

31 October 2018

## **JOINT MEETING OF BROOKE AND WHITTLE OVERVIEW AND SCRUTINY COMMITTEES – 8 NOVEMBER 2018**

A joint meeting of Brooke Overview and Scrutiny Committee and Whittle Overview and Scrutiny Committee will be held at 6pm on Thursday 8 November 2018 in Committee Room 1 at the Town Hall, Rugby.

The joint meeting will be chaired by Councillor Neil Sandison, Chair of Whittle Overview and Scrutiny Committee.

Adam Norburn  
Executive Director

### **A G E N D A PART 1 – PUBLIC BUSINESS**

1. Apologies – to receive apologies for absence from the meeting.
2. Declarations of Interest.

To receive declarations of –

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

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

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

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

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

3. Discussion with portfolio holders on performance, progress and future plans for the Communities and Homes, Growth and Investment, Environment and Public Realm and Corporate Resources portfolio areas

## **PART 2 – EXEMPT INFORMATION**

There is no business involving exempt information to be transacted.

### **Membership of Brooke Overview and Scrutiny Committee:**

Councillors Claire Edwards (Committee Chair), Mrs A'Barrow, Keeling, McQueen, Mrs New, Pacey-Day, Picker, Srivastava and Mrs Timms

### **Membership of Whittle Overview and Scrutiny Committee:**

Councillors Sandison (Committee Chair), Bearne, Brader, Douglas, Gillias, Leigh Hunt, Mrs O'Rourke, Roberts and Ms Watson-Merret

### **Portfolio Holders:**

Councillors Mrs Crane (Communities and Homes Portfolio Holder), Lowe (Growth and Investment Portfolio Holder), Mrs Parker (Environment and Public Realm Portfolio Holder) and Ms Robbins (Corporate Resources Portfolio Holder)

***If you have any general queries with regard to this agenda please contact Veronika Beckova, Democratic Services Officer (01788 533591) or e-mail [veronika.beckova@rugby.gov.uk](mailto:veronika.beckova@rugby.gov.uk). Any specific queries concerning reports should be directed to the listed contact officer.***

*If you wish to attend the meeting and have any special requirements for access please contact the Democratic Services Officer named above.*



# **CORPORATE STRATEGY** **2017 – 2020**

**PROUD OF OUR PAST,  
FIT FOR THE FUTURE**

# PROUD OF OUR PAST, FIT FOR THE FUTURE

This corporate strategy sets out our priorities for the next three years. It doesn't list all of the council's activity or everything that we will do, but describes our primary aims for our residents and businesses. In putting together this strategy we have reviewed our "clean, green and safe" strapline. We will always want to make sure that our borough is clean, green and safe, but with continued success in the regional and national "in bloom" competitions and a generally reducing crime rate, for example, we have found that this strapline no longer helps us to set our priorities.

A key issue facing our residents and businesses is undoubtedly around facilitating physical and economic growth, while protecting the essential characteristics that make our borough our home. Our new strapline, "proud of our past, fit for the future," will help us to focus on providing facilities and growth that give us a strong and prosperous future while preserving and celebrating the best of our past.

Under this new strapline we have set three overarching corporate priorities that reflect the need for public services to change and reform.

These are:

- Provide excellent, value for money services and sustainable growth
- Achieve financial self-sufficiency by 2020
- Enable our residents to live healthy, independent lives

We have also created four new portfolios, each with their own priorities. These portfolios, allied with the "can do" approach of our workforce, will allow us to deliver services that will help us be proud of our past, and fit for the future. These are set out in the following pages.



**Councillor Michael Stokes**  
Leader



**Adam Norburn**  
Executive Director

## PORTFOLIO: CORPORATE RESOURCES

We will:

### **Optimise income and identify new revenue opportunities**

In order to give our residents best value for money it is essential that we maximise the income we receive for appropriate services. This means looking at the way we deliver our services and how they are paid for.

#### **To do this we will:**

- Develop a commercial approach to delivering existing and new services, where appropriate
- Support other organisations to deliver common objectives
- Review our services and the fees and charges we set

We will:

### **Prioritise use of resources to meet changing customer needs and demands**

It is important that the council is up to date with modern ways of working. To this end we will ensure that we are a forward looking council that provides for today and plans for the future. This will include working more closely with our neighbouring authorities and forming partnerships with other organisations. Our workforce is a very important part of the future of the council and it is essential that they are trained with the right skills to match the challenges and risks we will face.

#### **To do this we will:**

- Redesign and implement new models of service delivery
- Plan and deliver services in partnership with other public sector organisations

- Develop our workforce so staff have the right skills in the right roles to meet changing needs and demands
- Manage the council's strategic and operational risks

We will:

### **Ensure that the council works efficiently and effectively**

In this electronic age our digital technology must be fit for purpose. Savings have already been made from its use and we will continue to invest in new technology as it is developed and our workforce will be continually trained to use all new methods of working. We will ensure that our financial planning is robust and continues to provide our residents with the best services at an affordable price. We will manage our assets efficiently and ensure they are utilised to bring maximum benefit for all.

#### **To do this we will:**

- Use technology that will allow us to adopt modern working methods
- Review our services to increase efficiency, remove waste and provide better value for money
- Keep tight control of our finances with robust management of our assets and procurement
- Optimise the use of our land and assets

## PORTFOLIO: COMMUNITIES AND HOMES

### **We will:**

#### **Ensure residents have a home that works for them and is affordable**

Everyone wants to have a home that is appropriate for their requirements and that they can afford. There is great demand for housing of all types and tenures, so we will work with partners and the private sector to identify needs and to provide housing that is fit now and for the future.

### **To do this we will:**

- Prevent homelessness by helping residents access high-quality housing
- Make the best use of existing homes, whatever their tenure
- Help residents to live independently

### **We will:**

#### **Deliver digitally-enabled services that residents can access**

As more services from all organisations are delivered online, it is important that they are fit for purpose and that people are able to use them. We will recognise that people have different needs and will want to use different technologies to engage with us. We will use technology, where appropriate, to help people to live independently.

### **To do this we will:**

- Develop a digital strategy that works for the council and for our residents
- Engage with partner organisations and the voluntary and community sector to help people to use online services
- Act with our partners to ensure that people have access to digital services

### **We will:**

#### **Understand our communities and enable people to take an active part in them**

We will work with our partners to understand our communities and the issues that they face. We will encourage our community associations and other local organisations to identify strategic local facilities and groups so as to build a picture of each of our local areas. Everybody will have the opportunity to take part in local community action to support individuals or to improve their area, should they so wish, and will know how their contribution fits into the bigger picture.

### **To do this we will:**

- Recognise the differing needs of our communities by engaging with the voluntary and community sector
- Encourage residents to actively engage with existing local groups, or to start one, by working with our partners
- Identify local issues and engage with a range of organisations to help residents identify solutions that work for them

## PORTFOLIO: ENVIRONMENT AND PUBLIC REALM

### We will:

#### Enhance our local, open spaces to make them places where people want to be

Many of our residents and communities derive significant health, wellbeing and recreational benefits from the varied green spaces we have. The local communities that surround or use them are interested in being actively involved in caring for their green spaces and we have seen the number of volunteers helping to care for those open spaces increase each year. It is important that we continue to promote creative ways of using and managing our green spaces.

### To do this we will:

- Look after our green spaces and create new ones in quality new developments
- Manage and use green spaces creatively to benefit biodiversity, health and wellbeing
- Involve our residents in caring for their green spaces

### We will:

#### Continue to improve the efficiency of our waste and recycling services

Waste and cleansing services are the services that are universally delivered to every household, and also incur some of the largest costs. It is essential to promote and ensure responsible waste management practices to our residents and businesses. The costs of disposing or reprocessing waste continue to increase so we need to look for creative opportunities to ensure that the producers of waste are accountable for it.

### To do this we will:

- Maximise the amount of household waste that is reprocessed
- Ensure individuals and businesses dispose of waste appropriately
- Improve the quality of the contents of the dry recycling bins

### We will:

#### Protect the public

It is important that people who come to the borough to live, work, relax or visit are kept as safe as is possible. Many of our services are targeted towards protecting public safety through effective and proportionate regulation. We will seek to provide assurance to our citizens by working with all other partners that have a role in ensuring public protection.

### To do this will:

- Ensure public protection services are focused on keeping people safe and healthy
- Use our role in relevant partnerships to protect the public from harm
- Help our residents feel safer and reduce risk through our regulatory services

## PORTFOLIO: GROWTH AND INVESTMENT

We will:

### Promote sustainable growth and economic prosperity

Rugby has a long tradition of embracing and planning for growth and as a result has a strong and prosperous local economy and low levels of unemployment. Ensuring enough land is made available for the development of the homes and workplaces needed for our growing population is fundamental to delivering this corporate strategy. Enabling investment through development in tandem with expanded social infrastructure gives the best opportunity for sustained economic growth.

To do this we will:

- Adopt an ambitious Local Plan
- Conserve and enhance the natural and built environment embracing Rugby's proud heritage and history
- Deliver strategic investment sites across the borough

We will:

### Promote and grow Rugby's visitor economy with our partners

At a local level Rugby has a strong and growing visitor economy but the long term potential is huge. Rugby has a long and proud heritage that is not widely enough known. A key aim of this strategy is for The Rugby Town to become internationally recognised as the birthplace of the game and, from this catalyst, the town centre will become a regionally recognised cultural and visitor hub increasingly valued and visited by our local communities.

To do this we will:

- Open the World Rugby Hall of Fame visitor attraction, enhancing the reputation of The Rugby Town
- Celebrate our cultural and artistic heritage through Rugby Art Gallery and Museum, The BENN Hall and events and festivals
- Support Rugby town centre as a visitor destination for leisure, retail and cultural activities

We will:

### Encourage healthy and active lifestyles to improve wellbeing within the borough

The Council strongly believes in providing high quality facilities and opportunities for people to live active and healthy lives. The substantial investment made in the Queens Diamond Jubilee Centre is complemented by the ongoing resources invested locally in promoting healthy and active lifestyles. Whilst activities and facilities will be available to all sectors of the population, the Council will continue to place particular emphasis on the provision of sporting and cultural activities for young people.

To do this we will:

- Promote access to sporting facilities across the borough, making sure that the Queens Diamond Jubilee Centre plays a key role in delivering leisure and recreation activities
- Organise physical activity and sporting activities for young people, with our partners
- Support wellbeing and combat social isolation through sport, heritage and the arts