

MINUTES OF COUNCIL

25 OCTOBER 2023

PRESENT:

The Mayor (Councillor Mrs O'Rourke), Councillors Mrs A'Barrow, Barnett, Mrs Brown, Daly, Douglas, Edwards, Mrs Garcia, Gillias, Harrington, Mrs Hassell, Karadiar, J Keeling, Lawrence, Lewis, Ms Livesey, Mrs Maoudis, Mrs McKenzie, Mistry, Moran, Mrs New, Mrs Parker, Picker, Poole, Rabin, Ms Robbins, Mrs Robinson, Roodhouse, Mrs Roodhouse, Russell, Sandison, Mrs Sayani, Slinger, Srivastava, Ward, Ms Watson-Merret and Willis.

48. APOLOGIES FOR ABSENCE

Apologies for absence from the meeting were received from Councillors Miss Dumbleton, D Keeling, Roberts, Mrs Roberts and Mrs Timms.

49. MINUTES

The minutes of the meeting held on 20 September 2023 were approved and signed by the Mayor.

50. DECLARATIONS OF INTEREST

Item 6(a)(6) – Improvements to Lawrence Sheriff Almshouses – Councillors Gillias and Willis (non-pecuniary interests as defined by the Council's Code of Conduct for Councillors by virtue of being trustees of the Almshouses).

Item 6(a)(6) – Improvements to Lawrence Sheriff Almshouses – Councillor J Roodhouse (pecuniary interest as defined by the Council's Code of Conduct for Councillors by virtue of being a trustee of the Almshouses and his involvement in the project).

Item 6(a)(6) – Improvements to Lawrence Sheriff Almshouses – Councillor Mrs Roodhouse (pecuniary interest as defined by the Council's Code of Conduct for Councillors by virtue of being the Chair of Trustees of the Almshouses).

Councillors Gillias, Roodhouse, Mrs Roodhouse and Willis left the meeting during the item in which they had declared an interest.

51. MAYOR'S ANNOUNCEMENTS

On behalf of the leaders of the three political groups, the Mayor's thoughts were with the families, children and communities Israel and Palestine who have experienced such devastating loss following the traumatic events in the region over the last three weeks.

At the same time, we stand with our own residents across the Borough of Rugby who may have loved ones caught up in the conflict and they remain in

our thoughts and we offer our ongoing support.

The Mayor invited all present in the Chamber to stand and observe a minute's silence in recognition of all of the innocent victims of the ongoing conflict.

The Mayor recently attended the Heart of England in Bloom awards ceremony where Rugby was presented with a gold award in the small city category for the 15th successive year. Colin Horton, the Council's Green Spaces Officer and Karen Crane, Brownsover Community School teaching assistant, were also both honoured with special awards in recognition of their years of service to Heart of England in Bloom.

The Mayor thanked all officers, schools, businesses, community groups and residents who come together each year to support our In Bloom entry, working in partnership to make the borough a brighter place. The Mayor also congratulated both Karen and Colin on their personal awards and thanked them for their incredible contributions.

The Mayor recently attended the official opening of the 100th defibrillator last week at St Andrews Church, making Rugby the top heart safe town in the country. She thanked the Jay Foundation and especially Naomi Issitt and her family for their incredible work.

The Mayor thanked the Railway Club for hosting the beach bingo earlier this month which raised over a thousand pounds and the Mayoral and Civic Officer for organising the event in aid of her charity, Rugby Myton Hospice. She also thanked the Councillor who made a financial donation and Councillors and officers who donated raffle prizes. The Mayor thanked Councillors Jerry and Sue Roodhouse, Lewis, Mistry and Srivastava for attending and all officers who had supported the event too. There will be a further charity event after Christmas.

With regard to other charity fundraising events, Councillor Simon Ward and the Mayoral and Civic Officer, Daksha Mistry's, scheduled sky diving event was cancelled due to adverse weather conditions. This would take place in December.

Two of the Council's Chief Officers, Tom Kittendorf and Mike Connell, would be taking part in a bungee jump in December, jumping from one of the highest bridges in the country near to Whitby. Their Just Giving pages are available and the link would be circulated to all Members.

The Royal British Legion launches its official Poppy Appeal for 2023 on 26 October, this being a major source of funding for its vital work supporting the Armed Forces community - serving men and women, veterans, and their families. The Mayor urged everyone to join with her and wear a poppy with pride for this Remembrance.

The Mayor recently presented the Blood Bikers with the Mayor's Special Appreciation Award for their outstanding work. The 15 volunteers provide

cover 24 hours a day, 7 days a week, with swift transport of bloods, samples, chemotherapy drugs and baby's milk across Coventry, Warwickshire and Solihull. The Mayor thanked them for all they do.

The Mayor attended the 50 Objects exhibition at the Art Gallert and Museum recently, with so many stories to learn about behind the objects.

The Mayor was delighted to be attending the Diwali festival on Sunday 5 November in the town centre, which had been jointly organised by all Indian communities in partnership with the Council and Rugby First.

The event would start at 3.00pm and there would be traditional Indian food and snacks to buy, as well as a Rangoli procession, a Diwali light switch on plus music and dancing. The event was open to everyone in the Borough and she encouraged everyone to attend.

52. QUESTIONS PURSUANT TO STANDING ORDER 10

Councillor Ms Livesey asked the Leader of the Council and Regulation and Safety Portfolio Holder, Councillor Poole:

“There has been a recent report that National Highways is responsible for around 18,000 outfalls from roads into the nation's rivers and waterways, yet National Highways does not routinely monitor the chemical composition of the road run-off, despite it including hydrocarbons, polyaromatic hydrocarbons (PAHs), microplastics and other pollutants. Nationally pollution from transport accounts for 18% of water pollution. Given that we have many roads overseen by National Highways in our borough, the Labour Group asks if the Leader of the Council will to write to National Highways asking them how many outfalls they have on their roads in the borough which discharge into local waterways/ponds and their locations and to make the response publicly available?”

Councillor Poole, Leader of the Council and Regulation and Safety Portfolio Holder, provided the following response:

“I and the Conservative Group share your concerns about pollution from the highway polluting our controlled waters, and while I know the Environment Agency does monitor controlled water, I am surprised that National Highways takes no responsibility for the contaminated water leaving their roads.

I am happy to write to National Highways requesting this information and also ask them why they do not monitor or risk assess priority sites.”

Councillor Moran asked the Leader of the Council, Councillor Poole:

“To urgently meet with the Council Leadership Team and review and improve the standards of reporting for Full Council (and other meetings). This request

is made with the objective of improving democratic standards and the ability of Councillors to fully participate in proceedings.

Single PDF documents often extending to several hundred pages cannot be best practice. A clear summary and contents page should be provided in all instances and subject reports and background information presented in separate appendices. Where decisions are being asked involving financial considerations the reports should contain clear costings and anticipated returns wherever possible.

In addition, any source material used in preparing Council reports should be clearly identified and a hyperlink provided wherever possible. All policy work should also provide clarity on expected outcomes together with timelines for targets and feedback/review mechanisms.”

Councillor Poole, Leader of the Council, provided the following response:

“I thank Councillor Moran for his question and also bringing forward a matter that has been discussed at the All Leaders Steering Group.

On 25 July we discussed the length of reports and the ability of Councillors to process such reports. I note Councillor Moran was not present at the meeting and Councillor Mistry and Councillor Mrs Brown attended on behalf of your group. It was actioned that from October of this year all reports would require an Executive Summary.

We also agreed hyperlinks to all Cabinet reports to allow all Councillors to access individual reports arising from Cabinet recommendations from Full Council.

I am unclear on the reference to single PDF documents and a contents page as all Full Council (and other meetings) have bookmarks to enable Councillors to navigate between different reports and appendices. I would urge any Councillors who are either not aware or struggling with this to contact Democratic Services.

In terms of the Council’s policy work, this is undertaken with a view to the Council’s Corporate Strategy and Delivery Plan. Such policy work is also supported by relevant action plans. With regard to financial considerations, these are clearly provided within the financial implications.

Finally, I would like to emphasise that Council reports are at the very heart of our decision-making process. It is important that each Councillor is able to fully process and understand the decision they propose to make.

I have no objection to any Group Leader or Councillor engaging with the Council’s Leadership Team. However, as I have already stated this is a matter that has already been discussed at the All Leaders Steering Group and all draft reports are shared for both Cabinet and Full Council.

I look forward to receiving feedback from my fellow Leaders on any matters related to Cabinet and Full Council reports and would strongly recommend that such matters are brought to future All Leaders Steering Group meetings as originally intended.”

Councillor Harrington asked the Leader of the Council, Councillor Poole:

“To convene a meeting of a Constitutional Working Group to review the Council's Constitution and report back to Full Council findings and recommendations to improve and better reflect modern democratic standards. Items for review to include, but not be limited to, thresholds for public petitions, mechanisms to strengthen political impartiality in relevant areas and the operational function of Full Council meetings. Given the Council's No Overall Control position the membership of the Working Group should be politically balanced with an Independent Chair.”

Councillor Poole, Leader of the Council, provided the following response:

“I thank you for the question that has been brought forward by Councillor Harrington.

I have to say that I was somewhat surprised that such a question has been brought forward given the Constitution Review Working Group has a scheduled meeting on 9 November.

The political composition and membership of this group, as with all working groups, was agreed at the beginning of the municipal year.

I was also again surprised that such a question has come forward given Project 4.6a is the review of the Constitution as shown within the draft Corporate Strategy Delivery Plan which has been shared with all political parties. As we all know, this Delivery Plan has been approved by Cabinet, and this will be debated later tonight.

By way of background, the upcoming Constitution Review Working Group will convene with a view to considering proposed changes to the Council's Constitution. This work commenced during the start of the municipal year whereby support and advice was initially provided by the LGA and thereafter external support and a review has been undertaken by a leading governance lawyer in conjunction with the Council's Monitoring Officer.

This is a comprehensive and significant project and hence the reasons why the Working Party is convening at this point in the municipal year. It will also comprise of several phases, as all key parts of the constitution will need to be reviewed.

I look forward to Councillor Harrington engaging and communicating with his group representative on the Working Group, Councillor Robinson, and sharing his various views on the Council's Constitution.

I also look forward to future recommendations being brought to Full Council."

Councillor Harrington asked the Communities, Homes, Digital and Communication Portfolio Holder, Councillor Willis:

"In view of the Home Secretary's recent announcement of her intention to move asylum seekers out of hotels, what is the expected impact on housing provision (both permanent and temporary) in Rugby?"

Councillor Willis, Communities, Homes, Digital and Communication Portfolio Holder, provided the following response:

"Thank you for your question.

Unfortunately, this is a question that cannot easily be answered as there are so many variables at play.

As with any other local authority, we are unable to model with any accuracy what the likely impact will be on Rugby, as we are unable to forecast the pace of people being granted indefinite leave to remain or the number of households that will seek to exercise their right to present as homeless within the borough, and to whom we will owe a statutory duty. However, officers are in regular contact with the West Midlands Strategic Migration Partnership and the Home Office to understand the emerging and changing picture and its likely impact on the borough.

What is known, is that often, people who have a positive determination of their application for asylum will seek to move towards established networks of potential support, from existing communities and contacts, most often in the cities.

Locally, we do anticipate an inevitable rise in the number of people seeking both temporary and permanent accommodation. We, as a Council, will not be unique in facing these challenges. The number of people from this cohort currently requiring temporary accommodation in the borough is very low – and in the low single figures.

We predict that the pressure on temporary accommodation is likely to be the most pressing as there is sometimes a delay between the cessation of accommodation support, from the Home Office, following a positive determination of a claim for asylum and the client's subsequent receipt of a Biometric Residency Permit. This permit is required to enable people to access employment, accommodation, and any financial support that they may be eligible for. Temporary accommodation is therefore potentially likely to be called upon to bridge this gap, with bed and breakfast accommodation, as ever, only be used as a last resort.

Our Homelessness Team have received additional training and guidance to support asylum seekers who are granted indefinite leave to remain and subsequently given notice to leave hotel accommodation. The team has established good partnerships with organisations such as Migrant Help who will help people to apply for accommodation, maximise their income and resolve Biometric Residency permit issues.

It is important to remember that local authorities across the country have a role to play in meeting the emerging housing needs, and not just places that have hotels within their borders.

What I can do is provide reassurance that all that can be done is being done to secure additional temporary and permanent accommodation to meet the needs of Rugby's residents, including those that are given indefinite leave to remain."

53. REPORT OF CABINET – 23 OCTOBER

Council considered item 6(a)(1) of the report of Cabinet relating the Corporate Strategy Delivery Plan.

Councillor Roodhouse moved and Councillor Mrs McKenzie seconded the amendment attached at Appendix 1 to the minutes. Further to debate, the Mayor put the motion to the vote and declared it carried.

Council considered item 6(a)(2) of the report of Cabinet relating to Local Plan issues and options for consultation.

Councillor Moran moved and Councillor Roodhouse seconded the amendment attached at Appendix 2 to the minutes. Further to debate, the Mayor put the motion to the vote and declared it carried.

RESOLVED THAT – the report of Cabinet be approved subject to the amendments relating to the Corporate Strategy Delivery Plan and Local Plan issues and options for consultation attached at Appendices 1 and 2 to the minutes.

54. REPORT OF SCRUTINY COMMITTEE – 11 SEPTEMBER 2023

RESOLVED THAT – the report of Scrutiny Committee be approved.

55. REPORT OF OFFICERS

(a) Membership of Audit and Ethics Committee

Council considered the report of the Chief Officer – Legal and Governance (Part 1 – agenda item 7(a)) concerning the membership of Audit and Ethics Committee for the remainder of the 2023/24 municipal year.

RESOLVED THAT – appointments to Audit and Ethics Committee including named substitutes, as outlined in the report, be approved for the remainder of the 2023/24 municipal year.

56. NOTICES OF MOTION PURSUANT TO STANDING ORDER 11

- (a) Councillor Sandison moved and Councillor Mrs New seconded the following notice of motion which had been submitted in accordance with Standing Order 11:

“This Council recognises that community safety has an important role to play in reducing violent crime and the fear of violent crime, in particular the carrying of knives on our streets and in our open spaces.

It is proposed that the Council’s Scrutiny Committee assess this matter in conjunction with the Council’s Regulation and Safety Team and the Community Safety Partnership.

This will focus on the Community Safety Partnership’s action plan for a proposed knife amnesty. It will also focus on education and any application that can be made to the Home Office for any available support and resources.

We recognise that the first duty of the Council and police is to make our wards and parishes safe for its residents and we would encourage a Member conversation on how this can be progressed at both ward and parish level.”

Further to the proposer and seconder speaking, and in accordance with Standing Orders, the motion stood referred to Scrutiny Committee .

- (b) Councillor Slinger moved and Councillor Srivastava seconded the following notice of motion which had been submitted in accordance with Standing Order 11:

“This Council will establish a ‘Better Community Infrastructure Citizens’ Jury’; (also referred to as a People’s Panel, Citizens’ Assembly, or a deliberative forum) that selects at random, or brings together through another fair and open mechanism, 12-24 residents who are broadly representative of the demographics of the borough, and includes minorities and young people, to investigate the following questions and make recommendations for policy development:

a) what should the strategy be to improve transport, health, sporting, community amenity, and housing infrastructure over the next decade in Rugby Borough?

b) how can the Council and developers work more effectively, including with central government, and other local authorities, to ensure that Section 106 agreements are as effective as possible, within the known constraints

*of Section 106 rules, in delivering the infrastructure that the community prioritises, given large amounts of housebuilding in the borough?
c) what should the priorities be for the spending of money raised through the Community Infrastructure Levy, which must be spent on infrastructure within the borough apart from housing?*

The work of the Citizens' Jury would be designed to be complimentary to other forms of consultation routinely undertaken by the Council in regard to CIL or other planning matters. The Council commits to taking its recommendations into account, although such recommendations would be advisory only.

The jury would be supported by relevant experts and administered in a professional way. Participants would not be paid a fee to take part, but would have expenses paid and refreshments provided. The jury would sit in the evening or at the weekend, to maximise the opportunity for working people to participate. An accessible venue would be provided.

The Council would seek expert advice from other public bodies, which have effectively used citizens' juries, including government departments and local authorities.

The Council will consider using CIL receipts to fund this mechanism."

Further to debate, the Mayor put the motion to the vote and declared it lost.

(c) Councillor Ms Livesey moved and Councillor Slinger seconded the following notice of motion which had been submitted in accordance with Standing Order 11:

"The Government, in what the Wildlife Trusts called "another hammer blow for nature", has recently announced a delay in the introduction of bio-diversity net gain (BNG) rules until January 2024. The Labour Group therefore calls on Rugby Borough Council to:

- Reaffirm its commitment to high standards of environmental mitigations in proposed development, such as those provided in the Houlton, and continue to demand such standards of developers in the intervening period.*
- Take advantage of the delay to arrange a member conversation about the implications of BNG for Rugby borough and the impact we can expect to see as a result of its introduction.*
- Continue to work closely with Warwickshire Wildlife Trust to mitigate environmental damage caused by both residential and industrial development in the borough."*

Further to debate, the Mayor put the motion to the vote and declared it carried.

57. CORRESPONDENCE

There was no correspondence.

58. COMMON SEAL

It was moved by the Mayor, seconded by the Deputy Mayor and

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

59. MOTION TO EXCLUDE THE PUBLIC UNDER SECTION 100(A)(4) OF THE LOCAL GOVERNMENT ACT 1972

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

60. PRIVATE REPORT OF CABINET – 23 OCTOBER 2023

RESOLVED THAT – the report of Cabinet be approved.

61. PRIVATE REPORT OF OFFICERS

(a) Independent Persons

Council considered the private report of the Chief the appointment of independent persons as required under the process for complaints against Councillors.

RESOLVED THAT –

- (1) the named individuals in Appendix 1 be appointed to the position of Independent Person up to the period to 30 September 2025; and
- (2) delegated authority granted to the Chief Officer for Legal & Governance to take any necessary steps which shall include any additional appointments to ensure the position of Independent Persons remains compliant and up to date.

MAYOR

IT BE RECOMMENDED TO COUNCIL THAT –

- (1) the Corporate Strategy Delivery Plan 2023-25, as at Appendix 1 to the report, be approved subject to the amendments highlighted in red font 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.

Corporate Strategy Delivery Plan 2023-25

Climate

Title	Sponsor	Workstreams	KPI
<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>	Dan Green	<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>	

1.2 Biodiversity and Trees

- 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 ward Councillors** existing groups. The carbon reductions achieved through the workstreams will be measured and reported.

~~1.3 Climate Communications~~ Climate Engagement

- To ensure a coordinated approach to ~~communications~~ **community engagement** related to Climate Change, maximising opportunities for participation and involvement through the production of community resources.

Tom Kittend 1.2a. Tree and Woodland Strategy:

Working with partners such as the Woodland Trust - develop a strategy with accompanying action plan setting **out clear targets on** how the council will work with communities and partners to deliver its ambitions relating to trees and woodlands

~~1.2b. Climate Champions Scheme:-~~

~~To provide support to relevant individuals and groups throughout the Borough, enabling community led climate action-~~

~~1.2c Composting and organic growing:-~~

~~Project (in partnership with Garden Organic) to support community led action~~

1.2b Biodiversity Plan:

A plan **identifying sites for biodiversity net gain and** setting out how the Council will work with stakeholders / **partners** to protect and enhance wildlife habitats, and where possible expand and link them

Mike Connell 1.3a Climate Toolkits:

the production and publishing of climate toolkits for Councillors, Parish Councils, Communities and Businesses

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 Composting and organic growing:-

Project (in partnership with Garden Organic) to support community led action

1.3d Climate Champions Scheme:

To provide support to relevant Councillors, individuals and groups throughout

1.3e Climate Events:

To deliver a community climate event on an annual basis, sharing key updates and galvanising action around shared priorities and to develop a package of resources to support Ward Councillors to be used at events, drop ins, surgeries etc.

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

1.5 Air Quality

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

1.6 Sustainable Travel

- To ensure a coordinated and cohesive approach to supporting green and active travel within the Borough.
Ensuring **best practice from such bodies as Active Travel England**

Claire Presto 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

1.4 c 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

David Burrow 1.5a Annual statutory ASR:

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

1.5 b 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.

Dan Green 1.6 a 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.

1.6c 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

1.7 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

1.7a 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

1.8 Local Centres / Urban Shopping Parades

Dan Green

1.8 a Urban Shopping Parades

A standalone project which seeks to make environmental improvements around urban shopping parades, giving consideration to public realm improvements, biodiversity improvements (planters etc.), improved recycling facilities and shop front improvements (with links to local plan review).

Economy

Title	Sponsor	Workstreams	KPI
<p>2.1 Town Centre Regeneration Strategy</p> <p>- To ensure delivery against, and long term planning for, the Town Centre Strategy</p>	Nicola Smith	<p><u>2.1a Public Realm</u> The creation of high quality public realm across the town centre</p> <p><u>2.1b Community Safety:</u> To identify opportunities to enhance town cent re community safety</p>	

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. **To include developing and implementing an approach to maximising tourism, for example for those who live within a 25 mile radius of the Borough**

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.

2.2 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 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. **To include exploring support for Social Enterprise and Cooperatives and developing new markets for the Borough, building on its strengths.**

2.2b Economic Strategy - Year 1 Action Plan

Delivery of those actions identified for year one of the strategy **with consideration of how town centre regeneration can support the broader economic development of the Borough**

Nicola Smith 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

2.4 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

[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	KPI
3.1 Area Action	Michelle Dickson	<u>3.1a Area Action Design</u> Agreement of the processes and intended outcomes of area action work, including means of evaluating success. <u>3.1b Area Action Pilots</u> 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	
		<u>3.1c Area Action Roll Out</u> Subject to satisfactory progress on the Area Action Pilots, to determine the appropriate means of progressing Area Action in other areas, such as Overslade and Brownsover	
3.2 High Rise Projects	Michelle Dickson	<u>3.2a Biart Place</u> Project management of the construction phase of Biart Place	

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

3.3 Meeting Housing Needs

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

Michelle
Dickson

3.2b Rounds Gardens

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

3.3a Homelessness Strategy

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

3.4 Community Safety

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

David
Burrows

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

3.5 ~~Community Engagement and Development Cohesive Communities~~

- To ensure alignment between the various approaches which the Council uses to work with, **and develop more cohesive, communities**

Michelle
Dickson

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, **including youth engagement**

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

3.5d 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

3.5e Councillor Initiatives

To ensure appropriate support for councillors who bring together community initiatives such as family fun days, to help build community pride and cohesive communities

3.6 Private Sector Housing

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

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

3.7 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

Tom
Kittendorf

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

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

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

Tom
Kittendorf

3.8a Health and Wellbeing Prevention 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. **To also consider issues including multi disciplinary teams, VCS offer (such as social prescribing), air quality, sports & leisure, support for older people etc.**

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 (one public estate? rename)

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.

<p>3.9 Review of older persons living</p> <p>- To define the offer from RBC, as a landlord and a provider of telecare services</p>	<p>Michelle Dickson</p>	<p><u>3.8d Health inequalities</u> 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 the Borough of Rugby's residents.</p>
<p>3.10 Bereavement Services</p> <p>- Ensuring the provision of high quality bereavement services</p> <p>3.11 Partnership Governance</p> <p>- To review and rationalise all partnership governance around a single more focussed structure (The Rugby Levelling Up Board), considering matters including health, economy, community safety and environment</p>	<p>David Burrows Dan Green</p>	<p><u>3.9 a Review of Control Centre</u> Improve the resilience of, and determine potential commercial opportunities arising from, the control centre</p> <p><u>3.9b Independent Living</u> Develop a clear service offer for tenants of RBC independent living</p> <p><u>3.9c Tanser Court</u> Complete an options appraisal for the future of Tanser Court</p> <p><u>3.10 Rainsbrook cemetery extension</u> provision of local burial capacity for the next 40 years b) allow high quality, Specific workstreams to be determined, but will consider how best to formalise links with Parish Councils, the VCS, Educational Establishments, Public Sector Partners, Local Businesses, the agricultural sector and wider government.</p>

Organisation	Sponsor	Workstreams	KPI
<p>4.1 Finance and Performance</p> <p>- Development of the finance and performance functions to support and embed best practice across the organisation and to use a suite of indicators that demonstrate Rugby as a Thriving Place</p>	<p>Jon Illingworth</p>	<p><u>4.1a Performance reporting</u> <u>Ensuring a golden thread of performance management through all council business by e</u>embedding a robust approach to performance reporting including the production and detailed analysis of quarterly performance data</p> <p><u>4.1b Finance Business Partnering</u> Embedding and improving the FBP model throughout the organisation</p>	

		<u>4.1c Commercial Strategy</u> Development of a commercial strategy, detailing the key commercial projects which the council will undertake in the short medium and long term
		<u>4.1d Project and Programme Management</u> To embed robust project and programme management arrangements throughout the organisation
4.2 Communications & resident engagement	Mike Connell	<u>4.2a Communications and engagement Strategy</u> The production and adoption of a communication and engagement strategy for the council
- Continuation project to formalise and improve communications across all services and involvement with residents to inform policy and performance		<u>4.2b Residents Communication & Involvement</u> The design and production of an annual residents survey and to bring forward proposals as to how we can better engage with residents using such examples as citizens forums and Juries
4.3 Health and Safety	David Burrows	<u>4.3a HSG65 Compliance</u> To ensure legal compliance across all services, with necessary resourcing and training.
- To continue to improve health and safety practice and ensure compliance across all services		<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> The creation and integration of business specific processes and workflows into our digital portals and services.
- To progress the digitalisation agenda across relevant services and within corporate functions		<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> Training, exercising and review of new Major Emergency Plan

- A continuation project seeking to embed and review emergency management arrangements

4.6 Legal and Democratic

- A continuation project seeking to improve democratic and legal functions/ operations

4.5b Business Continuity Planning

Roll out of revised Business Continuity template to all services

Aftab Razaq 4.6a Governance

To undertake a review of the Council's Constitution, ensuring it provides an efficient and effective framework for governance and decision making. **Within this project, seeking to strengthen the role of scrutiny committee**

4.6b Democratic Support

Progression of the member officer protocol, roll out a member case

4.6c Strategic Partnerships

-To ensure that appropriate governance and practical arrangements are in place to facilitate partnership working

4.6d Equalities and Diversity

The production of a new Equalities and Diversity Strategy with accompanying action plan, including key deliverables. **Consideration to be given to specific details regarding access to services, digital exclusion, disability, gender, sexuality, ethnicity, human rights and social economic factors**

4.7 Customer Experience

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

Mike

4.7a Service area engagement

Connell

To work proactively to support the customer experience and reduce silo working

4.7b Service area review

To help reduce failure demand across the organisation and maximise each customer encounter

4.8 Strategic asset management

Michelle

4.8a Asset Management

Dickson

Review of the Asset Management Strategy to efficiently and effectively manage the council's land and property assets

4.8b Review of the Housing Revenue Account business plan

A 30 year investment strategy for investment in the HRA stock

~~4.9 HR and Workforce~~ HR Strategy

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

Mannie

4.9a Workforce Planning

Ketley

To strengthen recruitment and retention outcomes and processes, develop succession planning and improve staff attendance/ absence management

4.9b Organisational change

To develop and adopt a change management policy

4.9c Learning and Development

To develop and deliver a refreshed learning and development offer across the council to align with strategic priorities **but also considering issues such as mental health, safeguarding and domestic violence**

4.9d Professional Qualifications

Prepare for the implementation of professional qualification requirements, for example for managers of social housing

AGENDA ITEM 6(a)(2) – LOCAL PLAN ISSUES AND OPTIONS FOR CONSULTATION

Original Recommendations

- (1) the Issues and Options consultation document, attached as Appendix 2a (with a short form, questionnaire version at Appendix 2b), be approved for an eight-week public consultation;
- (2) the amended Local Development Scheme (LDS), attached as Appendix 1, be adopted;
- (3) the preparation of the Gypsy and Traveller Site Allocations DPD be discontinued and be instead combined into the new Local Plan; and
- (4) delegated authority be given to the Chief Officer for Growth and Investment to make minor amendments as necessary to the Local Development Scheme and/or the Issues and Options document.

Amendment to be moved by Councillor Moran and seconded by Councillor Roodhouse

IT BE RECOMMENDED TO COUNCIL THAT –

- (1) the Issues and Options consultation document, attached as Appendix 2a (with a short form, questionnaire version at Appendix 2b), be approved for a 14-week public consultation.
- (2) the amended Local Development Scheme (LDS), attached as Appendix 1, be adopted.
- (3) the Chief Officer for Growth and Investment to commence work on the following workstreams to inform a wider debate on the new Local Plan. The following workstreams to commence during the consultation period with end dates to be confirmed and reported to the Planning Services Working Party and then full Council, as necessary.
 - Reporting early outcomes of the employment strategy including around the type of employment we want to see in Rugby.
 - Development of the strategy on the housing standards centred around affordability and the new building standards accessible and adaptable & wheelchair standards along with the nationally described space standards.
 - Understanding best practice from other local authorities which is relatable to Rugby to identify areas for biodiversity net gain and achieve Net Zero.
 - Preparation of legal formalities for an Article 4 Direction to enable RBC to withdraw specified permitted development rights across a defined area (suggested initially Benn Ward).
 - Recognising the priority of Gypsy and Traveller accommodation, an alternative options study including the costs of provision.
 - Depending on the outcome of the Issues and Options Consultation, a Green Belt review including the consideration of Green Belt enhancement
- AND for the avoidance of doubt workstreams reported to the Planning Services Working Party should be solely focused on the planning function and those related to the Local Plan;
- (4) the Planning Services Working Party progress this work and ensure that Council is informed of progress of the work as outlined and that member conversions are held during the consultation period, the Working Party is also requested to take due consideration of changes in national policy alongside any emerging new policy and updates; and
- (5) delegated authority be given to the Chief Officer for Growth and Investment to make minor amendments as necessary to the Local Development Scheme and/or the Issues and Options document.