

AGENDA MANAGEMENT SHEET

Report Title: Corporate Strategy Delivery Plan 2023-25

Name of Committee: Cabinet

Date of Meeting: 23 October 2023

Report Director: Chief Executive

Portfolio: No specific portfolio

Ward Relevance: All

Prior Consultation: All Group Leaders
Leadership Team

Contact Officer: dan.green@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

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

Summary: The report proposes a corporate strategy delivery plan for 2023-25.

Financial Implications: There are no financial implications as a result of the Corporate Strategy Delivery Plan, it is expected that achievement will be made through existing resources. Any future resource requests will be presented to Members at a future date.

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| Risk Management/Health and Safety Implications: | <p>If the Corporate Strategy Delivery Plan is not approved, then the Corporate Strategy is less likely to be delivered.</p> <p>The report details how individual projects will manage and report risk.</p> |
| Environmental Implications: | <p>The corporate strategy delivery plan contributes significantly towards delivering against the Council's stated priorities in relation to Climate Change and the Environment.</p> <p>A Climate Change and Environmental Impact Assessment has been included and is included at Appendix 2.</p> |
| Legal Implications: | <p>There are no legal implications arising directly from this report</p> |
| Equality and Diversity: | <p>An Equalities Impact Assessment has been completed and is included at Appendix 3.</p> |
| Options: | <ul style="list-style-type: none"> a. To approve the corporate strategy delivery plan unamended b. To approve the corporate strategy delivery plan with amendments c. To not approve the corporate strategy delivery plan |
| Recommendation: | <p>IT BE RECOMMENDED TO COUNCIL THAT -</p> <ul style="list-style-type: none"> (1) the Corporate Strategy Delivery Plan 2023-25, as at Appendix 1 to the report, be approved and be appended to the Council's Corporate Strategy; (2) delegated authority be given to the Chief Executive to update the Corporate Strategy Delivery Plan during the year and to make any necessary amendments to the Corporate Strategy to make reference to the Corporate Strategy Delivery Plan; and (3) delegated authority be given to the Chief Executive, through discussion with Portfolio Holders, to apply a process of prioritisation to the projects within the Corporate Strategy Delivery Plan. |
| Reasons for Recommendation: | <p>The recommended corporate strategy delivery plan sets clear projects which support delivery against the outcomes identified in the corporate strategy. It</p> |

provides visibility to numerous key strands of work which are being delivered across the organisation and ensures a genuine joined up approach.

Cabinet – 23 October 2023

Corporate Strategy Delivery Plan

Public Report of the Chief Executive

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT -

- (1) the Corporate Strategy Delivery Plan 2023-25, as at Appendix 1 to the report, be approved and be appended to the Council's Corporate Strategy;
- (2) delegated authority be given to the Chief Executive to update the Corporate Strategy Delivery Plan during the year and to make any necessary amendments to the Corporate Strategy to make reference to the Corporate Strategy Delivery Plan; and
- (3) delegated authority be given to the Chief Executive, through discussion with Portfolio Holders, to apply a process of prioritisation to the projects within the Corporate Strategy Delivery Plan.

Executive Summary:

This report proposes a Corporate Strategy Delivery Plan for 2023-35 and in doing so sets clear projects which deliver against the outcomes identified in the corporate strategy.

[Corporate Strategy 2021-2024](#)

It provides visibility to numerous projects which are being delivered across the organisation and ensures a genuine joined up approach.

The report sets out robust governance arrangements which will ensure that projects are adequately resourced, have clear objectives and realise the intended benefits.

The Programme Board will maintain oversight of all project delivery and will ensure that progress, performance and challenges are regularly reported to Cabinet and wider Members as appropriate.

By adopting this Corporate Strategy Delivery Plan, Council will be agreeing to a suite of projects which support delivery against the four outcomes identified in the Corporate Strategy.

1. INTRODUCTION

- 1.1 In February 2021, Council agreed a new corporate strategy and set four overarching outcomes for the council to deliver against until 2024. These outcomes are:
- Rugby is an environmentally sustainable place, where stakeholders work together to reduce and mitigate the effects of climate change.
 - Rugby has a diverse and resilient economy, which benefits all residents.
 - Residents are able to live healthy, independent lives, with the most vulnerable protected.
 - Rugby Borough Council is a responsible, effective and efficient organisation.
- 1.2 Each year, the Council produces a delivery plan setting out the key projects to be progressed in delivering against the four outcomes. Producing a delivery plan enables officers to ensure that the appropriate resources are available to deliver component projects.
- 1.3 Following the elections of May 2023, the publication of the Corporate Strategy Delivery Plan (CSDP) was delayed, enabling discussion with each Group Leader and their deputies to facilitate the proposal of projects which reflect the objectives of all political parties.
- 1.4 Recognising this delay, the proposed CSDP covers the period through to May 2025 or until a new Corporate Strategy is produced.

2. CORPORATE STRATEGY DELIVERY PLAN 2023-25

- 1.1 Work has progressed across the Council to produce service plans which are aligned to the Corporate Strategy. Within service plans, a number of projects have been identified which collectively support the Council to deliver against the Corporate Strategy outcomes. These projects are summarised within the CSDP.
- 1.2 In addition to service plans, the CSDP reflects statutory responsibilities and the Council's ongoing Transformation Programme, ensuring that a "golden thread" runs through all of the Council's work. This approach supports all employees to readily see how their work supports the delivery of the Corporate Strategy.
- 1.3 The CSDP is a live document, which will be continually updated throughout to reflect changes such as those arising from changes in national government policy, changes in the local government landscape and areas of emerging or urgent need.

- 1.4 Initial feedback from the recent LGA Corporate Peer Review Challenge has identified further work which the Council should undertake at pace. Therefore, the CSDP will be updated to reflect the formal feedback report once received.
- 1.5 Informal feedback from the Peer Review Challenge has highlighted a need to prioritise council projects to ensure that appropriate resources are available to deliver against higher priority projects. Consequently, it is recommended that a further prioritisation process is applied to the projects proposed.
- 1.6 Projects containing specific savings proposals will be incorporated into the CSDP as they are brought forward, for example through the Medium-Term Financial Planning process.
- 1.7 The CSDP will be monitored by the Leadership Team (as set out in section 3), All Leaders Steering Group and Cabinet in a transparent manner to ensure accountability and that sufficient progress is being made.
- 1.8 An annual performance report will be produced which will highlight successes, learning points and the key steps which the Council has taken towards delivering the strategic outcomes.

2. GOVERNANCE

Programme Board

- 2.1 The Programme Board exists to support the Council's project management culture in the delivery of the Council's CSDP.
- 2.2 Programme Board arrangements have been reviewed in recent months to address problems encountered during 2022/23. Appendix 4 sets out the governance structure for the revised arrangements.
- 2.3 The membership of the Programme Board is the Chief Executive, Deputy Chief Executive, Chief Officer for Finance & Performance and the Programme Manager. The Chief Officer for Legal & Governance maintains independent oversight of the Board's activities. Each Chief Officer will attend Programme Board on a bi-monthly basis, therefore overall the Board will meet each week to cover one of the eight Chief Officers' portfolios.
- 2.4 The purpose of the Programme Board is to ensure that the objectives of the Corporate Strategy are delivered through the CSDP and specifically to:
 - Oversee the development and authorisation of project business cases.
 - Prepare recommendations to the Portfolio Holder and Cabinet relating to the CSDP and its projects.
 - Oversee the performance and delivery of the CSDP and its projects, and progress reporting to the Portfolio Holder and Cabinet.
 - Management of risks and issues within the CSDP, escalating when necessary to the Portfolio Holder and Cabinet.

- Provide advice to Cabinet on matters relating to strategic direction of the CSDP.
 - Receive and consider reports from Project Boards as required under the Terms of Reference for those Boards. This includes, but is not limited to, reports from the Town Centre Regeneration Board and reports on any new capital schemes approved by the Budget Working Group.
- 2.5 At the time of writing this report, the Terms of Reference for Programme Board are under review.
- 2.6 For significant projects with multiple cross cutting workstreams, such as the Town Centre regeneration, specific programme board meetings take place.

Project Management

- 2.7 A revised project management framework, based on Prince2 methodologies has been introduced.
- 2.8 Individual projects are allocated a Project Board who are collectively responsible for the overall direction, management, and control of a project. Project Boards will be chaired by a Chief Officer and will identify a Project Manager and Project Team with project support provided by Corporate Strategy Delivery Unit (CSDU).
- 2.9 Project Teams will produce Project Initiation Documents (PIDs) and Project Briefs and submit these to the Programme Board for approval prior to any projects starting.
- 2.10 Project Teams will produce and maintain a Risk Register for each project which will be monitored by the Project Board. This will be regularly updated to identify, assess, and track project risks, enabling effective risk management throughout the project.
- 2.11 When running a project, Highlight Reports and Exception Reports will be produced by the Project Manager and will enable the Project Board to make informed decisions on how to address the exception.
- 2.12 Decision Request Reports and Change Request Reports will be prepared by Project Board when key decisions need to be made by the Programme Board, or when there are proposed changes to project scope, objectives or any other aspect which may impact on the project's baseline.
- 2.13 End Stage Reports will be produced by Project Team at the end of each stage of a project. This provides an assessment of the completed stage, including a review of the project's performance against planned objectives, deliverables, and benefits. It will also outline any deviations, risks, issues, and lessons learned during the stage.

- 2.14 End Project Reports will be generated by Project Manager at the conclusion of the project. This report provides a comprehensive summary of the entire project's performance, outcomes, and lessons learned. It evaluates the project's success against the PID in meeting the original objectives and benefits outlined in the business case.

3. CONCLUSION

- 3.1 The recommended CSDP sets clear projects which support delivery against the outcomes identified in the corporate strategy. By adopting this Corporate Strategy Delivery Plan, the Council will be agreeing to a suite of projects which support delivery against the four outcomes identified in the Corporate Strategy.

Name of Meeting: Cabinet
Date of Meeting: 23 October 2023
Subject Matter: Corporate Strategy Delivery Plan
Originating Department: Chief Executive's Office

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

LIST OF BACKGROUND PAPERS

| Doc No | Title of Document and Hyperlink |
|---------------|---|
| 1 | Corporate Strategy 2021-2024 https://www.rugby.gov.uk/downloads/file/2813/corporate_strategy_2021-24 |
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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 |
|---------------|---|
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Corporate Strategy Delivery Plan 2023-25

| Climate Title | Sponsor | Workstreams |
|---|-----------------------|--|
| <p>1.1 Carbon Management Plan</p> <p>- Implementing a corporate approach to reducing the Council's Carbon output, ensuring that reductions are recorded and reported and supporting the Council in delivering Net Zero.</p> | <p>Dan Green</p> | <p><u>1.1a Fleet Decarbonisation:</u> Progression the decarbonisation of the Council's fleet, including infrastructure improvements</p> <p><u>1.1b Housing Decarbonisation:</u> Utilisation of funds such as the social housing decarbonisation fund to reduce the environmental impact of the council's housing stock</p> <p><u>1.1c Decarbonisation of private sector housing:</u> Utilising external funds such as the Home Upgrade Scheme to support energy efficiency in private sector housing</p> <p><u>1.1d Heat Networks</u> Continue investigatory work with partners into the feasibility of establishing heat networks within the Borough</p> <p><u>1.1e Corporate Assets Decarbonisation:</u> Progression of works to decarbonise council assets through energy efficiency and generation feasibility studies</p> |
| <p>1.2 Biodiversity and Trees</p> <p>- To ensure a coordinated and cohesive approach to improving the biodiversity and tree coverage of the Borough. This will include the development of climate champions programmes and working with existing groups. The carbon reductions achieved through the workstreams will be measured and reported.</p> | <p>Tom Kittendorf</p> | <p><u>1.2a. Tree and Woodland Strategy:</u> a strategy with accompanying action plan setting out how the council will work with communities and partners to deliver its ambitions relating to trees and woodlands</p> <p><u>1.2b. Climate Champions Scheme:</u> To provide support to relevant individuals and groups throughout the Borough, enabling community led climate action</p> <p><u>1.2c Composting and organic growing:</u> Project (in partnership with Garden Organic) to support community led action</p> <p><u>1.2d Biodiversity Plan:</u> A plan setting out how the Council will work with stakeholders to protect and enhance wildlife habitats, and where possible expand and link them</p> |
| <p>1.3 Climate Communications</p> <p>- To ensure a coordinated approach to communications related to Climate Change,</p> | <p>Mike Connell</p> | <p><u>1.3a Climate Toolkits:</u> the production and publishing of climate toolkits for Councillors, Parish Councils, Communities and Businesses</p> |

maximising opportunities for participation and involvement through the production of community resources.

1.4 Circular Economy

- To progress the Council's ambitions in relation to supporting a circular economy with greater levels of re-use and recycling

Claire Preston

1.3b Rugby Net Zero website:

a six monthly update and review of NZR website, covering news articles, partner initiatives, resources, Climate Strategy updates and grants available for business / homes

1.3c Climate Emergency Centre:

Support local VCS project to assess the feasibility of establishing a Climate Emergency Centre

1.3e Climate Events:

To deliver a community climate event on an annual basis, sharing key updates and galvanising action around shared priorities

1.4a Food Waste Project:

Subject to government requirements, providing an in depth understanding of the costs and other implications of beginning a food collection scheme.

1.4b Sherbourne Recycling:

ensuring the successful conclusion of the design and build phases of the Sherbourne Recycling facility and a smooth transition from the existing recycling provider to Sherbourne Recycling

1.4c Development Officer:

Education and awareness plan to be created, working closely with Communications team to encourage residents and businesses to reduce, reuse and recycle materials

1.5 Air Quality

- To enable greater understanding of air quality and support the improvement of air quality within the Borough

David Burrows

1.5a Annual statutory ASR:

The delivery of the annual air quality monitoring report, all related communications and publicity

1.5b Air quality action plan:

the production and delivery of a statutory Air Quality Management Plan for the Council's Air Quality Management Area (AQMA), detailing how the Council will address air quality issues with accompanying performance indicators.

1.6 Sustainable Travel

- To ensure a coordinated and cohesive approach to supporting green and active travel within the Borough

Dan Green

1.6a EV Charging plan:

ensuring an understanding of the demand for additional EV charging points within council assets, leading to a clear plan to implement additional EV Charging points with reference to relevant funding streams

1.6b Digital Resource:

ensuring that resources such as electric charging points, cycle lanes, parking, green spaces are mapped and embedded on our digital portals and platforms giving clarity to future improvements.

1.7 Climate Risk and Adaptation

- To ensure a greater understanding of the specific climate risks faced by the Borough and develop action to enable mitigation of those risks

Dan Green

1.6c Car Parking Review:

A review to understand and quantify the current and future demand for car parking spaces in the Town Centre, recognising the private sector offer and the implications of discontinuing any individual council owned car parks.

1.6d Local Transport Plan 4:

To inform the development of LTP4 and support WCC in creating a local (Rugby) transport strategy

1.7a Climate Risk Assessment:

producing an indicative climate risk assessment for the Borough, identifying the key risks faced as a result of a changing climate

1.7b Climate Adaptation Plan:

delivering an adaptation plan for the Borough, setting out short medium and long term actions required to live with a changing climate

Economy**Title****Sponsor****Workstreams****2.1 Town Centre Regeneration Strategy**

Nicola Smith

2.1a Public Realm

The creation of high quality public realm across the town centre

2.1b Community Safety: To identify opportunities to enhance town centre community safety

2.1c Meanwhile Use:

To enable short term interventions, such as a review of the current market offer and major events, to create opportunities for enhancements and trials of new uses and concepts to promote activity in the town centre.

2.1d Business Hub / Incubator Unit:

A physical hub for business and community support with private and public sector partners.

2.1e Creative & Marketing:

To positively influence people's associations and feelings about the Council and the town centre regeneration.

2.1f Business Engagement:

To ensure that local businesses are involved and supported in the delivery of the TCRS.

2.1g Station Gateway:

To deliver significant change in creating a high quality arrival and interchange experience.

2.1h Sustainable Transport & Modal Shift: Shift transportation relying on the private car to greener, more sustainable and economic options.

2.1i Health Facilities:

To provide opportunities for expansion and co-location of health services

2.1j Education:

To integrate higher, further and vocational education facilities within the town centre.

2.1k Voluntary & Community Sector and DWP:

To ensure facilities within the town centres meet the needs of our residents, including creating opportunities for co-location of services where possible.

2.1l Community Stakeholder Engagement:

To identify community stakeholders to be involved in the progression of the Town Centre regeneration.

2.1m Asset Strategy:

To ensure that the best use of the Council's Assets are realised to deliver physical regeneration in the Town Centre.

2.1n Town Centre Civic and Cultural Assets:

To ensure that the best use of the Council's Assets are realised to deliver physical regeneration in the Town Centre and that the Council's cultural and civic offer acts as a catalyst for visitor activity.

2.1o Car Park Review:

To ensure that the best use of the Council's Assets are realised to deliver physical regeneration in the Town Centre and that car parking provision meets the needs of the town centre and opportunities for electric charging are maximised.

2.1p Planning Document/Status:

Documents required in order to facilitate development and realise the regeneration potential within the town centre.

2.2a Economic Strategy

Complete evidence gathering to inform and produce an economic strategy for the Borough, ensuring alignment with Climate Strategy, Town Centre Regeneration Strategy and Local Plan.

2.2b Economic Strategy - Year 1 Action Plan

Delivery of those actions identified for year one of the strategy

2.3a Year 1 planning and delivery

Completion of all year one projects

2.3b Year 2 (and 3) planning and delivery

Identification and delivery of years 2 and 3 projects

2.2 Economic Development Strategy

- The Economic Development Strategy will be one of the key strategies which support the delivery of the RBC Corporate Strategy and in particular, the outcome of Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents”

2.3 UKSPF

- To inform and ensure delivery of all projects related to the UK Shared Prosperity Fund

Nicola Smith

Nicola Smith

2.4 Local Plan

- To support delivery of the existing local plan and local development scheme and ensure the development of a new local plan

Nicola Smith

2.4a Current Local Development Scheme

Delivery of the LDS, which sets out the agreed programme and timetable of works for Development Strategy

2.4b Local Plan Review

Progression of a local plan review for Rugby Borough, ensuring that the Council is able to plan for growth and also address the issues that are facing the Borough

2.5 Community Infrastructure Levy

- To implement a Community Infrastructure Levy for the Borough, enabling the Council to secure developer contributions to fund infrastructure.

Nicola Smith

2.5a Community Infrastructure Levy

Adoption of a viable CIL Charging Regime, including implementation of CIL for all 2.5b CIL Officer

The creation of a new permanent post of CIL and Local Plan Monitoring Officer funded through CIL receipts

Healthy Communities**Title****Sponsor****Workstreams****3.1 Area Action**Michelle
Dickson3.1a Area Action Design

- To define and implement the Council's approach to levelling up on a hyperlocal level.

Agreement of the processes and intended outcomes of area action work, including means of evaluating success.

3.1b Area Action Pilots

The production of pilot Area Action Plans for the Benn Ward and the New Bilton Ward including consideration of specific localised issues, such as financial exclusion, the wider determinants of health, community Safety and public realm improvements

3.2 High Rise ProjectsMichelle
Dickson3.2a Biart Place

- To ensure the successful delivery of the Council's two high rise regeneration projects

Project management of the construction phase of Biart Place

3.2b Rounds Gardens

The a) demolition phase and b) masterplan / development appraisal for Rounds Gardens

3.3 Meeting Housing NeedsMichelle
Dickson3.3a Homelessness Strategy

- To ensure the necessary robust policies are in place to support the Council's housing functions.

The production of a homelessness strategy and a local action plan setting out how priority needs will be met

3.3b Allocations Policy

The development of a fit for purpose allocations policy that meets statutory, regulatory and code of guidance requirements.

3.3c Stock Conditions Survey

Conduct a stock condition survey across 100% of the HRA housing stock and plan for the implementation of a rolling programme of 20% per annum thereafter

3.3d Acquisitions Strategy

To establish the process by which the Council will be able to acquire housing or property to supplement the number of new housing units it has committed to deliver.

3.3e Review key landlord functions

to ensure that our housing management services provide excellent value, whilst being responsive to the evolving needs and aspirations of our customers "

3.3f Woodside Park

Identify a sustainable approach to the management and maintenance of the site to continue to meet the needs of the G&T community

3.4a Community Safety Partnership Review

To revise the current format of the CSP Board to encourage more partners to participate, enable a broader approach to objectives setting and enable more effective performance management

3.4b Community Safety Strategy and action plan

To review the current priorities and actions, determining how they can be most effectively discharged.

3.4c Street Trading

Introduce a street trading policy for the borough

3.5a VCS Support

Project to include existing contracts and SLA's with the VCS, acting as an enabler to support the development of new opportunities, production of revised SLAs and action plans

3.5b Community Engagement Review

A review of community engagement actions and plan using 2023-2025 Communications and Engagement Strategy

3.5c Tenant involvement

A review of tenant engagement arrangements to ensure compliance with the requirements of the regulator for social housing, to refresh the local offers and to set out a revised involvement offer

3.4 Community Safety

- To review and update the Council's approach to Community Safety, reflecting legislation and best practice

David Burrows

3.5 Community Engagement and Development

- To ensure alignment between the various approaches which the Council uses to work with communities

Michelle
Dickson

3.6 Private Sector Housing

- To progress the Council's approach to ensuring consistency in private sector housing provision.

3.7 Culture & Heritage

- To define the future offer from RBC Culture and Heritage facilities and how they can support the delivery of the Corporate Strategy, including Town Centre Regeneration

3.8 Health and Wellbeing

- To work with partners across the Rugby Place Partnership to improve access to health services and health outcomes for Rugby's residents

3.5d Community Development

To define the current Rugby Borough Council Community Development Offer, maximising linkages with the Voluntary and Community Sector, Parish Councils and Neighbourhood Planning Groups

David Burrows

3.6a Landlords Forum

To undertake research and determine if a Landlords Forum should be established to help stakeholders work together to undertake their respective responsibilities towards each other in full and encourage good neighbourly behaviour

3.6b Landlords charter

A review of the existing Charter and production of a new Landlords Charter, to help tenants and support landlords in ensuring a consistent approach to private rented sector homes

3.6c HMO Licensing

To make recommendation regarding options to improved control of houses in multiple occupation (HMOs)

3.6d Damp and Mould

carry out a campaign to reduce the number of private sector rented properties with damp and mould problems

Tom Kittendorf

3.7a Culture & Heritage Strategy

Establishing the role which the Council should play in the provision of the Borough's cultural and heritage offer and developing detailed business models for the Benn Hall, RAGM and Visitors Centre

Tom Kittendorf

3.8a Health and Wellbeing Programmes

To deliver a range of health and wellbeing programmes across the Borough including targeted interventions to support the health and wellbeing prevention agenda and with a particular focus on mental health of young people.

3.8b Wellbeing related infrastructure

To plan, programme and deliver capital improvements to parks and open spaces, maximising opportunities for connectivity, active travel and green corridors to improve physical and mental health and wellbeing

3.8c Estate Regeneration

To explore opportunities across, RBC, St. Cross and wider Town Centre estate to identify opportunities to enhance service offer / co-location opportunities and improve the health and wellbeing service offer for Rugby's residents.

3.8d Health inequalities

To work with our partners across the Rugby Place Partnership to address health inequalities for Rugby's residents, including identifying and removing barriers to accessing services and identifying and addressing inequity of service offer for Rugby's residents.

3.9 Review of older persons living

- To define the offer from RBC, as a landlord and a provider of telecare services

Michelle
Dickson

3.9 a Review of Control Centre

Improve the resilience of, and determine potential commercial opportunities arising from, the control centre

3.9b Independent Living

Develop a clear service offer for tenants of RBC independent living

3.9c Tanser Court

Complete an options appraisal for the future of Tanser Court

3.10 Bereavement Services

- Ensuring the provision of high quality bereavement services for residents of the Borough

David Burrows

3.10 Rainsbrook cemetery extension

provision of local burial capacity for the next 40 years b) allow high quality, modern environmentally friendly and sustainable burial plots
c) meet the needs of local families to provide local burials

Organisation**Title****Sponsor****Workstreams**

4.1 Finance and Performance

Jon Illingworth

4.1a Performance reporting

Embedding a robust approach to performance reporting including the production and detailed analysis of quarterly performance data

4.1b Finance Business Partnering

Embedding and improving the FBP model throughout the organisation

4.1c Commercial Strategy

Development of a commercial strategy, detailing the key commercial projects which the council will undertake in the short medium and long term

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| | | <u>4.1d Project and Programme Management</u> |
| | | To embed robust project and programme management arrangements throughout the organisation |
| 4.2 Communications | Mike Connell | <u>4.2a Communications and engagement Strategy</u> |
| - Continuation project to formalise and improve communications across all services | | The production and adoption of a communication and engagement strategy for the council |
| | | <u>4.2b Residents Survey</u> |
| | | The design and production of an annual residents survey |
| 4.3 Health and Safety | David Burrows | <u>4.3a HSG65 Compliance</u> |
| - To continue to improve health and safety practice and ensure compliance across all services | | To ensure legal compliance across all services, with necessary resourcing and training. |
| | | <u>4.3b Fire Policy</u> |
| | | The production of refreshed fire policies, which are fit for purpose |
| 4.4 Digital Services | Mike Connell | <u>4.4a Business Specific Workflows</u> |
| - To progress the digitalisation agenda across relevant services and within corporate functions | | he creation and integration of business specific processes and workflows into our digital portals and services. |
| | | <u>4.4b Website / Digital Place</u> |
| | | A fundamental review of the council's web presence leading to an enhanced offer |
| | | <u>4.4c Telephony phase 2</u> |
| | | A corporate and customer services telephony that is agile and appropriate, enabling effective access to Council services. |
| | | <u>4.4d Software Maintenance Review / system rationalisation</u> |
| | | An assessment of the different systems currently used by different services against competitor products as contracts are coming to renewal or expiry |
| 4.5 Emergency Planning phase 2 | David Burrows | <u>4.5a Major Emergency Plan (MEP) Roll out</u> |
| - A continuation project seeking to embed and review emergency management arrangements | | Training, exercising and review of new Major Emergency Plan |
| | | <u>4.5b Business Continuity Planning</u> |
| | | Roll out of revised Business Continuity template to all services |
| 4.6 Legal and Democratic | Aftab Razaq | <u>4.6a Governance</u> |
| - A continuation project seeking to improve democratic and legal functions/ operations | | To undertake a review of the Council's Constitution, ensuring it provides an efficient and effective framework for governance and decision making. |
| | | <u>4.6b Democratic Support</u> |
| | | Progression of the member officer protocol, roll out a member case management |
| | | <u>4.6c Strategic Partnerships</u> |
| | | -To ensure that appropriate governance and practical arrangements are in place to facilitate partnership working |

4.7 Customer Experience

- To work across services to minimise silo working and develop an improved customer experience

4.8 Strategic asset management**4.9 HR and Workforce**

- to review and update policies and procedures relating to HR processes and workforce development

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| | 4.6d Equalities and Diversity The production of a new Equalities and Diversity Strategy with accompanying action plan, including key deliverables. |
| Mike Connell | <u>4.7a Service area engagement</u> To work proactively to support the customer experience and reduce silo working <u>4.7b Service area review</u> To help reduce failure demand across the organisation and maximise each customer encounter |
| Michelle Dickson | <u>4.8a Asset Management</u> Review of the Asset Management Strategy to efficiently and effectively manage the council's land and property assets <u>4.8b Review of the Housing Revenue Account business plan</u> A 30 year investment strategy for investment in the HRA stock |
| Mannie Ketley | <u>4.9a Workforce Planning</u> To strengthen recruitment and retention outcomes and processes, develop succession planning and improve staff attendance/ absence management <u>4.9b Organisational change</u> To develop and adopt a change management policy <u>4.9c Learning and Development</u> To develop and deliver a refreshed learning and development offer across the council to align with strategic priorities <u>4.9d Professional Qualifications</u> Prepare for the implementation of professional qualification requirements, for example for managers of social housing |

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 | All |
| Policy/Service/Change being assessed | Corporate Strategy Delivery Plan |
| Is this a new or existing Policy/Service/Change? | New Plan |
| If existing policy/service please state date of last assessment | N/a |
| Ward Specific Impacts | All wards will be impacted with some of the component projects being focussed on specific wards |
| Summary of assessment Briefly summarise the policy/service/change and potential impacts | This assessment relates to the overall Corporate Strategy Delivery Plan (CSDP). The CSDP is made up of a number of projects which will all individually consider Climate Change and the Environment at project inception stage. |
| Completed By | Dan Green |
| Authorised By | Mannie Ketley |
| Date of Assessment | 10/10/23 |

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"/> | Project 1.1 proposes several workstreams which will lead to more sustainable energy usage within the RBC estate and more broadly. Project 1.3 enables the Council to support Communities in becoming more energy efficient Projects 3.2 and 3.3 contain elements which will lead to increased energy efficiency within the Council's housing stock | To be reviewed as individual projects are brought forward to Programme Board | Dan Green | Ongoing but to reviewed as individual PIDs come forward and when annual report produced |
| Fleet usage | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Project 1.1 seeks to reduce and decarbonise fleet usage within RBC operations Project 1.6 seeks to encourage sustainable travel throughout the borough and will have a positive impact on fleet usage | To be reviewed as individual projects are brought forward to Programme Board | Dan Green | Ongoing but to reviewed as individual PIDs come forward and when annual report produced |
| Sustainable Transport/Travel (customers and staff) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Project 1.6 looks specifically at sustainable travel and seeks to support all stakeholders to | To be reviewed as individual projects are brought forward to Programme Board | Dan Green | Ongoing but to reviewed as individual |

| Climate Change and Environmental Impacts | No Impact | Positive | Negative | Description of impact | Any actions or mitigation to reduce negative impacts | Action owner | Timescales |
|--|--------------------------|-------------------------------------|--------------------------|--|--|--------------|---|
| | | | | be able to make greener travel choices. | | | PIDs come forward and when annual report produced |
| Sustainable procurement | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Where constituent projects are brought forward to Programme Board, opportunities to procure goods and services in a sustainable manner will be maximised. | To be reviewed as individual projects are brought forward to Programme Board | Dan Green | Ongoing but to reviewed as individual PIDs come forward and when annual report produced |
| Community leadership | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | The entire delivery plan seeks to ensure that the council is leading communities in its work towards Climate Change and the Environment. Projects 1.3, 3.1 and 3.5 provide further opportunities to engage residents regarding the climate change agenda | To be reviewed as individual projects are brought forward to Programme Board | Dan Green | Ongoing but to reviewed as individual PIDs come forward and when annual report produced |
| Biodiversity and habitats | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Project 1.2 will specifically look to enhance the Borough's Biodiversity and Habitats. | To be reviewed as individual projects are brought forward to Programme Board | Dan Green | Ongoing but to reviewed as individual PIDs come |

| Climate Change and Environmental Impacts | No Impact | Positive | Negative | Description of impact | Any actions or mitigation to reduce negative impacts | Action owner | Timescales |
|---|--------------------------|-------------------------------------|--------------------------|--|--|--------------|---|
| | | | | Projects 2.1, 2.4 and 3.2 provide further opportunities to enhance biodiversity and habitats through regeneration. | | | forward and when annual report produced |
| Adaptation | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Project 1.7 specifically seeks to provide an enhanced understanding of climate risk and progress adaptation measures both within council operations and within the wider Borough | To be reviewed as individual projects are brought forward to Programme Board | Dan Green | Ongoing but to reviewed as individual PIDs come forward and when annual report produced |
| Impact on other providers/partners | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Many of the constituent projects require partnership working to succeed. In these instances, it is anticipated that the projects will be supportive of other organisations delivering there climate change objectives. | To be reviewed as individual projects are brought forward to Programme Board | Dan Green | Ongoing but to reviewed as individual PIDs come forward and when annual report produced |

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 | April 2024 |
| Key points to be considered through review | To what extent has climate change and the environment been considered in projects as they are brought forward. What is the impact of those projects delivered? How can climate change and the environment benefit further from forthcoming projects? |
| Person responsible for review | Dan Green in consultation with the Climate Emergency Working Group |
| Authorised by | Mannie Ketley |

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 for Legal and Governance
aftab.razzaq@rugby.gov.uk
01788 533521

Equality Impact Assessment

| | |
|--|---|
| Service Area | All |
| Policy/Service being assessed | Corporate Strategy Delivery Plan |
| Is this a new or existing policy/service? If existing policy/service please state date of last assessment | New Plan |
| EqlA Review Team – List of members | Dan Green |
| Date of this assessment | 10/10/23 |
| Signature of responsible officer (to be signed after the EqlA has been completed) |  |

A copy of this Equality Impact Assessment report, including relevant data and information to be forwarded to the Chief Officer for 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 corporate strategy delivery plan for 2023-25 sets out the key projects which the Council will deliver over that period |
| (2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities? | It proposes the means by which the Corporate Strategy outcomes will be delivered |
| (3) What are the expected outcomes you are hoping to achieve? | Delivery of a coherent and clearly understood suite of projects to progress delivery against the four corporate strategy outcomes |
| (4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups | All |
| <u>Stage 2 - Information Gathering</u> | As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources). |

Appendix 3

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| <p>(1) What does the information tell you about those groups identified?</p> | <p>Rugby is home to diverse communities with a number of faiths, nationalities and ethnicities represented.</p> <p>The last census showed 82% of residents were born in the UK; 92% were born within Europe; 2% Africa; 4% Middle East and Asia; 1% Americas and the Caribbean; and less than 1% Antarctica and Oceania</p> <p>Census data shows a population which is 86% white; 7% Asian, Asian British or Asian Welsh; 3% Black, Black British, Black Welsh, Caribbean or African; 3% mixed or multiple ethnic groups; and 1% defined as other ethnic groups.</p> <p>The census shows religions within the Borough as 51% Christian; 42% no religion; 3% Hindu; 3% Muslim; 1% Sikh and <1% of each Jewish, and Buddhist,</p> <p>Age demographics demonstrate a population made up of 18% under 15 years old; 64% 15-64 years old and 18% over 64 years old</p> |
| <p>(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?</p> | <p>No direct consultation in the formation of this delivery plan, however community consultation was carried out in forming the Corporate strategy.</p> <p>It is expected that specific projects will seek to consult those affected groups as appropriate.</p> |
| <p>(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p> | <p>As above</p> |
| <p><u>Stage 3 – Analysis of impact</u></p> | |

Appendix 3

| | | | |
|---|--|--|--|
| <p>(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?</p> <p>If yes, identify the groups and how they are affected.</p> | <p>RACE No specific impacts from CSDP, however constituent projects will assess impacts individually</p> | <p>DISABILITY No specific impacts from CSDP, however constituent projects will assess impacts individually</p> | <p>GENDER No specific impacts from CSDP, however constituent projects will assess impacts individually</p> |
| | <p>MARRIAGE/CIVIL PARTNERSHIP No specific impacts from CSDP, however constituent projects will assess impacts individually</p> | <p>AGE No specific impacts from CSDP, however constituent projects will assess impacts individually</p> | <p>GENDER REASSIGNMENT No specific impacts from CSDP, however constituent projects will assess impacts individually</p> |
| | <p>RELIGION/BELIEF No specific impacts from CSDP, however constituent projects will assess impacts individually</p> | <p>PREGNANCY MATERNITY No specific impacts from CSDP, however constituent projects will assess impacts individually</p> | <p>SEXUAL ORIENTATION No specific impacts from CSDP, however constituent projects will assess impacts individually</p> |
| <p>(2) <u>Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how? (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. Yes, individual projects may propose specific actions which relate to social inequalities – for example area action plans, the development of an economic strategy and specific housing related projects. Full consideration of this will be given as the individual projects are brought forward to programme board. The CSDP is a live document and will be updated to reflect any significant challenges which increase social inequalities – for example in the past 12 months, unplanned action was progressed in relation to cost of living challenges. b. Yes, individual projects will consider their impacts on carers.</p> | | |
| <p>(3) If there is an adverse impact, can this be justified?</p> | <p>N/A</p> | | |

Appendix 3

| | |
|---|---|
| <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, Diversity and Inclusion will be at the heart of all projects being delivered through the CSDP. Individual project management arrangements will ensure that opportunities to enhance Equality, Diversity and Inclusion are maximised – both within individual projects and across interdependent projects. Project 4.6 proposes the development of a new ED&I Strategy which will seek to enhance the Council’s work in promoting equality.</p> |
| <p>(6) How does the strategy/service/policy promote good relations between groups? If not, what can be done?</p> | <p>The revised programme board arrangements provide an opportunity for the members of programme board to champion community cohesion and ensure that projects maximise all opportunities to promote good relations between groups.</p> |
| <p>(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?</p> | <p>Language and literacy. Potential to ensure that any related communications and publicity are delivered in a manner which is understood by speakers of other languages and by those with lower literacy.</p> |

| | |
|---|--|
| <p><u>Stage 4 – Action Planning, Review and Monitoring</u></p> | |
|---|--|

| <p>If No Further Action is required then go to – Review and Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p> | <p>EqlA Action Plan</p> <table border="1"> <thead> <tr> <th data-bbox="875 352 1122 424">Action</th> <th data-bbox="1122 352 1368 424">Lead Officer</th> <th data-bbox="1368 352 1615 424">Date for completion</th> <th data-bbox="1615 352 1861 424">Resource requirements</th> <th data-bbox="1861 352 2107 424">Comments</th> </tr> </thead> <tbody> <tr> <td data-bbox="875 424 1122 576">A review of this EQIA should be undertaken after 6 months</td> <td data-bbox="1122 424 1368 576">Dan Green</td> <td data-bbox="1368 424 1615 576">April 2024</td> <td data-bbox="1615 424 1861 576">NA</td> <td data-bbox="1861 424 2107 576"></td> </tr> <tr> <td data-bbox="875 576 1122 727">ED&I should be reflected within the annual report</td> <td data-bbox="1122 576 1368 727">Dan Green</td> <td data-bbox="1368 576 1615 727">July 2024</td> <td data-bbox="1615 576 1861 727">NA</td> <td data-bbox="1861 576 2107 727"></td> </tr> <tr> <td data-bbox="875 727 1122 799"></td> <td data-bbox="1122 727 1368 799"></td> <td data-bbox="1368 727 1615 799"></td> <td data-bbox="1615 727 1861 799"></td> <td data-bbox="1861 727 2107 799"></td> </tr> </tbody> </table> | | | | | Action | Lead Officer | Date for completion | Resource requirements | Comments | A review of this EQIA should be undertaken after 6 months | Dan Green | April 2024 | NA | | ED&I should be reflected within the annual report | Dan Green | July 2024 | NA | | | | | | |
|--|--|---------------------|-----------------------|----------|--|--------|--------------|---------------------|-----------------------|----------|---|-----------|------------|----|--|---|-----------|-----------|----|--|--|--|--|--|--|
| Action | Lead Officer | Date for completion | Resource requirements | Comments | | | | | | | | | | | | | | | | | | | | | |
| A review of this EQIA should be undertaken after 6 months | Dan Green | April 2024 | NA | | | | | | | | | | | | | | | | | | | | | | |
| ED&I should be reflected within the annual report | Dan Green | July 2024 | NA | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>(2) Review and Monitoring State how and when you will monitor policy and Action Plan</p> | <p>As above</p> | | | | | | | | | | | | | | | | | | | | | | | | |

Please annotate your policy with the following statement:

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

APPENDIX 4 – PROJECT GOVERNANCE ARRANGEMENTS

