director and Deputy Executive Director will immediately begin arrangements to establish delivery against the outcomes described.
- 4.3 Fundamental to this will be the implementation of the recently approved Senior Management Team (SMT) restructure. This restructure introduces a new operating model for the council - one which is focussed on place, improves outcomes for our residents, is sustainable and more commercially minded.
- 4.4 SMT will adopt a programme management approach to enable oversight and strong governance and will (under the management of the Executive Director and Deputy Executive Director) hold a collective responsibility for delivery against the four outcomes.
- 4.5 A key element of the new SMT structure is to provide ward member engagement and bring officers and members closer together. By doing so, SMT will ensure that members remain fully engaged in progress against delivery of the corporate strategy.
- 4.6 A series of sub-strategies (such as an Economic Strategy, Town Centre Strategy and Climate Change Strategy) will be brought forward and will provide detailed workstreams and delivery plans to underpin the outcomes and commitments set out within the corporate strategy.
- 4.7 Progress against the outcomes will be reported via a performance dashboard and an annual review report. This will ensure that the Council's performance is visible, transparent and easily accessible to all stakeholders.

## **5. CONCLUSION**

- 5.1 Overall, the draft Corporate Strategy supports the Council's ongoing transformation programme, the wider pandemic recovery, and the overriding 'Right for Rugby' commitment to do the right thing for the residents, businesses, and communities of our Borough.



**Name of Meeting:** Cabinet  
**Date of Meeting:** 4 January 2021  
**Subject Matter:** Corporate Strategy 2021-24  
**Originating Department:** Executive Director

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

**LIST OF BACKGROUND PAPERS**

<b>Doc No</b>	<b>Title of Document and Hyperlink</b>

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:

<b>Doc No</b>	<b>Relevant Paragraph of Schedule 12A</b>

**#RightForRugby**

Appendix A

**Corporate Strategy  
2021-2024**



# Welcome

I am pleased to introduce Rugby Borough Council's Corporate Strategy. This strategy will shape and direct the work of local public services in the borough of Rugby for the next three years.

I am passionate about Rugby. I am proud of the borough's diverse communities, our vibrant charity and not for profit sector, our environmental assets, and our businesses. I recognise how these contribute to making Rugby a place that offers a high quality of living.[1]

As we collectively respond to, and then recover from the Covid-19 pandemic, we will build on these strengths. Rugby will remain a welcoming and rewarding borough to live, to socialise and to do business long into the future.

We have developed ambitious commitments to focus on climate change and the environment, on our economy, and on health and wellbeing. We will deliver the jobs, homes, and infrastructure our borough needs. To support these objectives, we have also made some organisational commitments that will help us prioritise and redirect resources. These are the things that are right for Rugby.



We commit to keeping our communities up to date on our progress, and to publishing an annual review.

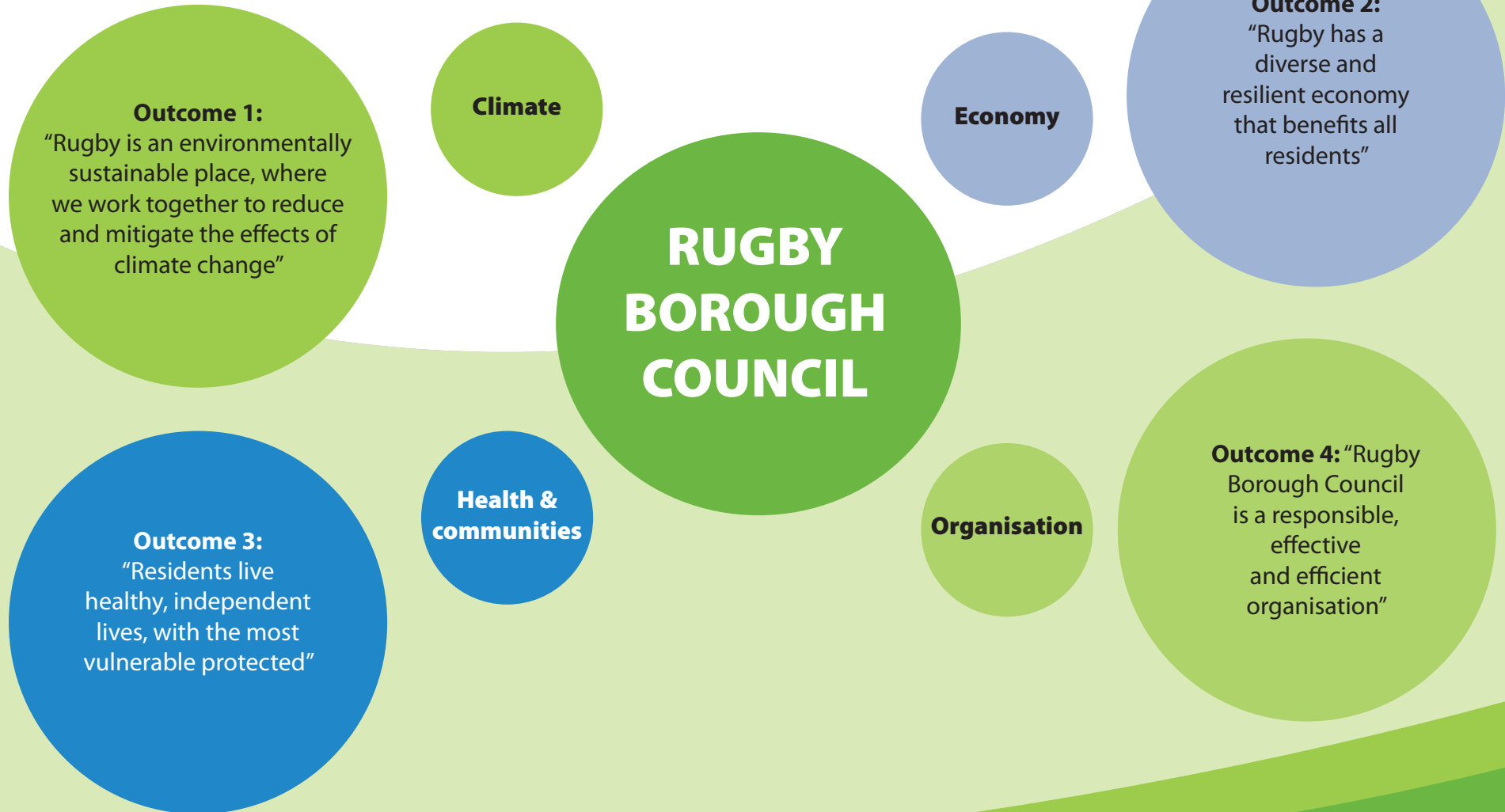
We all have an active, positive, and influential role in shaping the borough's future. There are many challenges ahead of us. However, we will maintain our focus on doing what's right for Rugby and work with our communities to achieve our goals.

**Cllr Seb Lowe**  
*Leader of Rugby Borough Council*

[1] Halifax Quality of Life Survey 2020

# Priority Outcomes

## To do what's Right for Rugby



# Outcome 1: Climate

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

The Council has declared a climate emergency and formed a cross party climate working group to lead on this work. We will work with residents, businesses and partners to improve the environmental sustainability of the council and lead the Borough through a green recovery and into a greener future.

## To achieve this, we will:



# Outcome 2: Economy

## Rugby has a diverse and resilient economy that benefits all residents

We want businesses to grow, individuals to prosper and places to thrive.

We are developing an ambitious Economic Strategy that will define our work to help the Borough recover from the economic impact of Covid-19 by investing in our businesses, by developing skills, by embracing new technology and by improving infrastructure.

### To achieve this, we will:

Help businesses thrive and provide jobs for our residents.

Encourage and support sustainable economic growth, consistent with our social and environmental priorities.

Develop and promote our town centre as a place to live, socialise and work.

Regenerate neighbourhoods that need support and build communities that sustain change.

Make sure that residents have the skills they need to meet local demand.

Promote the Borough of Rugby as a place to do business.

Nurture and support independent shops.

# Outcome 3: Health and communities

## Residents live healthy, independent lives, with the most vulnerable protected

We want to ensure that Rugby continues to be a good place to live, with all residents having the access to opportunities, services and the support that they need to live well.

We are used to working with statutory partners, the third sector and communities in delivering improvement. Through our recovery from Covid 19 and beyond, we will work with, and empower, our communities to share the responsibility of ensuring that Rugby continues to thrive.

### To achieve this we will:

Make sure that residents are proud of their community and their borough.

Support residents to lead active lives, with high quality, accessible green space and recreational facilities.

Support residents who are, or are at risk of being, homeless or sleeping rough.

Make sure that our communities are safe.

Develop and tailor services to meet local needs, with a focus on prevention and early intervention.

Make sure that residents of rugby have access to high quality, affordable, and environmentally sustainable homes.

Promote, encourage and celebrate diversity and inclusion, to ensure that rugby is a place where everyone feels welcome.

# Outcome 4: Organisation

Rugby Borough Council is a responsible, effective and efficient organisation

We will continue to manage our finances well, embrace innovation, value our people and deliver high quality services.

Even through the various challenges facing our organisation, our services will be efficient, customer focused, and delivered with openness and transparency.

## To achieve this we will:





**Would you like  
to know more?**

**[www.rugby.gov.uk](http://www.rugby.gov.uk)**

** @RugbyBoroughCouncil**

** @rugbybc**


**#RightForRugby**

# 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](mailto:minakshee.patel@rugby.gov.uk)  
Tel: 01788 533509

## Equality Impact Assessment

<b>Service Area</b>	<b>All</b>
<b>Policy/Service being assessed</b>	<b>Corporate Strategy 2021-24</b>
<b>Is this is a new or existing policy/service?</b>  <b>If existing policy/service please state date of last assessment</b>	<b>New</b>
<b>EqlA Review team – List of members</b>	<b>Dan Green Minakshee Patel</b>
<b>Date of this assessment</b>	<b>21<sup>st</sup> December 2020</b>
<b>Signature of responsible officer (to be signed after the EqlA has been completed)</b>	

**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](mailto:minakshee.patel@rugby.gov.uk) or 01788 533509**

**Details of Strategy/ Service/ Policy to be analysed**

<b><u>Stage 1 – Scoping and Defining</u></b>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	<p>The corporate strategy 2021-24 sets out the broad priorities for the organisation and recognises the significant challenges facing the authority over that period.</p> <p>The corporate strategy will drive the Council's ongoing transformation programme, with a series of sub-strategies being brought forward over the coming months to provide further detail on delivery</p> <p>Delivery against the corporate strategy will be the collective responsibility of the Senior Management Team (SMT), under the direction of the Executive Director and Deputy Executive Director.</p>
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<p>As defined above, the strategy sets organisational priorities and will be used to inform service level priorities and action plans.</p>
(3) What are the expected outcomes you are hoping to achieve?	<p>The corporate strategy defines four corporate outcomes, those being:</p> <ul style="list-style-type: none"> <li>• Rugby is an environmentally sustainable place, where stakeholders work together to reduce and mitigate the effects of climate change</li> <li>• Rugby has a diverse and resilient economy, which benefits all residents</li> <li>• Residents are able to live healthy, independent lives, with the most vulnerable protected</li> <li>• Rugby Borough Council is a responsible, effective and efficient organisation</li> </ul>

(4) Does or will the policy or decision affect: <ul style="list-style-type: none"><li>• Customers</li><li>• Employees</li><li>• Wider community or groups</li></ul>	The corporate strategy affects all of these groups due to it being a strategy for the whole council, giving strategic direction for the services which the Council deliver for the Borough.
<b>Stage 2 - Information Gathering</b>	
(1) What does the information tell you about those groups identified?	See below

(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?

Rugby Borough Council's Cabinet, Senior Management Team and Corporate Management Forum have been consulted at various stages throughout the production of the report. A one month online 'Right for Rugby' consultation asked consultees to answer various questions relating to the proposed organisational outcomes. Equality monitoring data was gathered as a part of this process.

- Data showed that a high proportion (91%) of those who provided ethnicity information were 'White British'. This is above the 84% identified as 'White British' in the 2011 census.
- 4% described themselves as 'Other White', which is below the 5.2% identified as 'Other White' in the 2011 census.
- 2% of respondents were 'White Irish'.
- 1% described themselves as 'Indian' as opposed to 3% who identified as 'Indian' in the 2011 census.
  
- 10% of those who provided disability data responded that they did consider that they had a disability.
- 90% of respondents did not consider that they had a disability.
  
- 81% of those who provided information on sexuality were heterosexual.
- 1% of respondents were bisexual.
- 2% of respondents were gay men.
- 1% of respondents were gay women / lesbian.
- 14% preferred not to say.
  
- 50% of those who provided data regarding religion identified as Christians. This is lower than the 63% who identified as Christian in the 2011 census.
- 37% of respondents specified no religion.
- 1% of respondents specified Hindu
- Less than one percent specified being each of Buddhist, Jewish, Muslim and Sikh.

(census data sourced from <https://api.warwickshire.gov.uk/documents/WCCC-1014>

140)

(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		
<b><u>Stage 3 – Analysis of impact</u></b>			
<p><b><u>(1) Protected Characteristics</u></b>          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><b>RACE</b>          Equality data gathered during the consultation shows that the majority of respondents were White British. It is important to ensure that all people from all ethnic groups are fully engaged on the development on sub-strategies and action plans.          Specific needs of ethnic groups should be considered, for example, when determining local health provision needs.</p>	<p><b>DISABILITY</b>          10% of consultation respondents considered themselves to have a disability. When developing action plans and sub-strategies, ongoing engagement of disability groups will be essential. The strategy prioritises access to local provisions such as parks and open spaces. Disability should be considered at every stage of this process.</p>	<p><b>GENDER</b>          No specific impacts identified.</p>
	<p><b>MARRIAGE/CIVIL PARTNERSHIP</b>          No specific impacts identified.</p>	<p><b>AGE</b>          Specific needs of individuals of different ages should be considered, for example, when determining local health provision needs or when considering how to support the local labour market.</p>	<p><b>GENDER REASSIGNMENT</b>          No specific impacts identified.</p>

	<b>RELIGION/BELIEF</b>	<b>PREGNANCY MATERNITY</b>	<b>SEXUAL ORIENTATION</b>
	No specific impacts identified at this stage, though the engagement of local faith groups while forming action plans and sub-strategies will be required.	No specific impacts identified.	LGBT+ organisations such as Warwickshire Pride should be engaged in specific action plans and sub-strategies relating to the corporate strategy. For example, Outcome three specifies that we will 'Promote, encourage and celebrate diversity and inclusion, to ensure that Rugby is a place where everyone feels welcome'. The LGBT+ community should be involved in the formulation of plans toward this.
<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>Social inequalities have been considered in the formation of this strategy but should be further considered as sub-strategies and action plans are developed. For example, how does the Council ensure that economic development activity benefits all sectors of society.</p> <p>Furthermore, specific actions such as those in relation to climate change may have an adverse effect on individuals' financial situations. It will remain important that such issues are considered as plans progress.</p> <p>Outcome three specifies that the most vulnerable will be protected and this will ensure that social inequalities remain at the front of future actions.</p> <p>It is anticipated that the strategy will lead to improved health outcomes and this will in turn lead to improved outcomes for carers.</p>		



(3) If there is an adverse impact, can this be justified?	N/A
(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)	The Corporate Strategy will be supported by sub strategies and action plans which will be cognisant of Equality and Diversity objectives and will be equality impact assessed.
(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?	A key principle of the corporate strategy is to promoting equality, diversity and inclusion. When service level action plans are formed, they will include actions specific to promoting equality, diversity and inclusion. The strategy places a specific importance on promoting, encouraging and celebrating diversity and inclusion, to ensure that Rugby is a place where everyone feels welcome.
(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?	As above.
(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	<p>Yes – it is likely that there are ongoing challenges for residents in accessing services relating to issues such as language, digital exclusion and access to information. Similarly, these challenges will extend to sub-strategies that will be brought forward to support delivery. It is therefore important that a comprehensive communication strategy is developed to support the implementation of this strategy.</p> <p>There may be further barriers relating specifically to disability and the ease with which individuals with disabilities will be able to access services. It is therefore essential that disability is considered at all stages of implementation of this strategy.</p>
<b><u>Stage 4 – Action Planning, Review &amp; Monitoring</u></b>	

<p>If No Further Action is required then go to – Review &amp; 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>	EqlA Action Plan				
<p>(2) Review and Monitoring State how and when you will monitor policy and Action Plan</p>	<p>An annual review of the corporate strategy will include a review of the Equality Impact Assessment</p>				
	<b>Action</b>	<b>Lead Officer</b>	<b>Date for completion</b>	<b>Resource requirements</b>	<b>Comments</b>
	Annual review	Dan Green	21/12/21	N/A	During annual review of corporate strategy, the EqlA should be reviewed and updated.
	Sub Strategies and Action Plans	Tbc	Ongoing	N/A	Each sub strategy or action plan relating to the Corporate Strategy should undergo a full Equalities Impact Assessment.

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).’**