



20 September 2022

RUGBY BOROUGH COUNCIL

An ordinary meeting of Rugby Borough Council will be held in the Council Chamber at the Town Hall, Rugby at 7.00pm on Wednesday 28 September 2022.

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

Mannie Ketley
Executive Director

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Apologies for absence.
2. Minutes.

To approve the minutes of the ordinary meeting held on 19 July 2022 (adjourned to 26 July 2022) and the extraordinary meeting held on 9 September 2022.

3. Declaration of Interests.

To receive declarations of -

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

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

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

4. To receive the Mayor's Announcements.
5. Questions pursuant to Standing Order 10.
6. To receive the reports of Cabinet and Committees which have met since the last meeting of the Council and to pass such resolutions and to make such orders thereon as may be necessary:

(a) Scrutiny Committee – 18 July 2022

(1) Overview and Scrutiny Annual Report 2021/22.

(2) Review of Graffiti.

7. To receive and consider the reports of officers.

(a) Customer Access Strategy – report of the report of the Chief Officer – Digital and Communications.

(b) Openreach Infrastructure Proposal – report of the report of the Chief Officer – Digital and Communications.

(c) Climate Change Strategy and Action Plan – report of the Deputy Executive Director.

(d) Localism Act - Pay Policy Statement – report of the Chief Officer - Legal and Governance.

(e) Additional Resources – Bid Officer – report of the Chief Officer – Growth and Investment (report to follow).

8. Notices of Motion pursuant to Standing Order 11

(a) "Following the recent publication of the 2021 Census, which shows that Rugby Borough grew by 14.4% compared to the 2011 Census data, it is clear that the population growth needs to be matched by appropriate infrastructure growth. This has been achieved in employment capacity, but regrettably health provision has not kept pace with the town's growth.

Council notes and welcomes the recent work of Mark Pawsey MP in highlighting this in Westminster, including during a recent Parliamentary debate, and calls on the Leader of the Council to write on behalf of the people of the Borough to the Secretary of State for Health and Social Care and to the Coventry and Warwickshire Integrated Care System in support of additional urgent and emergency care provision at the local Hospital of St Cross."

Proposer: Councillor Daly
Secunder: Councillor Ward

(b) "Volunteering and a strong voluntary sector, lie at the very heart of thriving communities, they empower and connect both the individual volunteer and the wider community.

This Council has a key role to play in supporting the Voluntary and Community Sector. Many people living in the borough are experiencing falling incomes, increases in energy prices and a general increase in the cost of living. This will lead to our volunteer sector be stretched far more than ever before.

We would therefore ask this Council to arrange a lead local summit with all of the key stakeholders to identify how we, the Council, can best support the local voluntary sector.”

Proposer: Councillor Srivastava
Seconder: Councillor Mrs Brown

(c) “Like all concerned citizens, the Labour Group is very worried about the impact of the new energy price cap on low-income households in Rugby. Many will not be able to heat their homes. The Last JSNA found that 3.4% of households in North Rugby were classed as fuel poor. That was in 2019 – one year before the pandemic, two years before we started to see rises in energy costs and three years before Putin invaded Ukraine and threatened Europe’s gas supplies. We accept that there is little the Council can do to alter these global economic shocks that will hit our residents this winter, but there are things it can do to help alleviate the effects.

The Labour Group therefore calls on the Portfolio Holder for Communities and Homes to:

- instruct officers to find out as a matter of urgency how many households in the borough are likely to have difficulty heating their home this winter (this will include council tenants, tenants in private rented accommodation including HMOs and those who own their own home either through a mortgage or outright)
- instruct officers to undertake an urgent survey of council owned buildings to see which could be made available to residents unable to heat their homes as a “warm bank”
- promote the scheme to other organisations who own large publicly accessible buildings such as the FE college, and leisure centres and for officers to work with villages and parish councils to see what can be done in rural areas
- instruct officers to undertake a publicity campaign aimed at vulnerable residents to make them aware of where they can go to keep warm during the winter, alerting them to sources of help with heating bills such as the Warm Homes Discount and signposting to organisations who can help with fuel debt and supported payments such as CAB and other advice organisations
- instruct officers to conduct an evaluation of the scheme and report back to full council next spring/summer on the effectiveness of the publicity campaign and the use of the scheme, how many children under 18 were impacted, how many adults under 65 and how many people over 65.”

Proposer: Councillor Mrs Livesey
Seconder: Councillor Harrington

(d) “The Labour Group is delighted that ground has been broken on the site of the new Griffin School and Nursery in Eden Park. The benefits a new school building will bring to our youngest residents cannot be overstated. We believe very strongly that children in Rugby deserve the best education, local to the area in which they live.

We are concerned, however, at the lack of action by the County Council over the delivery of a new secondary school in north Rugby. All our secondary provision is full and there is an urgent need to build more capacity. Secondary school pupils in Coton and Boughton have to make long and sometimes dangerous journeys across town or even out of the borough to access their education. This encourages additional traffic in town at peak times and adding to congestion and lowering air quality.

We, therefore, call upon the Leader of the Council to write to the Portfolio Holder for Children and Families at Warwickshire County Council asking him to speed up the development of this much needed new school as a matter of urgency.”

Proposer: Councillor Mrs Livesey

Seconder: Councillor Mrs Brown

(e) “The Labour Group, like most concerned citizens, is appalled at the pictures and films we have seen of raw sewage being dumped in rivers, lakes and onto out beaches. In Rugby we are privileged to have the Rivers Avon and Swift flowing through the town. Both rivers provide valuable habitats for wildlife and are enjoyed by many people. We also have a sewage treatment works right next to the river Avon. We note that in 2021 Severn Trent was responsible for three serious pollution incidents involving sewage and a total of 204 incidents overall. While this gives them a green rating, it is nevertheless a cause for concern. No untreated sewage should be getting into our waterways or seas.

We, therefore, call upon the Leader of the Council to write to the Chair and Chief Executive of Severn Trent asking:

- how many pollution incidents have taken place at Rugby in the last year (August 2021-August 2022) broken down by the Environment Agency’s categories 1-3
- what was the origin of these incidents (Combined sewer overflow, foul sewer, pumping station etc)
- how many such incidents (broken down in the same way) have taken place in the same period upstream of Rugby resulting in polluted water flowing through our town and where these incidents took place;
- what steps are they taking to reduce such pollution incidents by the provision (planned and in development) of additional infrastructure both in Rugby and upstream;
- what steps are they taking (in conjunction with partners or not) to alleviate the threat of overflowing sewers in Rugby in the event of severe rainfall leading to serious flooding;
- for information on the number of fines and the amounts they have received in relation to these incidents
- that Severn Trent provides this information on an annual basis.

In addition, we call upon the Leader of the Council to write to the Environment Agency asking it to share the monitoring activity that it undertakes on the sewage treatment works at Rugby and whether there has been any detriment to wildlife in the River Avon in Rugby because of pollution incidents.”

Proposer: Councillor Mrs Livesey
Seconder: Cllr Mrs O'Rourke

(f) “We note that Rugby Borough Council has, to date, not met its obligation to provide a full 61 permanent pitches for the Gypsy and Traveller community, as required for the period between 2017/18 and 2031/32 in Policy DS2 of the adopted Rugby Borough Local Plan 2011- 2031. We note that assessing Gypsy and Traveller accommodation needs when carrying out a periodical review of housing needs under section 8 of the Housing Act 1985 is a statutory requirement under section 225 of the Housing Act 2004. We further note that 41 pitches were still required as at 1 November 2021 and that no planning permission has been granted for pitches since 1 April 2021 that would contribute to the 5-year supply in the period of 1 April 2021 to 31 March 2026. We call on this Council to fulfil urgently its duties in respect of the allocation of sites for gypsy and traveller community and call on the Leader of the Council to write immediately to the Leader of Warwickshire County Council to coordinate with all Borough and District Councils, and all other stakeholders, with a view to holding a Warwickshire-wide summit to ensure that Warwickshire is providing its full allocation as required by the Government.”

Proposer: Councillor Slinger
Seconder: Councillor Mrs O'Rourke

(g) “We call upon the Council to seek to attract partners such as Plus X to build business hubs in Rugby town centre wards. We note that Plus X create inspiring workspaces designed to unlock the potential of local businesses and entrepreneurs, “unlock potential, drive business growth and innovation, community collaboration and positive social impact”. We further note that Plus X’s first hub was built in an area of social deprivation. We urge the Council to seek to work with partners such as Plus X to provide more opportunities for Rugby’s talented entrepreneurs and innovators.

Proposer: Councillor Slinger
Seconder: Councillor Mrs O'Rourke

(h) “We call upon the Council to carry out a representative survey of young people in the Borough from the age of 11-25, designed to inform how the Council plans its service delivery, particularly regarding how young people’s needs and aspirations can be best addressed by the Council.”

Proposer: Councillor Slinger
Seconder: Councillor Mrs O'Rourke

(i) "Council requests that the Leader and Executive Director ensure that all strategies drive towards helping residents and reduce fuel poverty in the Borough.

This will be achieved by:

1. continuing to improve the energy efficiency of all the Borough's housing stock
2. stronger enforcement of existing regulations on energy efficiency and property standards, particularly in the private rented sector
3. publishing a statement of intent and setting locally appropriate eligibility criteria to access Energy Company Obligation funding via the Local Authority Flexibility arrangements (*as managed by Ofgem*)
4. seeking and leveraging in extra funds to improve the energy efficiency standards of all housing
5. maximising the incomes of low-income households through the efficient delivery of Council-administered benefits, sensitive recovery of debt and the provision of advice and support
6. holding a summit with all partners including other local authorities to put in place an action plan that supports residents who are struggling with the increased costs.
7. working in partnership with local community groups in supporting vulnerable residents.

We also request that the Leader and Executive Director report on progress on tackling the cost-of-living increases on residents monthly to all Members.

Proposer: Jerry Roodhouse

Seconder: Neil Sandison

(j) This motion calls on this Council to:

- Urgently undertake a comprehensive review of taxi licensing fees in Rugby;
- Notwithstanding the above review to urgently consider ways in which it can assist in mitigating the impact of the recent dramatic increase in fees which will otherwise cause hardship for many taxi drivers; and
- Review the Hackney Carriage and Private Hire Licensing Policy and consider whether any requirements can be relaxed or suspended during the current economic climate.

The increase to taxi licensing fees was adopted by Full Council at its July meeting, with the new fees being introduced on 1 August 2022. The basis for the new fee regime was to achieve "cost neutrality" for the licensing service within Rugby.

During the July Full Council meeting, the Labour Group expressed concerns relating to the scale of the proposed fee increases and the potential impact on the town. Since that meeting, Labour members have been contacted by a significant number of members of the local trade body, all expressing concern at the level of the new fees, the speed with which they were brought in and the impact this will have on the trade and the town centre.

The local trade body has also expressed concerns about the process by which the new fees were introduced and feel that real and meaningful consultation was not undertaken and they have expressed their intention to transfer their private hire licensing business to an alternative authority as a result. This could then have an impact on the Council achieving “cost neutrality” for its licensing service.

The local trade body has a real concern that the level of increase (e.g 114% increase for an operator licence for 1-4 vehicles or 38% for a 1-year vehicle licence) will have a detrimental effect on a key local business sector that only recently was lauded for its key worker status during the Covid pandemic. Rugby’s fees are now significantly higher than other local authorities. In a cost of living crisis and a challenging vehicle market, operators and drivers are telling us that it is unviable to operate. On top of this, the requirements in Rugby’s Hackney Carriage and Private Hire Licensing Policy around the age of vehicles and adaptations for disability and access requirements, are placing significant financial burdens on drivers and operators in complying with them.

We must work together to ensure Rugby retains a viable taxi trade. As such, we also ask that the Leader of the Council makes public both the invitations to participants for the review as well as the finding and outcomes of the review.”

Proposer: Cllr Michael Moran
Seconder: Cllr John Slinger

(k) “Recognising the Leader of the Council has written to Warwickshire County Council (WCC) on the matter of secondary school provision in the north of the borough on a number of occasions recently, Rugby Borough Council urges Warwickshire County Council to work with us regarding a financial feasibility plan for the urgently needed and proposed secondary school on Coton Park East. Both local authorities agreed to a Climate Emergency and the impact of secondary school children being unable to walk to school and having to use transport flies in the face of that policy so this has to happen. As South West Rugby and Houlton develop, the schools in those areas will increasingly take children from their immediate area, thus adversely impacting children in the north of the town, not just in Coton Park, but Eden Park and Brownsover as well. We urge the Executive Director to write to WCC officers to start this process.”

Proposer: Councillor Lowe
Seconder: Councillor Ms Robbins

9. Correspondence.

10. Common Seal.

To order the affixing of the Common Seal 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.

PART 2 – EXEMPT INFORMATION

There is no business involving exempt information to be considered.

QUESTIONS AT COUNCIL

A Councillor may ask a question at the meeting by giving notice in writing of the question to the Executive Director no later than midday on Thursday 22 September 2022. The rules relating to Questions are set out in Part 3a of the Council's Constitution.

REPORT OF SCRUTINY COMMITTEE

18 July 2022

PRESENT:

Councillors Eccleson (Chair), Edwards, T Lawrence, Mahoney, Mrs New, Mrs O'Rourke, Mrs Parker, Rabin and Ward

Note: Electronic versions of the Scrutiny Committee reports referred to below can be found [here](#).

1. OVERVIEW AND SCRUTINY ANNUAL REPORT 2021/22

Paragraph 6.4(f) of Section 2A of the Council's Constitution requires that Scrutiny Committee reports annually to Council on its work during the previous municipal year. Scrutiny Committee considered the draft Overview and Scrutiny Annual Report presenting a summary of its work during 2021-22. A copy of the updated Annual Report, including the Chair's foreword, is attached at Appendix 1.

Recommendation of Scrutiny Committee

Scrutiny Committee decided to recommend to Council that the Overview and Scrutiny Annual Report 2021/22 be approved for publication.

Recommended that – the recommendation of Scrutiny Committee be approved.

2. REVIEW OF GRAFFITI

On 22 September 2021, Full Council considered a Motion on the subject of graffiti and resolved to establish a task and finish group to investigate solutions and seek out extra funds for arts projects in the Borough of Rugby.

Scrutiny Committee considered the draft review report setting out the task group's findings and review recommendations. A copy of the review report is attached at Appendix 2.

Recommendation of Scrutiny Committee

Scrutiny Committee decided to recommend to Council that the review report be considered by Council and the proposed recommendations be approved.

Recommended that – the recommendation of Scrutiny Committee be approved.

**COUNCILLOR ECCLESON
CHAIR**

OVERVIEW AND SCRUTINY ANNUAL REPORT 2021/22

CHAIRS FOREWORD

This report covers the period May 2021 to April 2022, a period when the new approaches and ways of delivering the scrutiny function have begun to be embedded.

The whole Council, and the Scrutiny Committee, adapted well to the frequently changing circumstances due to Covid-19. This year saw not only the return of face-to-face meetings but also 'business as usual' for the Scrutiny Committee after the shortened work plan of the previous year following the change to the new improved way of working with one scrutiny committee.

Throughout 2021/22, we have welcomed representatives from outside agencies. The Committee has carried out its role in setting out a more fluid longer-term work programme and dealt with matters referred by Council. The ongoing resource implications of the pandemic and staffing structure changes meant it was not possible to allocate the time required to undertake as many reviews as hoped, but it is anticipated that the next municipal year will generate a fuller work programme.

I am grateful to the following Portfolio Holders and representatives from external agencies for making presentations and attending meetings this year:

Councillor Seb Lowe
 Councillor Ms Carolyn Robbins
 Councillor Derek Poole
 Mark Docherty, West Midlands Ambulance Service
 Vivek Khashu, West Midlands Ambulance Service
 Inspector Sally Bunyard-Spiers (Warwickshire Police)

I would also like to thank the committee and officers who have been involved in supporting scrutiny over the past year, and Members from across the council who have taken part in scrutiny reviews this year.



Cllr Peter Eccleson
Chair 2021/22

Members of the Committee 2021/22

Peter Eccleson (Chair), Tony Gillias (Vice-Chair), Mrs Eve Hassell, Tom Mahoney, Mrs Noreen New, Mrs Maggie O'Rourke, Mrs Lisa Parker, Jerry Roodhouse and Dr Mark Williams

WORK PROGRAMME

MEETING DATE	TOPICS
12 July 2021	<ul style="list-style-type: none"> • Overview and Scrutiny Annual Report 2020/21 • Motion from Council on the topic of town centre heritage
13 September 2021	<ul style="list-style-type: none"> • Annual Performance Report • Discussion with the Executive Director and Leader of the Council • Motion from Council on the topic of Newbold Quarry Park
22 November 2021	<ul style="list-style-type: none"> • Finance and Performance Monitoring • Discussion with the Finance, Performance, Legal and Governance Portfolio Holder and Chief Officer • Motion from Council on the topic of graffiti
2 March 2022	<ul style="list-style-type: none"> • One-page strategy on the review of the member and officer working relationship • One-page strategy on the review of Access to Emergency Health Care Provision
28 March 2022	<ul style="list-style-type: none"> • Annual report on Community and Safety • Discussion with the Regulation and Safety Portfolio Holder and Chief Officer

HIGHLIGHTS

Topic	Outcome
Work programme	The Committee made a decision to extend an invitation to Portfolio Holders and Chief Officers to attend meetings and provide an overview of their portfolio area and answer questions from the committee.
Annual Performance Report	The Executive Director presented the <i>Sharing Our Success 2020/21</i> report highlighting the great work carried over throughout the pandemic. The Leader answered questions on performance and strategy from the committee.
Briefing on the closure of the Rugby Community Ambulance Station	The Director of Clinical Commissioning and the Strategic Development/Executive Nurse and the Strategy and Engagement Director from West Midlands Ambulance Service gave the Committee a detailed overview of the rationale behind the closure of the local ambulance station previously based at the Hospital of St Cross. The Committee also heard background information about the challenges faced by the ambulance service and the experience of the service throughout the pandemic.

Crime and Disorder	A detailed summary of the work in relation to crime and disorder delivered through the Rugby Community Safety Partnership was presented. The meeting was attended by a local Inspector from Warwickshire Police to answer questions from the Committee.
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MOTIONS FROM COUNCIL

TOWN CENTRE HERITAGE – on 20 April 2021, Council referred a motion to scrutiny. The Scrutiny Committee considered a report on the topic including the outcomes and progress of a Review of Town Centre Heritage carried out in 2017 making a number of related recommendations.

NEWBOLD QUARRY PARK – following a motion put to Council on 20 July 2021, the Committee considered a report covering background information and the situation at the nature reserve.

GRAFFITI – following a motion put to Council on 22 September 2021, the Committee set up a task group to carry out a scrutiny review.

TASK GROUPS

MANAGING COUNCIL TAX ARREARS – there was a delay in the work of the task group and this was due to recommence in the following municipal year. The focus of the review included:

- Understand the current situation and practices that are in place, including for potentially vulnerable customers.
- What financial support and advice is currently available.
- The level of capacity that is available to deal with a potential increase in demand for assistance due to the impact of Covid-19.
- Whether a formal protocol or policy should be introduced.

MEMBER AND OFFICER WORKING – a task group was convened to carry out a short, focussed piece of work to understand the member and officer working relationship and consider changes that would encourage a positive, constructive and professional environment to support members, officers and the Council as a whole.

GRAFFITI – the task group commenced work on the Review of Graffiti in February 2022 and its work was due to conclude in 2022/23.

STANDING ITEMS

There are a number of standing items that return to scrutiny every year. They include:

CRIME AND DISORDER - in accordance with Section 19 of the Police and Justice Act 2006, scrutiny has responsibility to carry out an overview of crime and disorder at no less than one meeting each municipal year to scrutinise decisions made, and actions taken, by the responsible authorities that make up the Rugby Community Safety Partnership in connection with the discharge of their crime and disorder functions.

FINANCE AND PERFORMANCE an annual report on finance and performance is included in the work programme.

MOTIONS FROM COUNCIL – considered at the next available meeting of the committee.

LOOKING AHEAD

Mandatory training for committee members has been scheduled to take place during the 2022/23 municipal year.

The Scrutiny Committee will continue to seek suggestions for topics and areas that would benefit from the involvement of scrutiny. Ideas are welcomed from all Members, officers, partner agencies and residents of the borough.

The online form to submit suggestions for scrutiny reviews can be found on the Council website [Here](#)



Appendix 2

REVIEW OF GRAFFITI



JULY 2022

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TASK GROUP MEMBERSHIP

The Task Group consisted of the following members:

Councillor **Wayne Rabin** (Chair)
Councillor **Tim Douglas**
Councillor **Ramesh Srivastava**

FOR FURTHER INFORMATION

Please contact:

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ACKNOWLEDGEMENTS

The Task Group would like to thank the following officers who have supported them throughout the review process:

- Tom Kittendorf (Chief Officer – Leisure and Wellbeing)
- David Burrows (Chief Officer – Regulation and Safety)
- Henry Biddington (Environmental Health and Community Safety Manager)
- Democratic Services

CHAIR'S FOREWORD

After bringing the notice of motion to Full Council for consideration I welcomed the consensus and the subsequent agreed actions to discuss practical actions for the challenges that graffiti presents to our Rugby communities. In this review I believe that we have found some real solutions, by providing proactive and effective enforcement action, by introducing support for empowering communities and by creating opportunities for collaborative art projects.

Focusing upon three key priorities, prevention, support and replacement; our task group we were able to produce a clear direction and form some specific recommendations. One challenge that is common to all Local Authorities is the issue of land responsibility and effective, efficient collaboration with other owners of public structures. Making progress in this area alone will lead to significant progress in maintaining cleaner environments for our residents.

By implementing the recommendations in this review, we have the opportunity to make lasting improvements through the provision of relevant public information, through practical collaborative processes with third parties, and through proactive involvement with community groups to create new sources of community pride.

I thank task group members for their contributions and our officers for their support.

Now we have to turn these recommendations into action.

Councillor Wayne D J Rabin
Chair

1. RECOMMENDATIONS

The Task Group proposes the following recommendations to Cabinet:

1.	<p>Begin public consultation for the installation of new graffiti walls:</p> <ul style="list-style-type: none"> • Whitehall Recreation Ground • Hollowell Way Play Area
2.	<p>Submission of funding applications for the purpose of an overarching project called 'Street Art Rugby':</p> <ul style="list-style-type: none"> • Whitehall Recreation Ground – skatepark mural • Hillmorton Recreation Ground – skatepark mural • Installation of graffiti walls as above • Invite communities to suggest graffiti hotspot areas for the creation of community art
3.	<p>Publication of appropriate graffiti reporting information and subsequent update of the Council website subject to approval of content by relevant officers and advice.</p>
4.	<p>Consider establishing a paid graffiti removal service to residents private landowners and businesses while potentially generating an income for the Council was subject to resources available.</p>

1.1 Alignment with the Corporate Strategy

The review relates to the following corporate priorities:

HEALTH AND COMMUNITIES

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

2. OBJECTIVES

2.1 Background

On 22 September 2021, Full Council considered a notice of motion on the topic of graffiti and resolved to establish a cross party task and finish group. The broad aim of the Task Group was to investigate solutions and explore funding opportunities aimed at reducing incidents of graffiti. To achieve outcomes set out in the one-page strategy, it was key to work in partnership with the Arts Council and others to produce an action plan with short, medium and long-term goals.

The one-page strategy for this review was agreed by Scrutiny Committee on 22 November 2021. A task group was appointed and began its work in February 2022.

2.2 The one-page strategy

The 'one-page strategy' is the name given to the scoping document for the review. It defines the task and the improvements being aimed for and how these are going to be achieved. The review's one-page strategy is as follows:

What is the broad topic area?

To investigate solutions and explore funding opportunities aimed at reducing incidents of graffiti.

What is the specific topic area?

To review the direct and indirect costs of graffiti and the impact on Council resources. Consider ways of reducing the level of unwelcome graffiti by looking at the data and information available and exploring possible solutions. The review will help identify the Council's role for graffiti removal and what preventative measures could be utilised, what part volunteer services, the community and external organisations can play in the reporting or removal of graffiti. What enforcement action or volunteer, art-led or community solutions exist?

What should be considered?

Financial aspects including cost of graffiti removal to the Council.

The impact on Council resources?

To assess the environmental and social impacts.

To identify arts-led funding or solutions.

Benchmark the current service provision. What enforcement activity takes place?

What preventative steps and proactive measures can be taken.

Clarification of the legal powers that exist.

What intelligence of the problem exists, including any data on the type and scale of graffiti?

How graffiti is reported and what the Council's role in removal is.

Definition of graffiti – art vs vandalism.

Examples of best practice, to compare the Council's policies with other similar local authorities, Police or community schemes.

The distinction between public and private land and the ability to signpost residents and businesses to agencies for support.

Who shall we consult?

To engage the wider public as a whole.

How long should it take?

The suggested timeline is four meetings:

- 1) Background and agree a programme of steps
- 2) Evidence gathering
- 3) Identify potential funding sources and solutions
- 4) Next steps, action planning and review recommendations.

What will be the outcome?

Recommendations that will result in the reduction of the level of unwelcome graffiti and the associated costs of removal.

Improvement to the local street scene and make affected areas more attractive.
Service improvements for the reporting and removal of graffiti.

Successfully engage and involve young people previously involved in graffiti tagging reducing anti-social behaviour.

Contribute to developing local identity and generating community pride.

3. METHODOLOGY

3.1 Overview

The Task Group met three times between February 2022 and July 2022.

Firstly, the Task Group received an introductory briefing to set the scene and agreed three areas of focus:

- Prevention (gang culture, tagging, intelligence, engagement and support)
- Replacement (collaborative, constructive activities to create welcomed and locally relevant art that develops local identity and generates community pride)
- Support (support and advice for communities wishing to tackle tagging, collaboration with third parties whose property is affected such as BT's green cabinets)

Secondly, the Task Group identified a gap in supporting information available on the council's website on reporting of graffiti, graffiti removal, distinction between public and private land, prosecution, etc. The content for an information webpage was drafted by Councillor Douglas, agreed by the Task Group and officers and would be further developed by the Communications Team.

Throughout the review, the Task Group was presented with the following additional information:

- graffiti cleaning costs (Works Services Unit)
- commercial cleaning costs
- examples of legal graffiti
- solutions for preventing graffiti
- incidents of graffiti reported to the council in 2021 and 2022
- examples of improvements to local street scenes
- potential project funding sources

3.2 Access to evidence

The task group review papers are available online at <https://www.rugby.gov.uk/meetings> in the section '*agendas, reports and minutes*', and can be found by selecting *Graffiti Task Group*.

4. FINDINGS

4.1 Introduction

“Graffiti is a type of art genre that means writing or drawings made on a wall or other surface, usually without permission and within public view.”

In England and Wales, graffiti is considered an act of criminal damage under the Criminal Damage Act 1971 and offenders can be punished with a prison sentence of up to ten years or fined if the damage costs more than £5,000. Offenders can also be punished under the Anti-Social Behaviour Act 2003, giving councils the authority to issue on the spot fines of £50 to anyone caught doing graffiti on public property.

Unwanted graffiti on walls or buildings can look unsightly and lower the value of properties and neighbourhoods. The difficulty with removing graffiti rests in how easy it is to damage the surface of a building or wall trying to remove it. Due to this, it is considered best to use professional services to remove graffiti where reported.

It is estimated that graffiti costs the UK over £1 billion per year to clean up.

4.2 Scene Setting for the Review of Graffiti

4.2.1 Reported Graffiti in Rugby

Graffiti can be reported to the Council through the ‘Report a Problem’ online form on the Borough Council website and direct to the Community Wardens on 0800 096 8800.

Community Wardens who discover graffiti whilst on patrol will report incidents to Works Services Unit to add to the monthly job sheets for removal.

The Safer Neighbourhood Team also report graffiti to the Borough Council and liaise with Community Safety Wardens and Works Services Unit, gathering locations and potential gang tagging.

In the 2021, 90 incidents of graffiti were reported to Rugby Borough Council. This is an increase on previous years of 52 reports in 2018, 63 reports in 2019 and 75 incidents reported in 2020. Common locations of graffiti included playground equipment, green utility boxes, bus stops and litterbins.

Examples of graffiti reported:



Graffiti primarily occurred on public buildings, public spaces and corporate locations. Some towns and cities were replacing tagging and unwelcomed graffiti with informative graphics.

The Borough Council's process for dealing with graffiti was to identify and remove graffiti by instructing the owner if private land or Works Service Unit if Council-owned land.

4.2.2 Most Popular Areas for Graffiti

The most popular areas for graffiti were green telecoms cabinets, bus shelters, traffic lights, traffic signal boxes and other street furniture. These areas were not the Borough Council's responsibility. The solution to issues around land responsibility was collaboration with third parties.

4.2.3 Graffiti Cleaning – Works Services Unit

Works Services Unit have a responsibility for removal of graffiti on Borough Council land and property.

Projections for 'actual costs' of removing graffiti for a one-hour job

Itemised Expense	Cost
2 x staff + vehicle and jetter	£84.70 per hour
Material used i.e. paint, chemicals and detergents	£15

4.2.4 Private Landowners

The Borough Council's policy on graffiti incidents on private land was informed by legislation. A key objective under the Council's Corporate Strategy was to work with communities and try to find solutions. Graffiti removal by the council was not a service currently offered to private landowners but could be explored subject to resources.

4.2.5 Commercial Cleaning

Various options can be used to clean graffiti depending on the location and surface.

Commercial costs from external sources

Graffiti Removal Method	Estimated Cost	Time Required
Chemical Cleaning	£15 - £20 per square metre	1 hour per square metre
Steam Cleaning	£15 - £20 per square metre	1 to 2 hours per square metre
Sandblasting	£20 - £25 per square metre	1 to 2 hours per square metre
Anti-Graffiti Coating	£15 - £20 per square metre	1 hour per square metre

4.2.6 Legal Graffiti

In United Kingdom there were examples of 155 legal graffiti walls that can be located at www.legal-walls.net

4.2.7 Broken Window Theory

The Broken Window Theory stated that visible signs of crime and anti-social behaviour created an environment that encouraged further crime and disorder. If an area was improved, the less signs of disorder such as broken windows, graffiti and litter would be seen.

4.2.8 Graffiti Solutions

Solutions posed for preventing graffiti include:

- Building lighting
- Anti-graffiti laminate coatings
- Landscaping – thorny bushes, etc
- Multi-coloured designs
- Security cameras
- Awareness campaigns
- Local watch groups for reporting and engaging local communities

4.3 Community Involvement

4.3.1 Encouraging Example of Street Art in Rugby – Icarus and The Mermaid

The iconic mural, created by Helga Windle, positioned on a pedestrian tunnel in Brownsover has remained untouched by graffiti and vandalism since its installation in 1995. In contrast, the other side of the tunnel, had been repeatedly covered by graffiti and cleaned.

In conclusion, the involvement and engagement of local communities, schools, colleges and others in street art such as the mural would encourage pride and respect for the artwork created. Opportunities with the Borough of Rugby might exist to create new murals.

4.3.2 Enabling Local Communities

Similarly to litter picking groups, some communities might wish to take charge and deal with unwelcomed graffiti directly.

There was no fundamental reason why communities could not take charge with owner's agreement that could be obtained from the Borough Council. While there were practical issues of who would supply the paint, risk assessments, health and safety checks, these should not be a barrier. As the Council had limited resources, enabling local communities to act would be beneficial and the possibility of this happening should not be excluded.

Ward Councillors could be involved to act as community leaders.

4.3.3 Other Areas of Community Involvement

Other areas of community involvement could include the Rugby Art Gallery and Museum with exhibitions on street, or with third parties such as Rugby College and the Arts Council.

4.4 Improvements to Local Street Scene – Opportunities within Rugby

4.4.1 Great Central Way

A recent project with the Rotary Club had seen the completion of large-scale murals on the Great Central (South) on railway bridges that had suffered from significant graffiti.

Thanks to the Rotary Club for their organisation and funding efforts to complete significant improvements to the popular walking route in the borough.

<https://rugbyobserver.co.uk/news/murals-depicting-rugbys-heritage-add-finishing-touch-to-transformation-of-nature-trail/>



4.4.2 Legal Graffiti Walls in Rugby

Rugby Borough Council installed legal graffiti walls following community consultation for the refurbishment of Buchanan Road Park (Overslade Ward) in 2011 and subsequently repainted in 2015 to allow for fresh artwork to be produced.



These legal graffiti walls give opportunities for street art to be practiced without the fear of immediate removal except for obscene language or images.

Following discussion with the Green Space Officer, it has been identified that further potential locations could include:

- Whitehall Recreation Ground Skate Park
- Hollowell Way Skate Park
- Hillmorton Recreation Ground Skate Park
- Toilet blocks in open spaces (due to RBC ownership)
- Sports pavilion external walls in open spaces (due to RBC ownership)
- Underpass structures (would require WCC approval)

Large scale projects could be undertaken using Rugby Borough Council facilities particularly skate parks that are high volume areas for general graffiti, tagging and offensive graffiti.

There were a number of toilet blocks/service blocks in a number of play areas that would present “brick canvases” for murals if supported as an acceptable use.

In addition to current facilities, there was scope for the further installation of legal graffiti walls in parks and open spaces. It was suggested that this is subject to community consultation within each surrounding locality to both get community support and engage with those who may be contributing to illegal graffiti and tagging.

4.4.3 120 Years of GE Energy

In 2022, GE Energy were celebrating 120 years of existence in Rugby. To mark the occasion, GE Energy were investigating the possibility to use a large wall close to the Edison Place Play Area on Technology Drive to involve the local community in creating a montage of 120 years of GE Energy as a backdrop to the play area.

4.4.4 Crowthorns, Newbold and Brownsover Ward

Councillor Rabin held conversations with Mr James Bennett, an art teacher, and Reel People, a community arts group from Nuneaton, to refresh an area of Crowthorns in the Newbold and Brownsover Ward. This piece of work could serve as a future example of locally relevant art supported by the local community. A community mural created in 1995 has served to prevent incidents of graffiti and an example of the positive outcomes that can be achieved with the involvement of the community in the creation of art. The mural has remained untouched and has since become the subject of community pride.

4.4.5 Celebratory Occasions as Themed Art

The Queen’s Platinum Jubilee celebrations presented an opportunity for community engagement in creating long-lasting pieces of art beyond 2022.

The Whitehall Recreation Ground was a well-known hot spot for graffiti and was put forward as a suitable location to create and fund a project. The skate park was identified as a possible location for street art. Engagement with users of this facility was required to ascertain how naturally street art would fit with the skate park.

The existing plan of work for the Whitehall Recreation ground included the bandstand restoration, a plaque to acknowledge that the bandstand was refurbished in the jubilee year, and a footpath.

In 2023, the game of rugby will celebrate its 200th birthday. An important occasion for the Town of Rugby, the bicentenary will present an opportunity for community engagement and community art to mark the celebrations.

4.4.6 Costs and Project Management

Costs for community projects, artists heavily discounted their work. Fund could be secured through funding streams available or by community fundraising.

In terms of project management, the Council’s Social Inclusion Team, On Track, would assist with linking up the artist with the community, in particular young people. Interested

parties could also form their own teams to coordinate the project with all the necessary information available on the graffiti webpage.

4.4.7 Potential Project Funding Sources

The original motion to Full Council included identifying potential funding opportunities for the creation of new street art within the Borough.

Officers undertook a review of community funding and grant schemes to give appropriate eligible options. The Arts Council funding was specifically mentioned, however their grants were still prioritising organisations recovering from Covid and the scheme would be unlikely to meet grant criteria.

The following grants were reviewed, and officers believe a Rugby Street Art project would meet the individual criteria:

National Lottery Awards for All

www.tnlcommunityfund.org.uk

£300 to £10,000

Improve the places and spaces that matter to communities

Project idea: Secondary school graffiti project, students design murals, artist paints on identified locations

Co-op Local Community Fund

www.coop.co.uk/causes

£1,000 to £3,000

Help to improve peoples mental wellbeing

Create opportunities for young people to be heard and make a difference

Tesco Community Grants

Up to £1,500

Charities and community organisations

Awarded every three months

Blue token scheme in store, three nominations, etc

The Wesleyan Foundation

£2,000 to £10,000

Promote health and wellbeing

Benefit local communities

Severn Trent Community Fund

www.stwater.co.uk/about-us/severn-trent-community-fund/

Improve community wellbeing

£2,000 to £10,000

£10,001 to £75,000

Cemex Foundation – Rugby Group Benevolent Fund

www.rugbygroupbenevolentfund.org.uk

Project dependent

4.5 Graffiti Webpage

Members of the public needed additional support and guidance with how to report instances of graffiti.

Upon review, it was possible to report instances of graffiti through an online form on the council's website. However, there was no supporting information on how and where to report graffiti depending on the location, for example graffiti on private land.

Councillor Douglas took an action to review other councils' websites, information available to residents and businesses in terms of reporting and removal of graffiti, distinction between public and private land, prosecution, etc.

The suggested new webpage content was reviewed by the Task Group on 7 April and covering:

- Fines and prosecution
- Graffiti on Rugby Borough Council property and land
- Report graffiti
- What information should public provide
- Timescales
- Graffiti on third party property
- Private property – support for residents and businesses
- How to remove graffiti
- Stubborn graffiti
- Sites for art projects
- Graffiti Task Group
- Historic data
- Funding streams for community groups
- Links to the Council's Community Safety Partnership, the Police and the Council's Community Safety Wardens

The Council's Communications Team would consider the content for creation of an information page on the Council's website.

5. CONCLUSIONS

The Task Group drew the following conclusions from the evidence that was gathered:

Area of focus: *SUPPORT* (support and advice for communities wishing to tackle tagging, collaboration with third parties whose property is affected such as BT's green cabinets)

- *A gap in information available to public on the Council's website regarding reporting and removal of graffiti and distinction between public and private land, prosecution and other was identified. Development of information to support communities reporting through the website to be developed.*
- *To solve issues around land responsibility, collaboration with third parties was key.*
- *Communities to form their own teams to coordinate projects with supporting information available on the Council's graffiti webpage.*
- *The Council's aim should be to reduce the number of graffiti incidents whilst engaging and supporting our communities to respond and improve areas.*
- *The Council's Social Inclusion Team, On Track, to provide support with project management and linking up artists with communities, in particular young people*

Area of focus: *PREVENTION* (gang culture, tagging, intelligence, engagement and support)

- *Involving the community and engaging with gangs and youths related to gangs in creating urban art would serve as a way of replacing and preventing future graffiti in Rugby's hotspots.*

Area of focus: *REPLACEMENT* (collaborative, constructive activities to create welcomed and locally relevant art that develops local identity and generates community pride)

- *Identify locations for locally supported street art and legal graffiti.*
- *To review the potential option to offer graffiti removal as a paid service to third parties such as BT, Canal and River Trust, Stagecoach was subject to further discussions.*

- *The option to offer graffiti removal as a paid service to private landlords and businesses while potentially generating an income for the Council was subject to resources available.*

AGENDA MANAGEMENT SHEET

Report Title: Customer Access Strategy

Name of Committee: Council

Date of Meeting: 28 September 2022

Report Director: Chief Officer - Digital and Communications

Portfolio: Communities, Homes, Digital and Communications

Ward Relevance: All

Prior Consultation: Access to council services – Public consultation
Leadership Team
Portfolio Holder - Digital and Communications
Customer Services Team

Contact Officer: Emma Tomlinson,
Customer Services Manager
emma.tomlinson@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: This strategy contains 4 key themes which link all of our corporate and departmental strands together. It provides an approach to how we plan, design and implement services and how we ensure value, efficiency and outstanding standards in everything we do.

Importantly it embeds our corporate values within 4 ambitions and principles of how we will approach our work:

- Outstanding Customer Service
- Productivity
- Revenue Generation
- Value

Financial Implications: There are no financial implications as a direct result of this report.

Risk Management/Health and Safety Implications: The strategy action-plan will be kept under regular review, allowing it to be updated to reflect new and anticipated risks that arise during the lifetime of the strategy.

Environmental Implications: A Climate Change and Environmental Impact Assessment has been carried out and is attached at Appendix 2.

Legal Implications: There are no legal implications as a direct result of this report.

Equality and Diversity: An Equality Impact Assessment has been carried Out and is attached at Appendix 3.

Options: 1. Adopt the Customer Access Strategy 2022-24

Risks: None Known

Benefits: The Council will have a robust strategy in place for delivery against the identified 4 key themes. The action plan will be a dynamic one, refreshed at regular intervals throughout the lifetime of the strategy.

2. Do not adopt the Customer Access Strategy 2022-24

Risks: There will not be a strategic and transparent plan in place to ensure that our customers and stakeholders have access to our services, and the principles therein are not considered when reviewing.

Recommendation:

- (1) The Customer Access Strategy for 2022-24, as at Appendix 1 to the report, be adopted; and
- (2) delegated authority be granted to the Chief Officer for Digital and Communications to make any non-material amendments.

Reasons for Recommendation:

The strategy has been developed against an understanding of the needs and challenges which are faced by those who access our services, and the significant shift in recent years to higher expectations from Rugby residents, businesses, and stakeholders. This strategy sets out strong principles which will guide action plans across the Council moving forward whilst retaining the ability to remain agile in the face of ever developing local and global challenges, and emerging technologies. The strategy has been developed to directly support the Corporate Strategy priority outcomes, ensuring our corporate approach to customer access supports the ability for the Council to achieve their ambitious commitments.

Council - 28 September 2022

Customer Access Strategy

Public Report of the Chief Officer - Digital and Communications

Recommendation

- (1) The Customer Access Strategy for 2022-24, as at Appendix 1 to the report, be adopted; and
- (2) delegated authority be granted to the Chief Officer for Digital and Communications to make any non-material amendments.

1.0 Introduction

1.1 The proposed Customer Access Strategy for 2022-24 (Appendix 1) comprises of four key themes to success and four associated principles:

- Outstanding Customer Service
 - The best, no matter who you are
 - There should be no barriers to anyone in accessing our services and getting the very best experience when they do so. Services should be available around the clock wherever practicable, and customers should feel valued, connected and empowered throughout.
- Productivity
 - The right tool for the right job
 - Systems and processes should be regularly reviewed and challenged to ensure that we have the tools in place to fulfil the needs of our residents, businesses and stakeholders.
- Revenue Generation
 - Trusted and convenient payment for trusted and convenient services
 - Whenever a customer is paying for a service, they should be able to pay effectively and conveniently. The revenue generating services we provide should be trusted and valued as part of the service offering within the Borough.
- Value
 - Cost effective and impactful
 - Providing an excellent customer experience, putting the right tools in place and attributing the right tasks to the right people will make the services our customers access of best value. Using external suppliers where these principles are not compromised should be an option.

2.0 Identification of themes

- 2.1 These themes were identified in consultation with Chief Officers across the service areas of the Council, consultation with other authorities, analysis of our customer access requests analytics and through our 2021 public consultation “Access to Council Services”.
- 2.2 The rate of change within the last few years has guided the themes to be agile yet impactful.
- 2.3 As an authority it is imperative that we work to set of principles which brings the very best out of our entire corporate infrastructure. Working independently simply isn't an option if we are to provide value for money and an outstanding customer experience to our residents, businesses and stakeholders.
- 2.4 Each theme introduces an element of our corporate outcomes to demonstrate how each principal ties in with our overall objectives, focussing us on delivery of our climate, economic, health & communities and organisational commitments.
- 2.5 Our residents remain the primary driver for all our ambitions. These four themes will provide valuable, convenient, and cost-effective access to our services for residents and businesses.
- 2.6 The themes have been worded to provide clearly defined guidance to our workforce, members and public. Our simple commitment to the ambitions laid out.

3.0 Conclusion

- 3.1 The proposed Customer Access Strategy for 2022-24 is a robust document that sets out clear ambitions and principles in response to the identified key themes and has clear links to achieving the required outcomes set out in the Corporate Strategy 2021-24.

Name of Meeting: Council

Date of Meeting: 28 September 2022

Subject Matter: Customer Access Strategy 2022-2024

Originating Department: Digital and Communications

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Customer Access Strategy

2022-2024



Empowering our residents and businesses



“We must ensure all of our services are accessible to all of our residents, and providing extra support for those that need it to access those services is imperative.”

Cllr. Emma Crane, portfolio holder for Digital & Communications

In this Customer Access Strategy, we describe how we are achieving our vision to provide services that are easy to use and designed with the customer at the forefront. In it, we describe how we are transforming our services for residents of Rugby and how we are using technology to simplify the process of communicating with and responding to residents. Using our services should be a great experience for our customers, and they should be able to do so on any device they choose, through a variety of channels, 24 / 7.

We are committed to developing new delivery methods that can meet both the demands and efficiencies required by our customers. Our goal is to use the feedback from our customers to shape our services in a positive way. It is important to us that our customers value our services. To provide seamless services to our customers, we must provide all the resources they need in one place. Our services will be:

- Accessible to all
- Built around our customers' needs
- Agile
- Provide outstanding value for money

As we achieve this, we do not compromise on our commitment to understanding our customers. By utilising digital channels, our service delivery will be as efficient as possible while increasing the customer's accessibility. The more equipped customers are to self serve, the more we provide support for those who are less confident doing so or do not have access to technology, reserving the most expensive methods of support for the most vulnerable customers.

Our service delivery must be aimed at simplifying how customers access our services, understanding what drives them to use our services, giving them control over those services, and listening to and responding to their feedback. By listening to our customer needs, we can identify and implement process improvements, increasing efficiency and reducing reactive work.



Where are we now?

Our customers have a wide variety of methods to access our services:

Telephone



Email



Online form



Rugby Mobile App



In person



“Each and every customer is our priority and we must move forward looking to achieve excellence with every single contact we make.”

Cllr. Emma Crane, portfolio holder for Digital & Communications

In 2021/2022 there were over 100,000 enquiries dealt with through our customer services centre, of which 76% were over the telephone. Whilst we have vision and the capability to review those customer enquiries when they first come in, we have no embedded method to track those queries from start to finish and then request feedback about the experience the customer had. It is absolutely vital that we embed a culture within the Council of reacting to customer needs, and identifying improvements in our processes throughout the Council.

During 2021 we moved across to the Digital Place Customer Contact Management system so that all our customer enquiries and processes could be centralised on first contact. Integrated into the Digital Place platform, this provides us with a unique opportunity to put all of our data into one single place as the system develops and provide the smoothest possible journey for our customers.

We are currently in the process of upgrading our corporate and customer service centre telephony system to bring it up to date, and provide the functionality to deliver the excellent customer service our residents and businesses expect.

This strategy sets out how we will create the foundation and ethos where our services are designed with the customer as our absolute priority, and the needs of our residents, businesses and workforce are not limited by the resources we have in place or the requirements of those that access our services.

What does this mean for Rugby residents?

- The needs of our customers are our number one priority
- We will embed a culture of listening and adapting to customer needs
- Services are available when they are needed
- There are no barriers to access

Summary

Rugby Borough Council recognise that our residents and businesses should expect to access services in the way they want and when they want to. What services we provide should be clear to all of our customers and stakeholders, and they should be valued by all. Ensuring that anyone who uses those services feels empowered to feed back about their experience and how the service reacts to that feedback is imperative, bringing not only satisfaction to the customer but pride in the Council that controls their Borough.

Council services will be delivered efficiently, and the customer kept up to date as their service progresses. Customers should be able to select how they are kept up to date and to expect regular updates on their query.

Whenever we deliver a paid for service, it should be both of good value and valued.

Access to services by our customers is a fundamental part of the Council and the ambitions and principals within this strategy should reach every member of our workforce.

Valuing feedback

An outstanding Customer Experience means listening to our customers. This theme is interwoven within the Corporate Strategy, and in a variety of more specific strategies. Ensuring this feedback is put to best use is crucial to customer access.



4 Themes for Success

This strategy contains 4 key themes which link all of our corporate and departmental strands together. It provides an approach to how we plan, design and implement services and how we ensure value, efficiency and outstanding standards in everything we do.

Importantly it embeds our corporate values within 4 ambitions and principles of how we will approach our work.

4 Themes to Success

The Customer Access Vision

1

**Outstanding
Customer
experience**

The best, no
matter who
you are

2

Productivity

The right tool
for the right
job

3

**Revenue
generation**

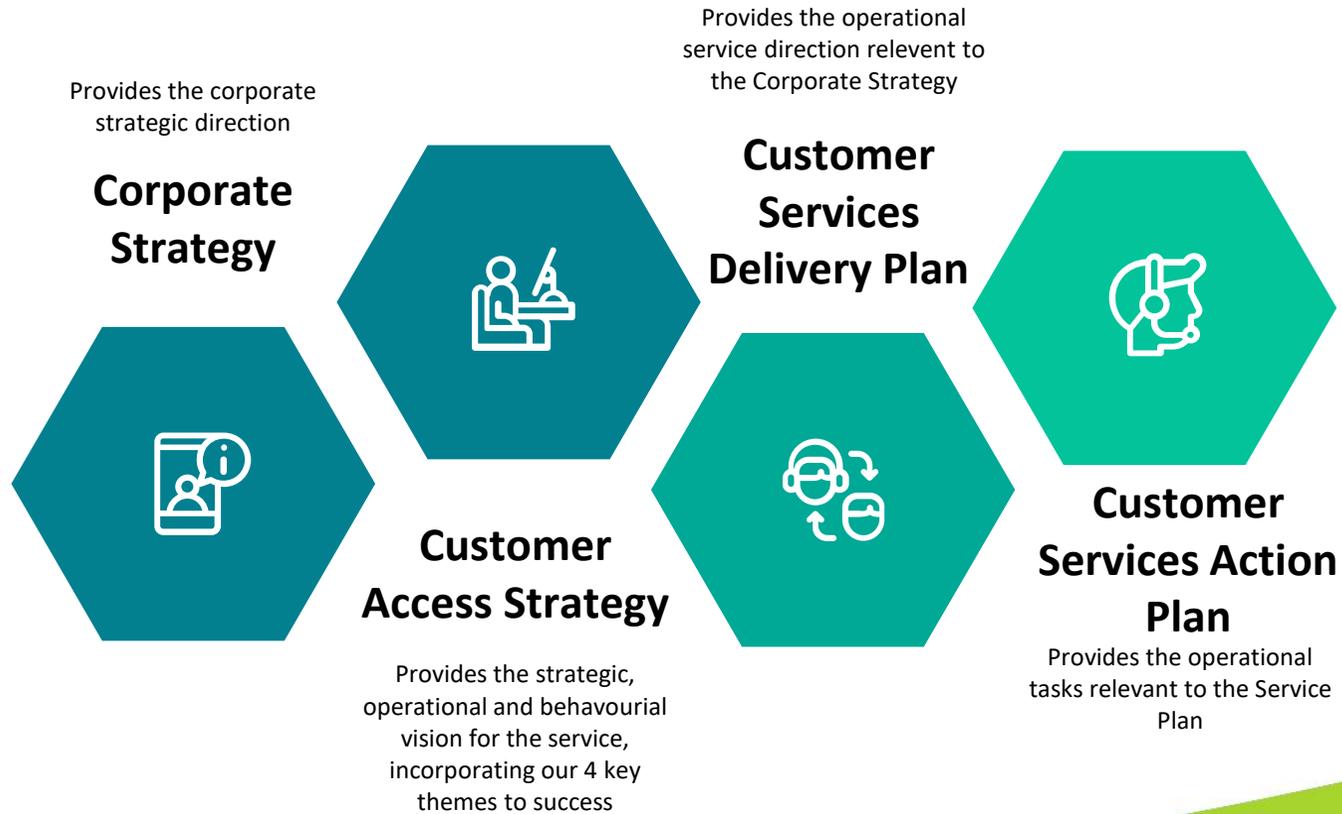
Trusted and
convenient
payment for
trusted and
convenient
services

4

Value

Cost effective
and impactful

The Direction





Ambition

Outstanding customer experience

In a 2021 local survey, nearly 35% of respondents said they have experienced difficulty accessing services they needed during the pandemic. An outstanding customer experience begins with being able to access the service required quickly and easily. In the same survey, over 90% of respondents said they would value notification updates about the progress of their enquiries. We will respond to this desire by incorporating more regular updates on their case or query.

1

Principle



The best, no matter who you are

There should be no barriers to anyone in accessing our services and getting the very best experience when they do so. Customers should expect to receive a prompt response. Services should be available around the clock wherever practicable, and customers should feel valued, connected and empowered throughout.



Action Plan Themes

Ensure all barriers to access are removed, making certain that however and whenever a customer accesses our services, the journey is of the same outstanding standard.

Review and incorporate new methods of contact in response to customer need and technology developments. Customers should feel that they are able to access services how they want, and be kept up to date in the method they would prefer.

Every method of access should use the same process to ensure our excellent standard is maintained for every customer. These processes will be regularly reviewed and adjusted whenever an improvement is identified.

Customers should feel empowered to feed back every time they access our services, and this feedback is valued.

What this might look like

Reduce customer travel time and environmental impact by providing services remotely.



Climate

Economy



Provide face to face, remote and self service access in a variety of languages and accessible formats to remove barriers and reduce digital exclusion.

Introduce a business specific self service portal which integrates into our customer service centre system and processes



Health & Community

Organisation



Processes are designed and reviewed constantly both by ourselves and the customer to ensure the right officer deals with the right service in the most efficient and effective method to serve the customer best.



Ambition

Productivity

Over 100,000 customer enquiries were raised in 2021. When a customer requires a service, it is imperative that the service is delivered as efficiently and as swiftly as possible. Ensuring that the right tasks are attributed to the right person, and that person has the facilities available to them to deliver the required outcome is central to this.

2

Principle



The right tool for the right job

Systems and processes should be regularly reviewed and challenged to ensure that we have the tools in place to fulfil the needs of our residents, businesses and stakeholders.



Action Plan Themes

Regular reviews and challenge of all customer journeys should be undertaken. Residents, businesses and stakeholders have a reasonable expectation that any service they access has good governance, audit and is processed efficiently.

We as a Council should have systems in place which fit around our business needs and the needs of our customers. There should be no reduction in service availability or functionality because we are held back by the tools we have to undertake those services.

Services should feel empowered to effectively deliver their service, and be able to introduce changes and transformations as processes are reviewed.

What this might look like

Regular system and process reviews should also take into account a Climate Impact Assessment



Climate

Economy



We will upskill our Customer Contact Centre to ensure user experience is considered, tailored to meet local needs



Health & Community

Provide our elected members with a case management system to assist with engagement and resolution of resident issues.

Organisation





Ambition

Revenue generation

In 2020/2021, Rugby Borough Council generated over £11 million in revenue in addition to Council Tax and Business rates. By making the generation of that revenue as efficient as possible, it will allow us to contribute to meeting our financial targets. By making the Council the preferred service provider in the Borough for revenue generating services, we are satisfying an identified need as well as establishing us as a trusted supplier.

3

Principle



Trusted and convenient payment for trusted and convenient services

Whenever a customer is paying for a service, they should be able to pay through different devices, effectively and conveniently. The revenue generating services we provide should be trusted and valued as part of the service offering within the Borough.



Action Plan Themes

Services provided by Rugby Borough Council should be the preferred option for all stakeholders.

The services should be of outstanding quality, and we should be recognised as a trusted supplier.

Customers should be aware of the variety of services available to them, and perceive them as excellent value.

Customers purchasing services have a reasonable expectation to pay for the service in the method they prefer. Whether that is instantly on mobile, over the phone via the customer contact centre or setting up a direct debit.

Payment methods should be reliable and secure.

What this might look like

Use our influence to attribute value to climate savings and encourage customers to consider climate when making purchases.



Climate

Economy



Ensure our local businesses find our traded services their preferred option by advertising the value and ease of access to those services.

Our communities will be empowered to pay the Council for their services in the method they prefer.



Health & Community

Organisation



Direct Debit payment options will be rolled out across traded services such as garden waste.



Ambition

Value

Every customer journey and facility accessed should be of outstanding value to the taxpayer whilst not sacrificing the level of service provided. With an ever increasing demand, it is vital each service is provided in the most cost efficient and accessible way.

4

Principle

Cost effective and impactful



Providing an outstanding customer experience, putting the right tools in place and attributing the right tasks to the right people will make the services our customers access of best value. Using external suppliers where these principles are not compromised should be an option.



Action Plan Themes

Services should be monitored and reviewed to ensure that Rugby taxpayers are getting value for money.

We'll look closely at how we deal with those more challenging queries or complaints and assess how early intervention can help to resolve issues sooner or to prevent issues arising in the first place.

Value of Council services is not only about financial cost. There are a great many benefits which come from service delivery such as mental wellbeing, physical health and supporting local economy which should be integrated into the value which is monitored.

Residents and businesses should be able to perceive the value of the services provided by the Council, whether paid for directly or part of the offering funded through existing budgets.

What this might look like

Move our digital services which are on site to the cloud to reduce their environmental impact and increase the opportunities for self service.



Climate

Economy



Provide new resident information and publicly available interactive maps for recreation facilities and green spaces.

Ensure the Voluntary and Community Sector are incorporated into the services we can offer to local residents and businesses, providing signposting and engagement where required.

Health & Community



Organisation



Introduce digital dashboards to ensure we can evaluate cost per contact for our services and prioritise high cost services for review.

Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

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

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

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

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

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

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

SECTION 1: OVERVIEW

Portfolio and Service Area	Communities, Homes, Digital and Communities
Policy/Service/Change being assessed	Customer Access Strategy 2022-2024
Is this a new or existing Policy/Service/Change?	New Strategy
If existing policy/service please state date of last assessment	N/A
Ward Specific Impacts	All wards
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	Each of the four themes has an ambition which will support the Climate Change Strategy. Each theme introduces examples of climate improvements and efficiencies.
Completed By	Mike Connell
Authorised By	Mike Connell
Date of Assessment	23/06/2022

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"/>	Example within ambition 4: Move our digital services which are on site to the cloud to reduce their environmental impact and increase the opportunities for self service.		Stuart Mewes	Ongoing
Fleet usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable Transport/Travel (customers and staff)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable procurement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Example within ambition 2: Regular system and process reviews should also take into account a Climate Impact Assessment		Corporate	Ongoing
Community leadership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Example within ambition 3: Use our influence to attribute value to climate savings and encourage customers to consider climate when making purchases.		Corporate	Ongoing
Biodiversity and habitats	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Adaptation/Mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Impact on other providers/partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 3: REVIEW

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

Review date	There are no negative impacts identified that would be the catalyst for a review.
Key points to be considered through review	
Person responsible for review	
Authorised by	Mike Connell

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

1. The Public Sector Equality Duty as set out under section 149 of the Equality Act 2010 requires Rugby Borough Council when making decisions to have due regard to the following:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sex/gender
 - sexual orientation
3. In addition to the above-protected characteristics, you should consider the crosscutting elements of the proposed policy, such as impact on social inequalities and impact on carers who look after older people or people with disabilities as part of this assessment.
4. The Equality Impact Assessment (EqIA) document is a tool that enables RBC to test and analyse the nature and impact of what it is currently doing or is planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. The questions will enable you to record your findings.
6. Where the EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. Once completed and signed off the EqIA will be published online.
8. An EqIA must accompany all **Key Decisions** and **Cabinet Reports**.
9. For further information, refer to the EqIA guidance for staff.
10. For advice and support, contact:
Minakshee Patel
Corporate Equality & Diversity Advisor
minakshee.patel@rugby.gov.uk
Tel: 01788 533509

Equality Impact Assessment

Service Area	Digital and communications
Policy/Service being assessed	Customer Access Strategy
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	New strategy
EqlA Review team – List of members	Mike Connell
Date of this assessment	17/06/2022
Signature of responsible officer (to be signed after the EqlA has been completed)	Mike Connell

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

If you require help, advice and support to complete the forms, please contact Minakshee Patel, Corporate Equality & Diversity Advisor via email: minakshee.patel@rugby.gov.uk or 01788 533509

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	The Council to have a Customer Access Strategy in place for delivery against the identified 4 key themes.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<ul style="list-style-type: none"> • Outcome 4 <ul style="list-style-type: none"> ○ Provide residents with the service they need when they need it ○ Embrace digital opportunities and nurture a culture of innovation • Outcome 3 <ul style="list-style-type: none"> ○ Develop and tailor services to meet local needs, with a focus on prevention and early intervention. ○ Promote, encourage and celebrate diversity and inclusion, to ensure that Rugby is a place where everyone feels welcome. • Outcome 2 <ul style="list-style-type: none"> ○ Help businesses thrive and provide jobs for our residents. • Outcome 1 <ul style="list-style-type: none"> ○ Reduce residents' and businesses' impact on the environment and help them adapt to the consequences of climate change.
(3) What are the expected outcomes you are hoping to achieve?	<ul style="list-style-type: none"> • Provide inclusivity for all across our services • React to local and individual need to ensure accessibility and inclusion through service review and improvement
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<ul style="list-style-type: none"> • Customers <ul style="list-style-type: none"> ○ Breaking down barriers to accessing services • Employees <ul style="list-style-type: none"> ○ The right tool for the job which they are undertaking • Wider community or groups <ul style="list-style-type: none"> ○ Accessible services ○ Constant review of services to ensure equality

<u>Stage 2 - Information Gathering</u>	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).		
(1) What does the information tell you about those groups identified?	The borough has seen increased 6% growth in population over the last 5 years and currently covers the town of Rugby and 40 rural parishes, with a total population of 108,935 and covering an area of 88,000 acres. The Borough is one of the fastest growing in England. Ongoing projects such as Afghan displacement scheme and Ukraine Refugees means our multicultural analytics have adjusted beyond the last study available.		
(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?	We have taken on results and comments from the public consultation undertaken from July to September 2021. As all groups could be effected the strategy provides the agility to react to their needs as well as the introduction of analytics and reviews to identify those needs.		
(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.	Access to council services – Public consultation (undertaken from July to September 2021).		
<u>Stage 3 – Analysis of impact</u>			
(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?	RACE Positive. Dedicated multilingual functionality services to be considered.	DISABILITY Positive. Services designed to ensure the right facilities and the right officer deals with the customers' needs.	GENDER No

If yes, identify the groups and how they are affected.	MARRIAGE/CIVIL PARTNERSHIP No	AGE No	GENDER REASSIGNMENT No
	RELIGION/BELIEF No	PREGNANCY MATERNITY No	SEXUAL ORIENTATION No
<p><u>(2) Cross cutting themes</u></p> <p>(a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	N/A		
(3) If there is an adverse impact, can this be justified?	N/A		
(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)	N/A		
(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?	Equality of service provision will be increased. Focus on mitigating inequalities and corporate awareness of the presence of inequalities through the ambition of “The best, no matter who you are” will contribute to the promotion of equality and promote greater engagement to those groups who previously have encountered challenges accessing services.		

(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?	Increasing accessibility of services should encourage community inclusion
(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	Providing face to face, remote and self service access in a variety of languages and accessible formats will remove barriers and reduce digital exclusion.

<u>Stage 4 – Action Planning, Review & Monitoring</u>																										
<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqIA Action Plan</p> <table border="1" data-bbox="887 836 2141 1066"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																						
(2) Review and Monitoring State how and when you will monitor policy and Action Plan	Process review is part of the strategy to provide outstanding customer experience and will be built into corporate action plans.																									

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on 23/6/22 and will be reviewed on 31/3/23.’

AGENDA MANAGEMENT SHEET

Report Title: Openreach Infrastructure Proposal

Name of Committee: Council

Date of Meeting: 28 September 2022

Report Director: Chief Officer - Digital and Communications

Portfolio: Communities, Homes, Digital and Communications

Ward Relevance: All

Prior Consultation: Leadership Team, Legal Services

Contact Officer: Mike Connell, Chief Officer Digital and Communications 01788 533466 or mike.connell@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

Summary: Openreach have already invested approximately £11m in Rugby during their full fibre rollout. Full fibre broadband connectivity, is the next generation digital connectivity, providing homes and business with gigabit (1000 megabits per second) broadband speeds. Full fibre is key policy driver for Government- aiming for national

coverage by 2025, and will be essential in supporting future economic development, smart city aspirations and citizen access to services.

Financial Implications:

There are no financial implications as the cost of the project will be fully funded by Openreach.

Risk Management/Health and Safety Implications:

Disruption is a risk with this project. Rugby benefits from having existing ducting in many areas as well as aerial deployment, reducing the need for digging to take place in some areas. This along with the use of narrow trenching will minimise disruption and concerns for residents.

Environmental Implications:

There are no environmental considerations arising from this report

Legal Implications:

The proposed recommendation and overall project is procurement compliant and external legal advice has been sought on this point. The contents of the report also refer to the relevant powers that will be exercised by Openreach.

Equality and Diversity:

An equality impact assessment has been undertaken and is attached at Appendix 1 to the report. This project will give more communities access to higher quality digital services. Full fibre is a key policy driver for Government- it is aiming for national coverage by 2025, and it will be essential in supporting future economic development, smart city aspirations and citizen access to services. This is particularly relevant to providing social housing sites with connectivity and ensuring that residents here are not digitally disadvantaged. This rollout is targeting all homes in the borough which will give parity for all residents.

Options:

1. Agree to the recommendation endorsing the rollout of full fibre infrastructure in partnership with Openreach
2. Do not endorse the recommendation

Recommendation:

(1) The continued delivery of a fibre network by Openreach within the Borough, as set out in the report, be approved and delegated authority be given to the Executive Director to put in place the necessary arrangements to facilitate this scheme

of investment in Rugby;

(2) delegated authority be given to the Chief Officer - Legal and Governance to negotiate and enter a Master Wayleave Agreement and associated resourcing Service Agreement with Openreach on appropriate terms to support the scheme of investment in Rugby; and

(3) delegated authority be given to the Chief Officer - Legal and Governance to agree a process for approving wayleave applications which will form part of the Master Wayleave Agreement and as noted above forms part of this Scheme of investment. The applications will be submitted in stages and the routes considered pursuant to this process.

Reasons for Recommendation:

Given the level of investment that Openreach is making and the benefits this will have to the local community it is recommended that Council resolves to approve the authorities sought in paragraph 2 of this report and confirms its support for this scheme.

Working collaboratively with Openreach will provide oversight and participation related to wayleave routes. Expansion of the previously defined standard process with Openreach will ensure routes do not adversely affect any Council land.

Streamlining the wayleave process will contribute to a transparent and efficient process for the Council and Openreach collaboration.

Council - 28 September 2022

Openreach infrastructure Proposal

Public Report of the Chief Officer - Digital and Communications

Recommendation

(1) The continued delivery of a fibre network by Openreach within the Borough, as set out in the report, be approved and delegated authority be given to the Executive Director to put in place the necessary arrangements to facilitate this scheme of investment in Rugby;

(2) delegated authority be given to the Chief Officer - Legal and Governance to negotiate and enter a Master Wayleave Agreement and associated resourcing Service Agreement with Openreach on appropriate terms to support the scheme of investment in Rugby; and

(3) delegated authority be given to the Chief Officer - Legal and Governance to agree a process for approving wayleave applications which will form part of the Master Wayleave Agreement and as noted above forms part of this Scheme of investment. The applications will be submitted in stages and the routes considered pursuant to this process.

1. Purpose

1.1 To approve and agree the continued delivery of a fibre network within Rugby with Openreach as set out below in the report and to approve and agree the arrangements that the Council are putting in place to facilitate this scheme of investment in Rugby.

2. Report Background

2.1 Openreach have already invested approximately £11m in Rugby during their full fibre rollout. Full fibre broadband connectivity is the next generation digital connectivity, providing homes and business with gigabit (1000 megabits per second) broadband speeds. Full fibre is a key policy driver for Government- it is aiming for national coverage by 2025, and will be essential in supporting future economic development, smart city aspirations and citizen access to services.

2.1.1 Openreach will work closely with Rugby Borough Council as well as local communities to minimise and manage any disruption and ensure a fast and successful roll-out.

- 2.1.2 Openreach are a wholesale network provider, giving users download speeds 16 times faster and upload speeds 125 times faster than the average fixed broadband service in the UK. The network is fully open access, regulated by Ofcom and any Internet Service Provider can provide services over it (650 ISP's currently choose to do so).
- 2.1.3 Openreach progress within the borough as of July 2022 is 10,000 homes and businesses have been reached and 21,500 planned of the 41,000 total target before December 2026. There are likely to be further announcements.

Wayleave

- 2.1.4 As the network moves through the design stage and into delivery a variety of statutory approvals will need to be sought. Openreach have wide ranging powers statutory powers (Code Powers) under to the Telecommunications Act (2003) to gain the access required and to undertake works if necessary.
- 2.1.5 It is the preference of Openreach to make these arrangements in a collaborative way with the Council through the agreement of Wayleaves under a Master Wayleave Agreement.
- 2.1.6 Openreach will need to cross land in the ownership of the Council on many occasions in order to deliver the full network across the borough including the Council's housing stock. This is particularly relevant to the Council's tenants and residents of Rugby providing them with connectivity and ensuring that residents here are not digitally disadvantaged.
- 2.1.7 As Openreach will need a large number of wayleaves which will need to follow the same process it was agreed that a Master Wayleave agreement be developed, to include a set process for how each wayleave route is processed and assessed.
- 2.1.8 A standard process has been developed under which each wayleave route application will be submitted, and agreement will only be given once the route map and other associated information, is checked to ensure that this does adversely affect any Council land.
- 2.1.9 As part of this Master Wayleave Agreement reinstatement has been considered with standards included to ensure that where digging is required that these areas are reinstated to an appropriate standard.
- 2.1.10 Reasonable professional fees for obtaining and agreeing the way leave are covered by Openreach.

2.2 Risks and Issues

- 2.2.1 Disruption, as noted above, is a risk with this project. Rugby benefits from having existing ducting in many areas as well as aerial deployment reducing the need for digging to take place in some

areas. This along with the use of narrow trenching will minimise disruption and concerns for residents.

- 2.2.3 Further to paragraph 2.1.4 and as already noted above, Openreach, as an infrastructure provider, have Code Powers through the Telecommunications Act (2003) which would mean that the Council would need to grant wayleave consent where these were required.

2.3 Conclusion

- 2.3.1 Given the level of investment that Openreach is making and the benefits this will have to the local community it is recommended that Council resolves to approve the authorities sought in paragraph 2 of this report and confirms its support for this scheme.

Name of Meeting: Council

Date of Meeting: 28 September 2022

Subject Matter: Openreach infrastructure Proposal

Originating Department: Digital and Communications

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

1. The Public Sector Equality Duty as set out under section 149 of the Equality Act 2010 requires Rugby Borough Council when making decisions to have due regard to the following:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sex/gender
 - sexual orientation
3. In addition to the above-protected characteristics, you should consider the crosscutting elements of the proposed policy, such as impact on social inequalities and impact on carers who look after older people or people with disabilities as part of this assessment.
4. The Equality Impact Assessment (EqIA) document is a tool that enables RBC to test and analyse the nature and impact of what it is currently doing or is planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. The questions will enable you to record your findings.
6. Where the EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. Once completed and signed off the EqIA will be published online.
8. An EqIA must accompany all **Key Decisions** and **Cabinet Reports**.
9. For further information, refer to the EqIA guidance for staff.
10. For advice and support, contact:
Minakshee Patel
Corporate Equality & Diversity Advisor
minakshee.patel@rugby.gov.uk
Tel: 01788 533509

Equality Impact Assessment

Service Area	Digital and communications
Policy/Service being assessed	Openreach proposal
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	New proposal
EqlA Review team – List of members	Mike Connell
Date of this assessment	31/08/2022
Signature of responsible officer (to be signed after the EqlA has been completed)	Mike Connell

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

If you require help, advice and support to complete the forms, please contact Minakshee Patel, Corporate Equality & Diversity Advisor via email: minakshee.patel@rugby.gov.uk or 01788 533509

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	To approve and agree the continued delivery of a fibre network within Rugby with Openreach
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<ul style="list-style-type: none"> • Outcome 4 <ul style="list-style-type: none"> ○ Provide residents with the service they need when they need it ○ Embrace digital opportunities and nurture a culture of innovation
(3) What are the expected outcomes you are hoping to achieve?	<ul style="list-style-type: none"> • Increased boroughwide access to fibre network speed connectivity
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<ul style="list-style-type: none"> • Wider community or groups <ul style="list-style-type: none"> ○ Greater choice of internet service providers ○ Greater access to fibre network speed connectivity
<u>Stage 2 - Information Gathering</u>	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).
(1) What does the information tell you about those groups identified?	The borough has seen increased 6% growth in population over the last 5 years and currently covers the town of Rugby and 40 rural parishes, with a total population of 108,935 and covering an area of 88,000 acres. The Borough is one of the fastest growing in England. It is imperative that we ensure this growth is supported by a digital infrastructure to safeguard digital inclusion and access to digital services.

(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?	N/A		
(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.	Access to council services – Public consultation (undertaken from July to September 2021).		
<u>Stage 3 – Analysis of impact</u>			
<p><u>(1) 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>	RACE No.	DISABILITY No	GENDER No
	MARRIAGE/CIVIL PARTNERSHIP No	AGE No	GENDER REASSIGNMENT No
	RELIGION/BELIEF No	PREGNANCY MATERNITY No	SEXUAL ORIENTATION No

<p><u>(2) 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?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	N/A
<p>(3) If there is an adverse impact, can this be justified?</p>	N/A
<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>	N/A
<p>(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?</p>	Extending the digital infrastructure within Rugby will contribute to balancing out digital access inequalities.
<p>(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?</p>	N/A
<p>(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?</p>	N/A

<u>Stage 4 – Action Planning, Review & Monitoring</u>					
<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	EqIA Action Plan				
<p>(2) Review and Monitoring State how and when you will monitor policy and Action Plan</p>	<p>Process review is part of the strategy to provide outstanding customer experience and will be built into corporate action plans.</p>				
	Action	Lead Officer	Date for completion	Resource requirements	Comments

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on 31/8/22 and will be reviewed on 31/3/23.’

Agenda No 7(c)

AGENDA MANAGEMENT SHEET

Report Title:	Climate Change Strategy and Action Plan
Name of Committee:	Council
Date of Meeting:	28 September 2022
Report Director:	Deputy Executive Director
Portfolio:	All
Ward Relevance:	All
Prior Consultation:	Climate Emergency Working Group; Public Consultation; Leadership Team; Partner Agency Consultation; Councillor Climate Change Champion
Contact Officer:	Dan Green (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): <input checked="" type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 <input type="checkbox"/> This report does not specifically relate to any Council priorities but
(C) Climate (E) Economy (HC) Health and Communities (O) Organisation	
Summary:	The report provides feedback on the recent consultation regarding the Climate Change Strategy and Action Plan and proposes amendments prior to adoption.

Financial Implications:	There are no financial implications as a direct result of this report. It is recognised that the delivery of the strategy will require financing and both the General Fund and the Housing Revenue Account has a specific £1m reserve to tackle the initial work to support the strategy. As the requirements become refined further reports will be presented to Cabinet to release the funding
Risk Management/Health and Safety Implications:	There are no direct Health and Safety Implications. A strategic risk register has been developed which will help to ensure that the Council achieves its Corporate Strategy Climate objectives
Environmental Implications:	The report proposes a comprehensive means of addressing the climate and biodiversity crisis.
Legal Implications:	None arising directly from this report.
Equality and Diversity:	An Equalities Impact Assessment has been carried out and is included at appendix C.
Options:	To adopt the Climate Change Strategy and Action Plan To not adopt the Climate Change Strategy and Action Plan
Recommendation:	<ol style="list-style-type: none"> 1. The Climate Change Strategy and Action Plan be adopted, subject to the amendments in appendix B; 2. all actions from the Climate Change Strategy and Action Plan be added to the Corporate Strategy Delivery Plan; and 3. delegated authority be granted to the Deputy Executive Director to, in consultation with the Councillor Climate Change Champion, make non-material amendments prior to design work and publication.
Reasons for Recommendation:	Adopting the Climate Change Strategy and Action Plan will enable the Council to clearly set out its proposals for responding to the Climate Emergency. It will enable the initial actions to commence and further review of the Strategy and Action Plan to take place periodically.

Council – 28 September 2022

Climate Change Strategy and Action Plan

Public Report of the Deputy Executive Director

Recommendation

- (1) The Climate Change Strategy and Action Plan be adopted, subject to the amendments in appendix B;
- (2) all actions from the Climate Change Strategy and Action Plan be added to the Corporate Strategy Delivery Plan; and
- (3) delegated authority be granted to the Deputy Executive Director to, in consultation with the Councillor Climate Change Champion, make non-material amendments prior to design work and publication.

1. INTRODUCTION

- 1.1 Rugby Borough Council declared a climate emergency in 2019, and subsequently established a cross party working group who have worked collaboratively to develop a draft climate change strategy and action plan.
- 1.2 In fulfilling this role, the working group have engaged with a number of external organisations, hosted a climate summit and undertaken a resident survey to help to inform the direction which the strategy should take.
- 1.3 In addition to the working group, the development of the strategy has been led by the Council's Climate Change Champion, Cllr Emma Crane, in consultation with the Council's Leadership Team. This has enabled the production of a draft strategy which involves and impacts all council services.
- 1.4 In February 2022, the working group agreed a draft climate change strategy and action plan for public consultation. On 6 June 2022, Cabinet approved a draft (Appendix A) for public consultation.

2. CLIMATE CHANGE STRATEGY AND ACTION PLAN

- 2.1 In developing the draft strategy and action plan, the working group has recognised that the nature and biodiversity crisis is inextricably linked to the climate crisis and have sought to address both through a mutually beneficial strategy.

2.2 Therefore, the vision proposed in the draft strategy was that:

‘Rugby is an environmentally sustainable place where we work together to reduce and mitigate the effects of climate change, transitioning Rugby to a low carbon and nature positive place.’

2.3 The draft strategy and action plan set out how the Council will work together with all stakeholders, including the residents of the Borough, to tackle climate change and nature loss.

2.4 It provides a framework for working with all our partners including residents in the Borough and takes a view of the key areas where local action can have the biggest impact. This is based around seven key areas for action, namely:

- a) Workplaces and the Economy
- b) Transport
- c) Natural Environment
- d) Homes and Energy
- e) Waste, Resources and the Circular Economy
- f) Climate and Nature Positive Communities
- g) Adaptation

2.5 Within each key area, a series of ‘2030 goals’ are identified and actions are proposed to begin the process of meeting those goals. These actions are proposed with the intention of being reviewed annually, with any opportunity to accelerate action being utilised.

2.6 The strategy proposes that the Council has different roles to fulfil, recognising not just the changes which the Council can deliver itself, but also the community leadership and facilitative role it must play. These roles are summarised within the strategy as:

- a) **Delivering Change:** Those factors within the Council’s direct control, where the Council can lead by example.
- b) **Enabling Change:** Those factors which the Council can facilitate by working with others for example by using our policies and procurement practices.
- c) **Influencing Change:** Those factors outside of our control, where the Council will seek to influence and support delivery through partnerships across the borough and engagement with central government.

3. PUBLIC CONSULTATION

3.1 On Wednesday 22nd June 2022, the draft Climate Change Strategy and Action Plan was released for public consultation. This consultation ran for a total of 6 weeks and attracted 34 public responses.

3.2 Whilst a lower response rate than expected, the quality of responses was high and the feedback received has been carefully considered in both proposing a finalised strategy for adoption and in identifying future workstreams for the Climate Working Group.

- 3.3 Throughout the consultation period, there has been extensive engagement of partner organisations to ensure that the strategy and action plan are reflective of partner aspirations and are complimentary to partner organisations work plans.
- 3.4 Organisations engaged include Transition Town Rugby, Warwickshire Wildlife Trust, Warwickshire College, the Chamber of Commerce, Warwickshire County Council, Warwickshire District Councils, Garden Organic and several local / small businesses.
- 3.5 It is clear that further and ongoing engagement is necessary and organisations such as the Woodland Trust, Rugby Cycle Forum, The Environment Agency, Severn Trent Water, the Canals and Rivers Trust and larger local businesses will be approached.
- 3.6 A summary of the key points raised through the consultation is provided below, however full responses are available on request.

General Comments

- 3.7 General feedback received through the consultation was extremely positive and suggested that:
- The Strategy and Action Plan is very ambitious. It will be a challenge to deliver and resource.
 - A less complicated, easy to read version may be beneficial for those who are not familiar with terminology or may not have time to read the full document.
 - Actions need to be sharper and more measurable.
 - Interim targets (for example to demonstrate the Council's progress towards net zero) would be beneficial in determining and monitoring progress.
 - "Enabling" and "influencing" are crucially important roles for the council. The emphasis on these roles is welcomed
 - Ongoing engagement is essential and should be designed into the strategy.

Net Zero Vision

- 3.8 74% of respondents agreed with the Council's net zero vision of: '*Rugby is an environmentally sustainable place where we work together to reduce and mitigate the effects of climate change, transitioning Rugby to a low carbon and nature positive place.*'
- 3.9 Feedback relating to the net zero vision suggested that:
- It is positive to widen of the vision to include the nature crisis as a facet of the climate crisis.
 - The net zero vision needs to specify 'net zero' rather than low carbon

Climate Change Strategy Themes

- 3.10 Respondents were asked to define the extent to which they agreed with the seven themes identified in the strategy, where 1 = not at all and 5 = strongly agree. The seven themes attracted the following weighted average scores:

Workplaces and the Economy:	3.82
Transport:	3.64
Homes and Energy:	3.91
Adaptation:	3.82
Waste Resources and the Circular Economy:	4.24
Natural Environment:	4.32
Climate and Nature Positive Communities:	4.12

- 3.11 From these weighted averages, it can be concluded that there is broad agreement with the proposed themes.

- 3.12 Comments of note relating to the proposed themes suggested that:

- The seven themes were generally considered to be the right matters for the strategy to focus on and received positive feedback.
- Adaptation was the only one that was disagreed with on the basis of being too jargonistic. A suggestion was that we could change this to 'Living With Climate Change'. Whilst there is some merit to this suggestion, it is considered that climate 'adaptation' is (and will increasingly become) part of common vernacular and so no change to this terminology is proposed.

2030 Goals

- 3.13 Respondents were asked to define the extent to which they agreed with the 2030 Goals identified within the strategy, where 1 = not at all and 5 = strongly agree. The 2030 Goals within the seven themes attracted the following weighted average scores:

Workplaces and the Economy:	3.62
Transport:	3.35
Homes and Energy:	3.56
Adaptation:	3.55
Waste Resources and the Circular Economy:	3.79
Natural Environment:	3.85
Climate and Nature Positive Communities:	3.94

- 3.14 From these weighted averages, it can be concluded that there is general agreement with the proposed 2030 Goals.

- 3.15 Comments of note relating to the proposed 2030 Goals suggested that:

Workplaces and the Economy:

- Further engagement of large employers (with specific reference made to Cemex and the logistics sector) should be a specific action.

- RBC should seek to eliminate unnecessary journeys, for example by maximising hybrid opportunities, car sharing etc.
- Consideration should be given to workplace hubs to enable others to remote work - for example reducing a commuters need to travel to nearby towns and cities.

Transport:

- Further consideration should be given to the potential role that hydrogen can play.
- Further actions should be included relating to cycling and car sharing initiatives.
- The strategy could be stronger on the need for improved public transport.

Homes and Energy:

- Further consideration should be given to how the Council can ensure improved Green energy initiatives on new housing developments.
- Significant emphasis was placed on the planning system and the role that this will play in leading to an environmentally sustainable future.

Adaptation:

- An interim action could be to develop a greater understanding of areas where flooding already occurs and the improvements targeted to those areas.
- The importance of warmer summers should be emphasised as well as colder/ wetter winters

Waste, Resources and the Circular Economy:

- The importance of reducing waste at source was highlighted as being more important than developing means of disposing of waste arisings.
- Where waste arisings do occur, the importance of making best use of repair and re-use facilities was emphasised.

Climate and Nature Positive Communities:

- The strategy needs to make specific reference to working with underrepresented groups, recognising the need for actions to be inclusive.
- The strategy should reference the ability to work with faith groups, recognising the reach / capacity that they bring.
- The strategy should make specific reference to working in partnership with schools and other education providers.

Natural Environment:

- The Council should work with the Woodland Trust, Wildlife Trust and other partners to refine policy commitments regarding the natural environment.
- There is a need to strengthen work with the farming community and working with partners to achieve this.

- The strategy and action plan should make specific reference to Local Nature Recovery Strategies and the role that they will play.

4. CONCLUSION

- 4.1 The consultation period has demonstrated that the draft Climate Change Strategy and Action Plan reflects both resident's and partner agencies aspirations for responding to the Climate and Nature Crises.
- 4.2 There is a good level of agreement with the net zero vision, the key themes and the 2030 goals contained within the strategy and action plan.
- 4.3 Further refinement of the actions may be necessary, however the review process which is built into the strategy will enable this to happen periodically.
- 4.4 The importance of ongoing engagement of, and collaboration with, partner organisations, residents and businesses is recognised and should be a focus of the Climate Emergency Working Group, moving forward.
- 4.5 A number amendments to the strategy and action plan are proposed and detailed in appendix B.

List of Appendices

Appendix A - Draft Climate Change Strategy and Action Plan

Appendix B – proposed amendments to the Climate Change Strategy and Action Plan

Appendix C – Equalities Impact Assessment

Appendix D – Climate Change and Environmental Impact Assessment

Name of Meeting: Council

Date of Meeting: 28 September 2022

Subject Matter: Climate Change Strategy and Action Plan

Originating Department: Executive Directors Office

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A



CLIMATE CHANGE STRATEGY

#RightForRugby



Introduction

We are facing a crisis. Human activity is changing the climate in unprecedented and sometimes irreversible ways. Just this month, the World Meteorological Organization's annual state of the Global Climate report confirmed that the past 7 years have been the warmest 7 years on record and that greenhouse gas parts per million hit a record high of 420.23.

Last year, the UN Secretary-General, António Guterres, defined this crisis as a code red for humanity, stating that:

"The alarm bells are deafening, and the evidence is irrefutable: greenhouse gas emissions from fossil fuel burning and deforestation are choking our planet and putting billions of people at immediate risk"

Climate change will affect all of us. We must act now and we must act quickly to protect the future for our children and grandchildren. We, in Rugby, must do our part to address the global

crisis through the actions which we can all take at a local level.

It therefore gives me great pleasure to introduce this Climate Change Strategy and Action Plan.

Following the declaration of a climate emergency in 2019 the Council, through a cross party member working group, began the development of this

strategy with a view to achieving its ambitious goal of achieving Net Zero greenhouse gas emissions by 2030.

In the course of developing this strategy, the working group also identified that we are facing a nature crisis, with species, habitats and biodiversity already being in a state of decline and at risk of further diminishment.



The climate and nature crises are inextricably linked, with climate change contributing to nature's decline and the loss of nature reducing our abilities to reduce carbon and adapt to climate change. It is for this reason that this strategy seeks to address the climate and nature crises together, providing a holistic response to both crises. Tackling the twin crises can also bring co-benefits such as skilled jobs, warmer homes that are cheaper to heat, more green spaces to enjoy, cleaner air and active transport.

This strategy is not intended to be a static and definitive document. The actions, and in some cases our objectives, will evolve as we learn more about the best ways to address the challenges. However, this strategy allows us, for the first time, to set out a longer term vision for reducing emissions and improving the Borough's natural environment and to lay the foundations which will ensure that climate change and our natural environment are a green thread running through all of the Council's business now and into the future.

In addition to setting out what the Council can do to deliver and effect change - this strategy is a call to action to Rugby. We call on all of our local partners and residents from businesses, local community groups and voluntary organisations, parish councils and civic society to join us in recognising the global climate and nature crises and the need for urgent action.

This strategy gives the Borough a strategic direction and provides the framework within which we can collectively take responsibility and work together to deliver our Net Zero Vision.

Together, we can ensure that our Borough has a greener and more resilient future and is a place where future generations can truly thrive.

Together, we can ensure that Rugby Borough plays its part in addressing a global emergency.

Together, we must all take action now.



Cllr Emma Crane
Climate Change Champion



OUR NET ZERO VISION

'Rugby is an environmentally sustainable place where we work together to reduce and mitigate the effects of climate change, transitioning Rugby to a low carbon and nature positive place.'

OUR STRATEGY AND ACTION PLAN

This Net Zero Strategy and Action Plan sets out the approach and actions that Rugby Borough Council will need to take to meet our ambitious net zero by 2030 target. It sets out how the Council will respond to the climate and nature emergencies and how we will work together with all stakeholders to tackle climate change and nature loss. We will use the tools, levers and powers available to the Council and will focus on 7 themes in our Action Plan.



Workplaces and Economy



Transport



Natural Environment



Homes and Energy



Waste, Resources and the Circular Economy



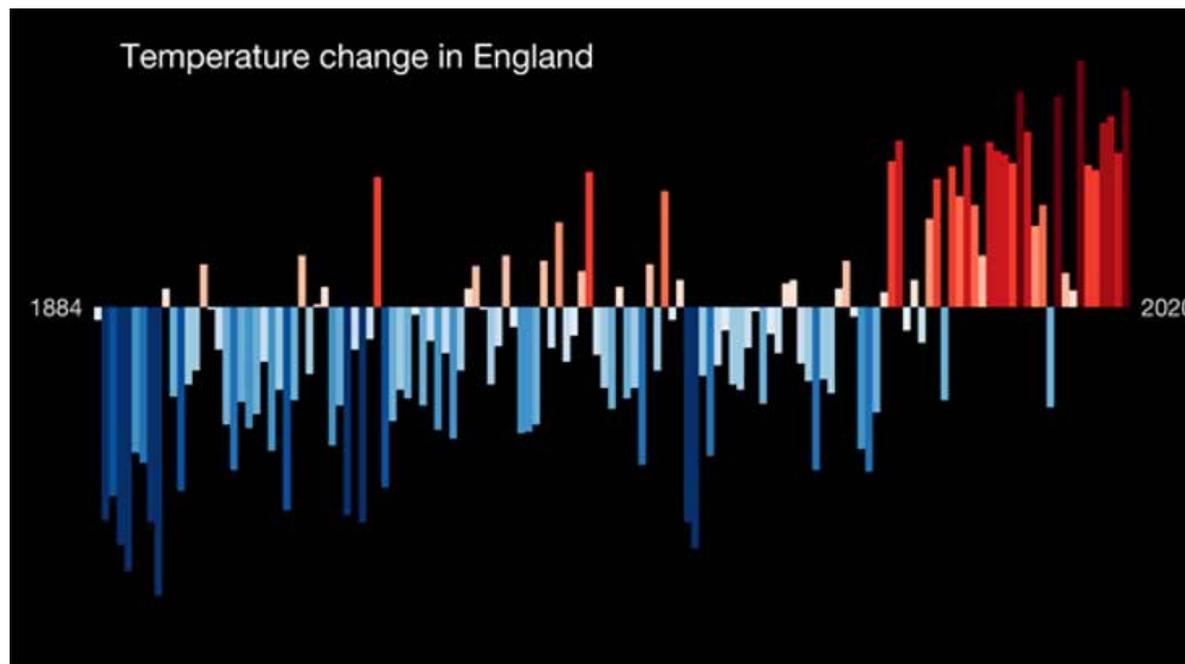
Climate and Nature Positive Communities



Adaptation



THE CHALLENGE



Ed Hawkins "Earth Warming Stripes"- temperature change in England 1884 - 2020

These stark warnings cannot be ignored which is why Rugby Borough Council is committed to taking action to reduce emissions.

"The IPCC Climate Report is a code red for humanity. The alarm bells are deafening, and the evidence is irrefutable: greenhouse gas emissions from fossil fuel burning and deforestation are choking our planet and putting billions of people at immediate risk. Global heating is affecting every region on Earth, with many of the changes becoming irreversible".

UN Secretary-General António Guterres,
August 2021



THE CHALLENGE

Climate change is the changes in global weather patterns that are driven by global heating which will increasingly affect all of us, including here in Rugby.

Greenhouse gasses are released as part of many of the things we all do on a day-to-day basis such as heating our homes or driving petrol and diesel cars, vans or lorries. It is also released through industrial processes. Specifically, it happens as a result of burning fossil fuels such as oil, gas and coal and they absorb radiation from the sun in the form of heat, which is circulated in the atmosphere. They accumulate as an insulating blanket around the Earth, trapping more of the Sun's heat in our atmosphere.

Carbon Dioxide (CO₂) is the most abundant greenhouse gas. The amount of CO₂ in the atmosphere has increased sharply since the industrial revolution due to human activity and is now at its highest in several million years, and research shows that the heat trapped by CO₂ and other greenhouse gasses is increasing the average global temperature. This is often referred to as global warming or global heating.

Global warming raises the risk of extreme weather events, environmental damage and habitat loss, economic damage, further sea level rises, risks to health and wellbeing and severe impacts on the world's poorest and most vulnerable populations.

The World Economic Forum has identified the top 5 global risks based on their likelihood of happening as being: extreme weather, climate action failure, natural disasters, biodiversity loss and human-made environmental disasters.

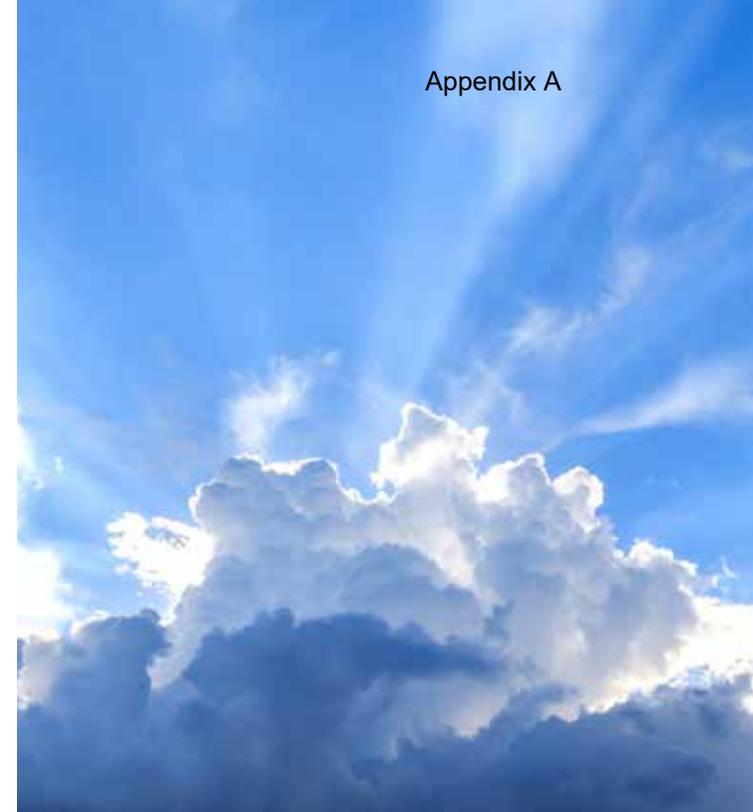
The greater the temperature rise, the greater the risks we face.

The Paris Agreement – a legally binding international treaty on climate change – was adopted in 2015 and it aims to limit global warming to well below 2 degrees, preferably to 1.5 degrees Celsius, compared to pre-industrial levels.

The temperature is rising in the UK, with the ten warmest years on record having occurred since 2002 and seven of the ten wettest years having happened since 1998.

We've already seen increased flooding across the UK, and indeed in Rugby Borough, with many of our rural villages and urban areas experiencing flooding events. It is not just extreme rainfall which will affect the UK, but the Met Office predict that heatwaves in the UK can be expected to happen every other year by 2050 and that winter storms are at least 40% more likely because of climate change.

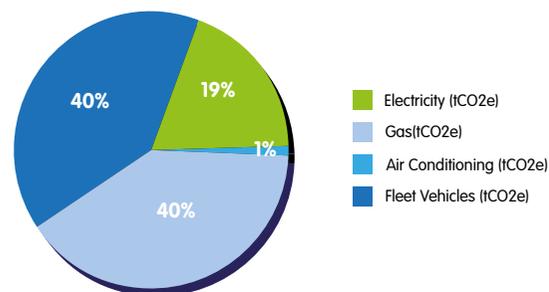
Increasingly frequent heatwaves and flooding will disrupt local farmers impacting food production and severe storms impact our transport networks and cause property damage.



CARBON EMISSIONS IN RUGBY

During 2021, the Council commissioned a study of its existing carbon footprint which calculated the emissions relating to our council buildings, leisure centre, fleet vehicles and other sources, identifying a carbon footprint over 2020/21 of 2,402 tCO₂e. These emissions were made up as follows:

2021 Emissions Breakdown



Reducing this to net zero presents a significant challenge, but one which the whole Council fully embraces. The actions needed to achieve this are set out in this Strategy and Action Plan.

The emissions set out in table 1 relate to Scopes 1 and 2, which can be summarised as direct emissions from owned or controlled sources and indirect emissions from the generation of purchased electricity, heating and cooling. The Council recognises the importance of tackling all other indirect emissions that occur through our business (Scope 3 emissions) and has already begun work to understand and reduce these.

¹ National Atmospheric Emissions Inventory <https://haei.beis.gov.uk/laco2app/> data sourced from <https://www.gov.uk/government/statistics/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics-2005-to-2019>

As a Council, we have direct control of a very small proportion, less than 1%, of carbon emissions produced in the Borough however, there is a lot we can do to influence the remaining emissions reductions through local leadership and partnership working.

In addition to putting our own house in order, we will lead the transition for the Borough of Rugby to become net zero, ensuring that it has a rich biodiversity where people can easily access nature, enjoy clean air, travel by using low carbon transport and heat buildings by using renewable energy.

In terms of Rugby Borough as a whole, recent data suggests an approximate carbon footprint of 1,791,000 tCO₂ for the Borough in 2019, made up as follows.

Rugby Borough's overall emissions are high compared to the national average – as measured by emissions per head of population. The most significant contributor is industry which is responsible for 61% of emissions in Rugby.

We are committed to gaining a more accurate and detailed understanding of the Borough's carbon footprint by working closely with local businesses, partner organisations, schools, community groups, parish councils and individuals to deliver urgent and transformative action and help all residents and businesses on the journey towards a net zero future.

“More than half the emissions cuts needed rely on people and businesses taking up low-carbon solutions – decisions that are made at a local and individual level. Many of these decisions depend on having supporting infrastructure and systems in place. Local authorities have powers or influence over roughly a third of emissions in their local areas”.

Climate Change Committee, Local Authorities and the Sixth Carbon Budget, December 2020



What We Have Done So Far

Rugby Borough Council declared a climate emergency in 2019, and committed to:

- Move the Council's operations towards Carbon Neutrality by 2030
- Establish action to tackle climate change as a key driver of all decision-making.
- Provide community leadership in reducing the impact of Climate Change.
- Take action to reduce the impact of climate change on a Borough wide basis and beyond, through adaptation.

The Council set aside an earmarked reserve of £0.500m to support the initial stages of our net zero journey but recognise that the long-term financial commitment required to delivering against the 2019 declaration will be significantly higher. The work being undertaken this year to develop the Climate Change Strategy and Action Plan will identify measures which will be included in our financial planning, including the Council's Medium Term Financial Strategy.

The Council also established a cross party member working group who were tasked with reporting on the initial steps required to begin addressing the Climate Emergency.

The Council adopted a new Corporate Strategy in 2021 which expanded on our climate change commitments and prioritised action to:

- As an organisation, be net zero by 2030.
- Work together to further improve the borough's connectivity and encourage greener travel.

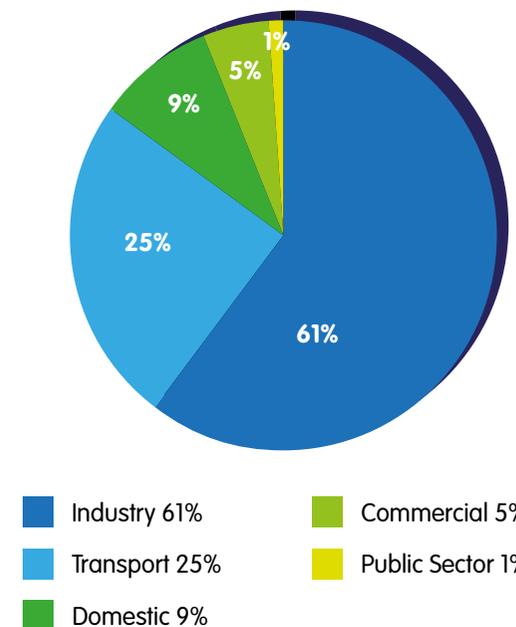
- Reduce residents' and businesses' impact on the environment and help them adapt to the consequences of climate change.
- Promote and encourage green and sustainable businesses within the borough.
- Build environmentally sustainable homes, including within our own housing stock.
- Link places together with good quality green infrastructure and improve biodiversity across the borough.
- Reduce the carbon footprint of our council housing stock by 2027.

Since adopting our Corporate Strategy, we have surveyed residents to better understand their hopes of this Climate Change Strategy and how the Council can support them to live more sustainably.

- 94% of respondents were concerned about the impacts of climate change and biodiversity loss.
- 47% of respondents felt that they understood climate change either a little or not at all.
- 89% of respondents stated that climate change affected their everyday decisions.
- The key areas where respondents felt that climate change informed their choices were waste management; managing their homes; travel choices and shopping
- Across all areas, a lack of suitable information and a lack of viable sustainable options were identified as key barriers.

In 2021, The Council appointed a councillor Climate Change Champion who is a member of the Council's cabinet and is able to advocate for positive action towards addressing the Climate Emergency in all Council business.

Estimated Emissions - Rugby Borough



In 2021, the Council hosted the Borough's first Climate Summit to better understand the Climate Change aspirations of our partners and how can work together to achieve our mutual goals.

As an outcome of the Climate Summit, and to facilitate future joint action, the Council has developed and launched a standalone website at www.rugbynetzero.co.uk to provide information and suggested actions that Rugby residents can take to help reduce emissions.

The Council has also used the summit to develop partnership arrangements with other organisations such as Transition Town Rugby, Warwickshire Wildlife Trust and Sustrans.

More recently, the Council has adopted a Climate Change and Environmental Impact Assessment to ensure that Climate Change and Environmental Impact is a key consideration in all future decisions across all departments.

What We Are Going To Do

Our Climate Change Strategy and Action Plan sets out our approach to championing and leading the transition to net zero in Rugby Borough and how we will deliver on our commitments. It is a framework for working with all our partners including residents in the Borough and takes a view of the key areas where local action can have the biggest impact. In delivering the Climate Change Strategy and Action Plan, we will review our actions annually identifying the expected costs, ownership and performance indicators for monitoring.

Every Council strategy and policy will reflect our net zero target, having been the subject of a Climate Change and Environmental Impact Assessment prior to adoption. This will ensure that action on climate change is a green thread through all Council business, decisions and actions.

Local authorities have many levers (such as planning powers, enforcement of building regulations and duties to protect our environment and collect waste) which can be used to deliver wider local action to reduce emissions and to help the borough to adapt to a changing climate.

We are committed to leading by example and to facilitate the degree and speed of change required, we are committed to changing our day to day working by:

- Upskilling Officers and Councillors with the knowledge and necessary support to deliver our climate change commitments
- Transforming how we work, maximising opportunities to reduce staff and councillor travel, encourage agile working and promote the efficient use of resources.
- Ensuring that sustainability is built into our procurement practice, in doing so ensuring that our suppliers methodologies are aligned to our climate change ambitions.
- Ensuring that climate change is embedded across the whole organisation and is a priority within each team, engendering a culture of shared responsibility and ownership.
- Establishing a clear performance framework that links climate change to every decision made, making it a "green thread" running through the organisation



The UK Government has committed to a national target of net zero emissions by 2050 (which is legally binding under the Climate Change Act 2008) and the Government and local authorities share a common goal to deliver on net zero targets. We'll also work closely with our neighbouring local authorities Stratford District Council, Warwick District Council, Nuneaton and Bedworth Borough Council, North Warwickshire Borough Council, Warwickshire County Council and the West Midlands Combined Authority. Without this joined up working and collaboration we won't be able to achieve our net zero targets.

There are many elements of the climate change agenda which require action, shifts in policy and new funding at a national, regional or sub-regional level. It is therefore important that we can accurately convey the Borough's priorities and needs to national, regional and sub-regional government bodies.

In doing so, we will:

- Ensure that clear communications are maintained with relevant government departments, local Members of Parliament, ministers and civil servants.
- Work with national bodies such as the Local Government Association and the District Councils Network to maximise our collective voice.
- Understand central government policy changes and disseminate key messages at a local level.
- Work across the broader geographies, advocating for the Borough and ensuring that the Borough's interests are acted upon at these levels.

This strategy recognises that the Council has multiple roles in addressing the Climate Emergency and delivering net zero, which are:

- a) **Delivering Change:** Those factors within the Council's direct control, where the Council can lead by example.
- b) **Enabling Change:** Those factors which the Council can facilitate by working with others for example by using our policies and procurement practices.
- c) **Influencing Change:** Those factors outside of our control, where the Council will seek to influence and support delivery through partnerships across the borough and engagement with central government.

We extend an invitation to all of our local partners and residents from businesses, local community groups and voluntary organisations, parish councils and civic society to join us in recognising the global climate emergency and the need for urgent action to help Rugby to become a net zero borough.



How We Will Monitor and Report Progress

We will integrate climate change targets into our performance reporting system by publishing on our dedicated climate site

www.rugbynetzero.co.uk a performance dashboard which reflects progress against this strategy and action plan in a clear and transparent manner. In addition to this performance dashboard, we will take every opportunity to report progress, for example using community events, reports to Council and via Council communications channels.

Monitoring of progress will be managed by the Deputy Executive Director and the Councillor Champion for Climate Change, who together will provide regular update reports to cabinet. Annual reporting against delivery of the action plan will be made to Cabinet and Full Council.

Reviewing Our Approach

It is recognised that the climate change and adaption landscape is continually developing, and it is anticipated that changes in technology, risks, opportunities and national policy will impact on the relevance and suitability of this strategy. With this in mind, the strategy will be formally reviewed every three years or sooner if required.



CLIMATE CHANGE ACTION PLAN

The following action plan provides a clear statement of our 2030 goals and how we will deliver them. These goals will be integrated into all aspects of the work we deliver ourselves, the changes we enable others to make and the steps we take to influence change on a broader scale. The action plan covers the following themes:



Workplaces and Economy



Transport



Natural Environment



Homes and Energy



**Waste, Resources and the
Circular Economy**



**Climate and Nature Positive
Communities**



Adaptation





Workplaces and the Economy

Around 17% of the UK's greenhouse gas emissions come from our businesses and industrial processes. These emissions are produced in different ways, including from industrial processes or from heating, and cooling, office buildings. Recent data suggest that industry and workplaces are the most significant contributor to the Borough's Carbon Footprint.

Local businesses have performed strongly in the past and have given rise to low unemployment levels, with strong businesses in the fields of engineering, scientific, technical, logistics, agricultural and independent sectors. They have worked to overcome many challenges including recessions, the pandemic and legislative changes – innovating to thrive through the most challenging of times. We must now work to support our local businesses to understand and address the climate challenge and support them take action to ensure a sustainable future.

The Council must lead by example and, through its own business, take advantage of the opportunities to reduce emissions and embed sustainable environmental principles in all aspects of our day-to-day work.





WORKPLACES AND THE ECONOMY

Our 2030 Goals:

- The Borough will benefit from environmentally friendly workplaces, where businesses play their part in helping the Borough become net zero by 2050.
- The Borough will benefit from non-residential buildings reaching net zero by 2030.
- The Borough will benefit from an economy that has adapted to climate change and is maximising the opportunities to become a hub for green businesses.
- The Borough will benefit from workplaces which are able to adapt and become resilient to future climate change.
- We will lead by example by ensuring that the Council's operations are net zero by 2030.

1.	What we will do	How we will progress this in 2022/23	By When	Measures of success	Responsible Officer	Progress	Corporate Strategy Reference
Delivering Change							
1.1	Upskill the Council's workforce and Councillors to deliver a carbon literate organisation	<p>We will achieve bronze level carbon literacy</p> <p>We will roll out a comprehensive Climate Change learning programme.</p> <p>We will ensure that Climate Change and Environmental Impact are considered in all council decisions</p>	August 2022	<ul style="list-style-type: none"> • Bronze Level Carbon Literacy achieved • Learning Programme in place • Number of participants in Climate Change Training learning packages • Climate Change and Environmental Impact Assessments complete 	Deputy Executive Director	<p>Aim high package offered to all Councillors</p> <p>Climate Change and Environmental Impact Assessment agreed</p>	1a 4a 4d
1.2	Year on year, reduce the Council's Carbon Footprint	<p>We will baseline the Council's Carbon Footprint</p> <p>We will agree and resource a corporate carbon management plan.</p>	<p>August 2022</p> <p>August 2022</p>	<ul style="list-style-type: none"> • Carbon baselining complete • Carbon management plan agreed 	Chief Officer – Homes and Communities	<p>Year 1 baselining complete</p> <p>Draft Carbon Management Plan received</p>	1a 3f



1.3	Reduce the reliance on fossil fuel-based energy in all Council operations by switching to renewable energy such as solar panels.	We will agree and resource a corporate carbon management plan.	August 2022	<ul style="list-style-type: none"> Carbon management plan agreed 	Chief Officer – Homes and Communities	Draft Carbon Management Plan received	1a 3f
1.4	Embed sustainable practices and increased climate resilience into all Council business, ensuring transparency through reporting as we do.	We will strengthen the Council's procurement policies ensuring that we purchase energy efficient and low carbon materials, services and technologies where possible and use suppliers who are either achieving or working towards net zero.	April 2023	<ul style="list-style-type: none"> Revised procurement policies agreed. 	Chief Officer – Finance and Performance		1a 4a 4d
			April 2023	<ul style="list-style-type: none"> Agile working policy agreed and implemented 	Chief Officer – Legal and Governance		
1.5	Improve the energy efficiency of our buildings by undertaking fabric upgrades, lighting retrofits and heating system replacement to low carbon alternatives such as a ground source heat pump.	We will agree and resource a corporate carbon management plan.	August 2022	<ul style="list-style-type: none"> Carbon management plan agreed 	Chief Officer – Homes and Communities	Draft Carbon Management Plan received	1a

Enabling Change

1.6	Support local businesses (particularly SMEs) to become net zero carbon organisations, by ensuring that they have access to the advice, guidance and support they need.	We will produce a net zero toolkit to support businesses to become net zero	April 2023	<ul style="list-style-type: none"> Net zero toolkit produced 	Deputy Executive Director		1e 1c 2b 2c 2f
			August 2022	<ul style="list-style-type: none"> Learning hub developed 	Chief Officer – Digital and Communications		
			August 2022	<ul style="list-style-type: none"> Number of new partner organisations engaged 	Deputy Executive Director		



1.7	Work with local businesses to encourage greener travel, promoting low emission commuting schemes and agile working.	We will deliver campaigns aimed at encouraging greener travel within the Borough's workplaces We will work with Warwickshire County Council in developing the local transport plan.	Ongoing April 2023	<ul style="list-style-type: none"> Number of travel campaigns delivered Local Transport Plan agreed 	Deputy Executive Director		1e 1c 1b 2b 2c 2f
1.8	Support local businesses to understand the risks arising from climate change and support them to adapt and become more resilient to increasing extreme weather.	We will commission the production of a local climate change risk assessment.	April 2023	<ul style="list-style-type: none"> Climate Change Risk Assessment Produced 	Deputy Executive Director		1e 1c 2b 2c 2f

Influencing Change

1.9	Support the delivery of a green economy, promoting green industries within the Borough	We will engage with education providers and businesses to support the upskilling and retraining of residents to work in green industries.	April 2023	<ul style="list-style-type: none"> Agreed priorities and delivery plans with local education providers 	Chief Officer – Growth and Investment		1e 1c 2a 2b 2c 2f
1.10	Lobby central and regional government to create the conditions for net zero workplaces in the Borough.	We will advocate for appropriate funding and policy changes to support the delivery of a net zero Council by 2030 and a net zero Borough by 2050.	Ongoing	N/A	Deputy Executive Director		1e 1c 2a 2b 2c 2f
1.11	Maximise the potential of our financial decisions to support our net zero ambitions.	We will explore the issuing of a Council Climate Bond, enabling investors to grow their money while making a positive environmental impact in Rugby borough. Investigate opportunities to redirect pensions and investments towards in net zero funds.	April 2023 Ongoing	<ul style="list-style-type: none"> Feasibility report produced % of investments in net zero funds 	Chief Officer – Finance and Performance		1a





Transport

In the UK, Domestic transport accounts for 22% of UK greenhouse gas emissions. The vast majority of this of this comes from the use of petrol and diesel in road transport, in particular passenger cars.

Recent figures confirm that transport accounts for 25% of all carbon emissions in Rugby Borough. The future mobility needs of the Borough must met in a manner that reduces these emissions and that is the least damaging to the environment.

Public transport, active travel and zero emissions vehicles will become a cornerstone of our work with partners and communities, promoting behavioural change by creating environments where active travel becomes a viable, affordable and desirable norm.

Additionally, transport related air pollution is associated with a number of adverse health impacts, and it is recognised that air pollution disproportionately affects the most vulnerable in society.





TRANSPORT

Our 2030 Goals:

- The Borough will benefit from an integrated and affordable sustainable transport system, where public transport is a viable and affordable option.
- The Borough will benefit from infrastructure which enables residents and visitors to make more journeys by active transport such as walking and cycling.
- The Borough will benefit from a transport system that is resilient to the changing climate.
- We will lead by example by transitioning the Council's own fleet to low/ zero emissions alternatives by 2030.

2.	What we will do	How we will progress this in 2022/23	By When	Measures of success	Responsible Officer	Progress	Corporate Strategy Reference
Delivering Change							
2.1	Work to decarbonise the Council's fleet by 2030.	<p>We will move the Mayor's Car to an electric vehicle.</p> <p>We will commission a report to define the stages and milestones for moving the council's fleet to low and zero carbon alternatives and will work towards a target of decarbonising the fleet by 2030 or earlier.</p>	<p>April 2023</p> <p>April 2023</p>	<ul style="list-style-type: none"> • Electric vehicle procured • Report produced and agreed 	Chief Officer – Operations and Traded Services		1a 1b 4a 4d
2.2	Reduce emissions from commuting to work and staff journeys by improving the provision and uptake of more active, public transport and low emissions travel options	<p>We will investigate and if appropriate establish a car sharing/car club scheme for council employees.</p> <p>We will promote 'Cyclescheme' throughout the workforce</p>	<p>April 2023</p> <p>August 2022</p>	<ul style="list-style-type: none"> • Car club / sharing scheme agreed and implemented • Cyclescheme promoted to all staff 	Deputy Executive Director		1a 1b 4a 4d
2.3	Develop the Council's own estate charging infrastructure by installing EV charging points to ensure that business journeys can be supported by suitable electric vehicle charging.	We will develop and agree an EV Charging Strategy and we will have installed at least 3 EV charging points on council owned land.	April 2023	<ul style="list-style-type: none"> • EV Charging Strategy agreed • Number of EV charging points installed 	Deputy Executive Director		1a 1b



2.4	We will work in partnership to improve air quality in the Borough, with a focus on Air Quality Management Areas	Specific actions set out in Air Quality Status Report	April 2023	<ul style="list-style-type: none"> Annual mean nitrogen dioxide (NO₂) will be reduced 	Chief Officer – Regulation and Safety		1a 1b 1c 2d 3e
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Enabling Change

2.5	Maximise the opportunities arising from our Town Centre Regeneration work, to deliver a sustainable transport network which is fit for the future.	We will agree a town centre regeneration plan	April 2023	<ul style="list-style-type: none"> Town centre regeneration plan agreed 	Chief Officer – Growth and Investment		1b 1c 1e 2b
		We will review our taxi licensing policies and support taxi operators to switch to electric vehicles	April 2023/ Ongoing	<ul style="list-style-type: none"> Revised taxi licencing policies agreed 	Chief Officer – Regulation and Safety		2d 3b 3e
2.6	Encourage decrease in car usage and increase in active travel such as walking and cycling by providing safe routes and working with partners to improve infrastructure.	Work with WCC to deliver a Cycling and Walking Infrastructure Plan	Ongoing	<ul style="list-style-type: none"> Number of travel campaigns delivered 	Deputy Executive Director		1e 1c 1b 2b
			April 2023	<ul style="list-style-type: none"> Local Transport Plan agreed 			2c 2f
2.7	Work with partners to deliver electric vehicle charging infrastructure which meets the needs of residents now and into the future.	We will produce and agree an EV Charging Strategy	April 2023	<ul style="list-style-type: none"> EV Charging Strategy developed and agreed 	Deputy Executive Director		1b



2.8	Ensure that future developments create better connected communities which reduce the need for travel and are close to the services and amenities which they need to thrive.	Review local plan policies which can be used to encourage better connected communities We will work with Parish Councils in the Borough to find ways of improving the connectivity in and around our rural areas.	Ongoing	<ul style="list-style-type: none"> Revised policies agreed Number of Parish Councils engaged 	Chief Officer – Growth and Investment Deputy Executive Director		1b 1c 1d 1f 1g 2b
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Influencing Change

2.9	Develop new partnerships to ensure the appropriate infrastructure is in place to enable sustainable travel.	<p>We will work in partnership with other organisations to encourage improvements to local rail infrastructure.</p> <p>We will work with local schools to encourage walking to school and the provision of cycling workshops.</p> <p>We will work with Warwickshire County Council to ensure that the Local Transport Planning places sustainable travel at the front of the agenda</p>	Ongoing	<ul style="list-style-type: none"> Clear plans agreed for the improvement of local rail infrastructure. 	Chief Officer – Growth and Investment		1b 1c 1e 2b 3e
			Ongoing	<ul style="list-style-type: none"> Number of campaigns delivered 	Deputy Executive Director		
			April 2023	<ul style="list-style-type: none"> Local Transport Plan Agreed 	Chief Officer – Growth and Investment		
2.10	Lobby central and regional government to create the conditions for low carbon travel in the Borough.	We will advocate for appropriate policy and funding to support modal shift including electric vehicles, sustainable public transport and active travel.	Ongoing	N/A	Deputy Executive Director		1b 1c 2b 3e



Natural Environment

The way in which we use our land has an important impact on the UK's greenhouse gas emissions. The agricultural sector was responsible for 11% of the UK's greenhouse gas emissions in 2020, most of which come from livestock, fertilisers and fuel use in farming.

Land use and land management will also have an important impact on carbon balances, for example in soils and forests. Alongside agriculture, other uses of land such as afforestation and agroecology have the potential to make a positive difference, absorbing carbon dioxide, improving biodiversity and countering the harmful impact of emissions from other sectors.

Our Borough benefits from wonderfully diverse habitats, with numerous designated sites of special scientific interest, local nature reserves and conservation sites. We know of the physical and mental health benefits which access to good quality green spaces and nature provides. However, significant proportions of our local species of birds, mammals, plants and insects are declining and at further risk.

It is imperative that we work with our communities and partners to halt the declines which we are already seeing and take measures to protect and improve our natural environment. By doing so, we can not only protect and restore local biodiversity, but we can also help to mitigate some of the future impacts of climate change. In addition, planting trees, restoring habitats and working towards sustainable land management practices will help to capture carbon.



NATURAL ENVIRONMENT



Our 2030 Goals:

- The Borough will benefit from a natural environment that is protected against future climate change, enhanced wherever possible and supported to recover from biodiversity loss.
- The Borough will benefit from 30% of the land area being utilised to support nature's recovery
- The Borough will benefit from nature based solutions which limit the impacts of a changing climate
- We will lead by example by reconsidering management regimes of the Council's own land holdings to the benefit of nature's recovery, for example by planting more trees or by rewilding

3.	What we will do	How we will progress this in 2022/23	By When	Measures of success	Responsible Officer	Progress	Corporate Strategy Reference
Delivering Change							
3.1	Reconsider, and in where appropriate change, the management of the Council's own land holdings to benefit nature's recovery, for example by planting more trees, hedgerows or by re-wilding.	<p>We will develop and implement a Community Orchard Scheme.</p> <p>We will engage local communities in the management and long-term care of Council owned green spaces.</p>	<p>April 2023</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Community Orchard Scheme developed and launched • Volunteer hours on Council owned sites 	Chief Officer - Leisure and Wellbeing		<p>1a</p> <p>1c</p> <p>1f</p> <p>3b</p> <p>3e</p>
3.2	Partner with the Wildlife Trust to deliver nature-based solutions on council owned land to help reduce, and adapt to, the risks associated with climate change.	<p>We will commission the production of a local climate change risk assessment.</p> <p>We will work with the Wildlife Trust to identify 'quick wins' which address more immediate risks</p>	<p>April 2023</p> <p>April 2023</p>	<ul style="list-style-type: none"> • Climate Change Risk Assessment produced and agreed • Initial programme of work agreed 	Deputy Executive Director		<p>1a</p> <p>1c</p> <p>1f</p> <p>3b</p> <p>3e</p>



3.3	Increase tree cover, and improve wildlife habitats and biodiversity across the Borough	We will commission a 'state of nature in Rugby' report to guide further actions	April 2023	• State of Nature report developed and agreed	Deputy Executive Director		1a 1c 1f 2b 2g 3b 3e
		We will develop a Biodiversity Strategy for the Borough and ensure that this is supported in the Local Plan.	April 2023	• Biodiversity Strategy agreed	Chief Officer – Leisure and Wellbeing		
		We will develop new relationships with the agricultural sector to maximise biodiversity benefits on agricultural land.	Ongoing	N/A	Chief Officer – Leisure and Wellbeing		

Enabling Change

3.4	Enable change at a local level by empowering and supporting parish councils and communities to improve and enhance their local natural environment	Develop and provide a climate change toolkit for parish councils and community groups.	April 2023	• Climate Change Toolkit produced	Deputy Executive Director		1c 1f 2g 3b 3e
		We will revisit local planning policies with a view to maximising opportunities for green space and nature's recovery through clarifying green space requirements for development in the Local Plan, for example through a development plan document (DPD)	Ongoing	• Revised policies adopted	Chief Officer – Growth and Investment		
3.5	We will maximise opportunities for using the planning system to facilitate benefits to the natural environment.	We will ensure that our planning policies set developments and land use standards that reduce carbon and increase sustainability.	Ongoing	• Revised policies adopted			1b 1c 1d 1f 2b 2g 3e



3.6	We will work with partners towards a target of at least 17% of land area being covered by Woodland by 2050, in line with recommendations by the UK Climate Change Committee.	We will partner with the Woodland Trust to support tree planting schemes throughout the Borough We will seek to identify one tree planting scheme per ward in 2022/23	April 2023	<ul style="list-style-type: none"> • Increase to woodland coverage (%) • Number of tree planting schemes agreed 	Deputy Executive Director Chief Officer Leisure and Wellbeing	1c 1f 2b 3e
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Influencing Change

3.7	Develop new partnerships to benefit the Borough's natural environment.	We will work with partners to influence the agricultural sector and other external landholders to reconsider land use and management practices, for the benefit of nature's recovery We will engage with local farmers and land owners to distribute information on improving and maintaining soil health for carbon storage		N/A	Deputy Executive Director	1c 1f 3b 3e
3.8	Lobby central and regional government to create the conditions for enhancing the natural environment in the Borough.	We will advocate for appropriate policy and funding to support natures recovery and investment in nature-based solutions.	Ongoing	N/A	Deputy Executive Director	1c 1f 2b 2g 3b 3e





Homes and Energy

The UK's 26 million homes are responsible for 14% of its greenhouse gas emissions. The majority of these emissions are as a result of burning fossil fuels. In particular, gas use dominates domestic sector energy consumption, making up 81% of consumption for heat purposes and 68% of overall domestic consumption.

With an estimated 158,000 tCO₂e emissions arising from home energy in Rugby, there is an increasing need to ensure that all homes in the Borough can become more energy efficient and transition to more sustainable sources of energy.

The Borough's existing homes and associated energy uses will need to be significantly changed to reduce their impact on the environment and to ensure that they are resilient to the impacts of future climate change. Equally, new housing in the Borough will need to be delivered from developments which are energy efficient and climate resilient.



HOMES AND ENERGY



Our 2030 Goals:

- The Borough will benefit from energy efficient homes which utilise sustainable energy sources, leading to a reduction in residential related carbon emissions.
- The Borough will benefit from homes which are more resilient to climate change and in particular, extreme weather events.
- The Borough will benefit from new developments where homes have high levels of energy efficiency, minimise carbon emissions and are resilient to climate change.
- We will lead by example by ensuring that the Council’s own housing stock has a reduced carbon footprint by 2027, with action being accelerated wherever possible.

4.	What we will do	How we will progress this in 2022/23	By When	Measures of success	Responsible Officer	Progress	Corporate Strategy Reference
Delivering Change							
4.1	Implement action to reduce the carbon impact of our housing stock	<p>We will carry out an audit of existing housing stock</p> <p>Our carbon management plan will determine the steps need to be taken to make our homes more energy efficient and to instal low carbon alternatives to fossil fuel heating such as heat pumps.</p> <p>We will develop an Energy Efficiency and Retrofit Strategy to decarbonise Council owned housing.</p> <p>We will develop and implement education programmes to ensure that our tenants understand how to use new technologies that are introduced.</p> <p>We will consider, and where appropriate act on, opportunities for green energy supply to Council owned housing, for example through the installation of solar photovoltaic cells.</p>		<ul style="list-style-type: none"> • Audit complete and agreed • Carbon Management Plan agreed • Number of adaptations made • Carbon footprint of our housing stock decreasing (tCO2e) • Education programme designed and delivered <p>N/A</p>	Chief Officer -Homes and Communities		1a 1c 1g 4a 3f



<p>4.2 We will ensure that new Council housing stock is built in the most sustainable and low carbon manner possible, beyond Building Regulation standards and supporting our net zero vision.</p>	<p>We will develop a roadmap to achieve net zero carbon new housing.</p>		<ul style="list-style-type: none"> Carbon Management Plan agreed 	<p>Chief Officer -Homes and Communities</p>		<p>1a 1c 1d 1g 2b 3f</p>
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Enabling Change

<p>4.4 Ensure that our planning policies support the council's commitment of net zero by 2030 and will support sustainable design and construction using low carbon materials.</p>	<p>We will bring forward a sustainable design and construction supplementary planning document</p>	<p>April 2023</p>	<ul style="list-style-type: none"> SPD adopted 	<p>Chief Officer – Growth and Investment</p>		<p>1a, 1c, 1d, 1g 2b, 3f</p>
<p>4.5 We will share appropriate information, advice and initiatives with owner occupiers in the Borough, supporting them to improve energy efficiency.</p>	<p>We will invest in education campaigns which support residents to make changes to their own homes and energy supplies, maximising the affordable warmth benefits associated with these changes.</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> Revised policies adopted 	<p>Chief Officer – Homes and Communities</p>		<p>1c 3f</p>
<p>4.6 We will engage with, and work with, the private rented sector, to deliver more energy efficient rented homes, for example to deliver EPC C as a minimum standard.</p>	<p>We will review the Council's landlords charter to include a greater emphasis on improving energy efficiency in privately rented housing.</p>	<p>April 2023</p>	<ul style="list-style-type: none"> Landlords Charter reviewed and updated 	<p>Chief Officer – Regulation and Safety</p>		<p>1c 3f</p>



4.7	We will work with partners to move all homes away from gas central heating systems, maximising the opportunities of non-fossil fuel heat sources, in particular heat pumps and will facilitate district heating opportunities for new developments.	We will work with partners to investigate options and bring forward a feasibility report	April 2023	N/A	Chief Officer – Homes and Communities		1c 2b 3f
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Influencing Change

4.7	Develop new partnerships to support the transition to zero carbon homes.	Work with local, national and regional partners to ensure that opportunities for education, attracting funding and delivering change are maximised.	Ongoing	N/A	Deputy Executive Director		1a 1c 1d 1g 2b 3f
4.8	Investigate and where appropriate take action to increase green energy production within the Borough.	We will work with partners to investigate options and bring forward recommendations as they become apparent	Ongoing	N/A	Deputy Executive Director		1a, 1c, 1d, 1g 3f
4.9	Lobby central and regional government to create the conditions for low carbon homes in the Borough.	We will advocate for appropriate funding schemes to support householders to switch to renewable energy sources and implement energy efficiency measures.	Ongoing	N/A	Chief Officer – Homes and Communities		1a 1c 1d 1g 2b 3f





Waste, Resources and the Circular Economy

3% of the UK's total greenhouse gas emissions come from waste. Approximately 89% of these emissions come from landfill sites where biodegradable wastes decompose to produce methane and carbon dioxide gas. In the UK, it is estimated that households produce around 9.5 million tonnes of food waste, the majority of which was intended to be consumed by people. More than 25 million tonnes of greenhouse gases are emitted by the food that the country wastes every year, contributing 5.5% to the country's total emissions.

In 2020/21 households in Rugby produced an average 870kg of household waste, of which 479kg was 'residual waste' which is disposed of to landfill or incineration. The remaining 45% of the Borough's household waste was either recycled, reused, or composted.

Our priority must be to reduce the amount of waste going to landfill in the first place, moving from a throwaway culture and towards a circular economy where we eliminate waste, re-use resources, and adopt nature positive, low carbon, resource-efficient systems.

We must reconsider our use of natural resources, focusing on sustainable consumption, production and materials management. The circular model redefines the economy around principles of designing out waste and pollution, keeping products and materials in use for as long as possible.



WASTE, RESOURCES AND THE CIRCULAR ECONOMY



Our 2030 Goals:

- The Borough will benefit from a resources and waste economy, which is focused on elimination of waste, re-use of goods, recycling of materials and recovery of energy.
- The Borough will benefit from a significantly reduced amount of residual waste going to landfill.
- The Borough will benefit from a waste management regime which generates reduced or zero carbon.
- We will lead by example by reducing the Council's own waste output year on year.

5.	What we will do	How we will progress this in 2022/23	By When	Measures of success	Responsible Officer	Progress	Corporate Strategy Reference
Delivering Change							
5.1	Measure, report and reduce the Council's own waste output, ensuring that more of the materials we use can be re-used or recycled.	<p>We will audit all RBC Waste, identifying volumes and nature of waste arisings</p> <p>We will develop and agree an action plan to reduce RBC waste output</p>	<p>August 2022</p> <p>April 2023</p>	<ul style="list-style-type: none"> • Audit complete and agreed • Action plan agreed 	<p>Chief Officer -Operations and Traded Services</p> <p>Chief Officer – Operations and Traded Services</p>		<p>1a</p> <p>4a</p> <p>4d</p>
5.2	Configure and deliver our waste collection rounds in the most efficient way possible, considering factors including the frequency of collection.	<p>We will review current configuration of waste and recycling rounds in light of governments waste and resources strategy, bringing forward recommendations for any changes</p> <p>We will work with the waste disposal authority to understand and ensure that waste management streams are as efficient and low carbon as possible.</p>	<p>April 2023</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Review complete • Decreased carbon emissions relating to waste and recycling collections • Baseline position agreed • Decrease in carbon emissions generated through waste management streams 	<p>Chief Officer – Operations and Traded Services</p> <p>Chief Officer – Operations and Traded Services</p>		<p>1a</p> <p>4a</p> <p>4d</p>



Enabling Change

5.3	Deliver campaigns, initiatives and information that supports behavioural change to minimise the generation of waste and shares best practice.	We will work across communities to embed the principles of responsible consumption, using and buying less and buying carbon neutral goods and services.	April 2023	<ul style="list-style-type: none"> Number of campaigns/ events supported 	Chief Officer – Operations and Traded Services		1a 1c 3b 4a
		We will support local initiatives relating to sustainable consumption such as food growing and distribution and repair and reuse shops.	April 2023	<ul style="list-style-type: none"> Number of initiatives supported 			
		We will work with Warwickshire County Council to provide information to residents on minimising waste of water.	Ongoing	N/A			
5.4	Work with the Warwickshire Waste Partnership to encourage greater recycling	We will work with schools and local businesses to provide advice on waste elimination and the responsible management of resources.		<ul style="list-style-type: none"> Number of schools and businesses engaged 	Chief Officer – Operations and Traded Services		1a 1c 3b
		We will work with partners to increase the range of materials that can be recycled or reused, while raising awareness of recycling opportunities, with a focus on hard to recycle goods such as electricals and clothing.	Ongoing	<ul style="list-style-type: none"> Increased recycling rates Decreased residual waste rates 			
		We will set ambitious targets regarding recycling rates through the Warwickshire Joint Municipal Waste Strategy	April 2023	<ul style="list-style-type: none"> Adoption of joint municipal waste strategy 			



5.5	Where waste arisings are unavoidable, we will work with partners to develop practical, innovative and effective methods for increasing reuse, for example by supporting the establishment of refill, re-use and recycling shops.	We will identify suitable projects and initiatives, investigating opportunities for greater collaboration	April 2023	• Number of initiatives engaged	Chief Officer – Operations and Traded Services		1a 1c 3b
5.6	Lead and support a Borough wide reduction in food waste, recognising both the environmental and financial benefits of doing so.	We will undertake a feasibility study regarding the introduction of food waste collections.	April 2023	• Feasibility study produced	Chief Officer – Operations and Traded Services		1a 1c 3b
		We will work with partners to promote the benefits of home composting.	August 2022	• Awareness campaign delivered			
		We will support and promote the Warwickshire 'Love Food, Hate Waste' initiative	August 2022	N/A			

Influencing Change

5.7	Develop new local and national partnerships to support the transition towards a circular economy zero carbon homes.	We will work with local, national and regional partners to ensure that opportunities for education, attracting funding and delivering change are maximised. We will work with the national leaders such as the Waste and Resources Action Programme (WRAP) to inform and deliver local support to the Borough.	Ongoing	N/A	Chief Officer – Operations and Traded Services		1a 1c 3b
5.8	Lobby central and regional government to create the conditions for low carbon homes in the Borough.	We will seek to influence government policy relating to waste, to ensure that future policy reflects and enables our climate ambitions. Our initial focus will be towards the UK Resources and Waste Strategy	Ongoing	N/A	Deputy Executive Director		1a 1c 2b 3b





Climate and Nature Positive Communities

We recognise that achieving the levels of change which are required to address the climate emergency is not possible without the meaningful engagement and involvement of our residents and the local community. We need to collectively identify the issues and co-design and co-deliver sustainable solutions.

The third sector is particularly strong within our Borough and brings a wealth of knowledge, expertise and passion. Equally, the Parish Councils of the Borough have a strong history of delivering meaningful change at a local level. The Council must work effectively with third sector organisations and parish councils as equal partners, aligning our shared priorities to deliver joint action.

On an individual basis, our residents must have easy access to good quality information that enables them to make informed choices in areas such as home energy, transport options, shopping and waste management. We must listen to feedback from residents to better understand how we can support sustainable options to become more desirable and more viable.





CLIMATE AND NATURE POSITIVE COMMUNITIES

Our 2030 Goals:

- The Borough will benefit from clear, accessible information relating to climate change, enabling residents to take individual action to live more sustainably.
- The Borough will benefit from empowered Third Sector Organisations and Parish Councils who act as agents for change.
- The Borough will benefit from a collective voice which engages with, and influences, all levels of government.
- We will lead by example by maintaining meaningful engagement with our communities in all aspects of our climate change work, co-designing solutions with stakeholders.

6.	What we will do	How we will progress this in 2022/23	By When	Measures of success	Responsible Officer	Progress	Corporate Strategy Reference
Delivering Change							
6.1	Work with communities in co-designing and co-delivering shared solutions to deliver our net zero vision.	<p>We will develop a network of Community Climate Champions to support the delivery of neighbourhood level action throughout the Borough.</p> <p>We will ensure equality through all aspects of our climate change work, engaging with all sections of society through the design and delivery of our actions.</p> <p>We will support our Councillors to take action in the wards they represent, acting as agents of change and community leaders.</p>	<p>August 2022</p> <p>Ongoing</p> <p>April 2023</p>	<ul style="list-style-type: none"> • Community Climate Champions Scheme Agreed • Number of Climate Community Champions enrolled • % of climate change projects with a complete Equality Impact Assessment • Number of Councillors undertaking Climate Change Training 	<p>Deputy Executive Director</p> <p>Chief Officer – Legal and Governance</p> <p>Chief Officer - Legal and Governance</p>		<p>1a</p> <p>1b</p> <p>1c</p> <p>3b</p> <p>3e</p> <p>3g</p>



6.2	Work with our third sector partners and parish councils, treating them as equal partners in the delivery of this Climate Change Strategy.	We will host an annual climate summit to engage partners and review progress in the delivery of this strategy	April 2023	• Summit delivered	Deputy Executive Director		1a 1b 1c 4c 3b 3e
		We will work with Warwickshire CAVA to understand and offer the support required by Voluntary Groups in the Borough	April 2023	• Number of groups supported to deliver climate change/ environmental projects	Chief Officer – Homes and Communities		
		We will provide parish councils, community groups and individuals with free to use resources such as carbon calculators and toolkits for change on rugbynetzero.co.uk	August 2022	• Resources available on website	Deputy Executive Director		
6.3	Ensure that good quality information is readily available for residents through our climate microsite, regarding the causes and effects of climate change, supporting them to live more sustainably	We will maintain the rugbynetzero.co.uk website as a single source of information for residents	Ongoing	N/A	Chief Officer – Digital and Communications		1a 1b 1c 3b 3e
6.4	Support local projects which seek to address broader climate change objectives, such as the provision of locally grown food or the development of local re-use shops.	We will map all known projects in the Borough, establish links with these projects and promote them via rugbynetzero.co.uk and supporting them as required		• Number of projects/ initiatives supported	Deputy Executive Director		1a 1b 1c 2c 2f 3b

Enabling Change

6.5	Partner with voluntary and community sector groups and parish councils to initiate new projects to address climate change and biodiversity loss at a local level.	We will map all known projects in the Borough, establish links with these projects and understand the support which they require.	April 2023	• Number of campaigns/ events supported	Deputy Executive Director		1b 1c 3b 3e
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6.6	Support communities to address food poverty and access sustainably sourced foods through community food growing and cooking projects.	We will engage partners including Garden Organic and seek to work with them to understand how we can best support community food projects.	Ongoing	• Number of projects supported	Deputy Executive Director	1c 3b 3e
6.7	Support residents, parish councils and community groups to take action to reduce the risks of climate change and extreme weather events.	We will commission the production of a local climate change risk assessment. We will share the outcomes of the climate change risk assessment with parish councils and community groups	April 2023	• Local Climate Change Risk Assessment produced	Chief Officer – Operations and Traded Services	1c 2b 2g 3b 3e

Influencing Change

6.8	Develop new local and national partnerships to support climate and nature positive communities.	We will work with local, national and regional partners to ensure that opportunities for education, attracting funding and delivering change are maximised. We will work with the national leaders such as the Waste and Resources Action Programme (WRAP) to inform and deliver local support to the Borough.	Ongoing	N/A	Chief Officer – Operations and Traded Services	1c 1e 3b 3e
6.9	Lobby central and regional government to create the conditions for Climate and Nature Positive Communities	We will ensure that our negotiations with sub-regional, regional and national government are reflective of the aspirations and concerns of local residents. We will advocate for appropriate grant funding schemes to support third sector organisations and parish councils to deliver change on a local basis. We will advocate for national policy changes which supports empowered communities being at the fore of Climate Change action.	Ongoing	N/A	Deputy Executive Director	1c 1e 3b 3e





Adaptation

The impacts of climate change are already being seen, with changes in average temperature, shifts in the seasons and an increasing frequency of extreme weather events. Current predictions suggest the need to prepare for a minimum of 2 degrees warming, but there is potential for a greater degree of change to be needed.

Adaptation refers to adjustments in ecological, social, or economic systems in response to actual or expected climate change, such as those described. Adapting to climate change will require collaboration across the whole community, with local authorities, private and public sectors, infrastructure providers and communities all playing a part.

Through this strategy and action plan, we will focus on the adaptation measures which can be best facilitated at a local level. By doing so, we hope to support increased resilience to climate change and, in particular the effects of extreme weather events.





ADAPTATION

Our 2030 Goals:

- The Borough will benefit from an increased understanding of the local risks posed by climate change and extreme weather events.
- The Borough will benefit from increased resilience to climate change and, the weather changes associated with it.
- We will lead by example by understanding the climate related risks which Council's buildings, assets and services face and taking action to reduce that risk.

7.	What we will do	How we will progress this in 2022/23	By When	Measures of success	Responsible Officer	Progress	Corporate Strategy Reference
Delivering Change							
7.1	Gain an in depth understanding of the main climate change risks facing the Borough	<p>We will commission the production of a local climate change risk assessment.</p> <p>We will engage third sector organisations and parish councils to ensure that we have the best community intelligence relating to climate change vulnerability and work with them to implement measures to increase resilience.</p> <p>We will use the the West Midlands Climate Change Risk Assessment and Adaptation Plan 2021-2026 as an initial basis for our adaptation work.</p>	April 2023	<ul style="list-style-type: none"> • Climate Change Risk Assessment Produced 	Deputy Executive Director		1c
7.2	Ensure that all Council assets and services are designed and delivered in a way that increases resilience to future climate change.	Following the production of a local climate change risk assessment, we will produce a Council adaptation action plan.	tbc	<ul style="list-style-type: none"> • Local adaptation plan produced and agreed 	Deputy Executive Director		1a 1c 4a 4d



7.3	Through our communications, we will ensure an increased understanding of the risks of climate change within our residents and business communities.	Following the production of a local climate change risk assessment, we will communicate the specific risks faced by the Borough	tbc	N/A	Chief Officer – Digital and Communications		1c 2b 2c
Enabling Change							
7.4	Work with a network of organisations to develop flood mitigation and other adaptation measures across the Borough.	We will engage Warwickshire County Council, utilities companies and other key stakeholders to understand adaptation plans which are already in place. We will work with our neighbouring District Councils and Warwickshire County Council, recognising those risks which are best managed by coordinated action across administrative boundaries.	April 2023	<ul style="list-style-type: none"> Local adaptation plan produced and agreed 	Deputy Executive Director		1c 2b 2c
7.5	Support businesses, parish councils and third sector organisations to consider and implement adaptation measures at a local level.	Following the production of a local climate change risk assessment, we will communicate the specific risks faced by the Borough	Ongoing	N?A	Deputy Executive Director		1c 2b 3b 3e
7.6	Work with developers to strengthen climate change adaptation into their plans, ensuring the delivery of climate resilient developments.	We will proactively engage with developers to understand their current approach to climate resilience We will review existing planning policies relating to climate change adaptation measures, such as use of green sustainable drainage systems and other nature-based solutions and measures to protect against overheating and water leakage.	April 2023	<ul style="list-style-type: none"> Number of developers proactively engaged Policies reviewed and agreed 	Chief Officer – Growth and Investment		2b 2g 3b 3e



Influencing Change

7.7	Lobby central and regional government to create the conditions for increased climate resilience within the Borough	<p>Advocate for national policy which reduces the local risks associated with climate change and extreme weather events.</p> <p>Advocate for appropriate policy and funding to support the delivery of adaptation measures throughout the Borough.</p> <p>Actively participate on a regional basis, specifically in relation to the West Midlands Climate Change Risk Assessment and Adaptation Plan 2021-2026</p>	Ongoing	N/A	Deputy Executive Director		1c 2b 3b 3e
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APPENDIX A - GLOSSARY OF TERMS

Adaptation - The process of adjustment to actual or expected climate and its effects

COP – Conference of the Parties - For nearly three decades the UN has been bringing together almost every country on earth for global climate summits – called COPs – which stands for ‘Conference of the Parties’.

IPCC – Intergovernmental Panel on Climate Change - the United Nations body responsible for assessing the science related to climate change.

ktCO₂ – kilotons of Carbon Dioxide.

Modal Shift - A change from one form of transportation to another.

Mitigation - A human intervention to reduce emissions or enhance the sinks of greenhouse gases.

Paris Agreement/ Paris Accords - The Paris Agreement under the United Nations Framework Convention on Climate Change was adopted in 2015 in Paris, France, at COP21. One of the goals of the Paris Agreement is ‘Holding the increase in the global average temperature to well below 2°C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5°C above pre-industrial levels’

Net Zero - Net zero carbon dioxide (CO₂) emissions are achieved when human related CO₂ emissions are balanced globally by human related CO₂ removals over a specified period. Net zero CO₂ emissions are also referred to as carbon neutrality.

Scope 1 – Direct emissions from operations that are owned or controlled by the reporting company.

Scope 2 – Indirect emissions from the generation of purchased or acquired electricity, steam, heating, or cooling consumed by the reporting company.

Scope 3 - All indirect emissions (not included in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.

tCO₂e - Tonnes of carbon dioxide equivalent - a standard unit for counting greenhouse gas emissions regardless of whether they're from carbon dioxide or another gas, such as methane.

CCC/ UKCCC – Climate Change Committee - The Climate Change Committee (CCC) is an independent, statutory body established under the Climate Change Act 2008.



APPENDIX B – CORPORATE STRATEGY REFERENCES

Outcome 1: "Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change"	
1a	As an organisation be net zero by 2030.
1b	Work together to further improve the borough's connectivity and encourage greener travel.
1c	Reduce residents' and businesses' impact on the environment and help them adapt to the consequences of climate change.
1d	Build environmentally sustainable homes, including within our own housing stock.
1e	Promote and encourage green and sustainable businesses within the borough.
1f	Link places together with good quality green infrastructure and improve biodiversity across the borough.
1g	We will reduce the carbon footprint of our council housing stock by 2027
Outcome 2: "Rugby has a diverse and resilient economy that benefits all residents"	
2a	Promote the borough of Rugby as a place to do business
2b	Encourage and support sustainable economic growth, consistent with our social and environmental priorities.
2c	Help businesses thrive and provide jobs for our residents.
2d	Develop and promote our town centre as a place to live, socialise and work.
2e	Make sure that residents have the skills they need to meet local demand.
2f	Nurture and support independent shops.
2g	Regenerate neighbourhoods that need support and build communities that sustain change.
Outcome 3: "Residents live healthy, independent lives, with the most vulnerable protected"	
3a	Invest in the mental health and wellbeing of our residents and communities, closing the health inequality gap.
3b	Make sure that residents are proud of their community and their borough
3c	Develop and tailor services to meet local needs, with a focus on prevention and early intervention.
3d	Support residents who are, or are at risk of being, homeless or sleeping rough.
3e	Support residents to lead active lives, with high quality, accessible green space and recreational facilities.
3f	Make sure that residents of Rugby have access to high quality, affordable, and environmentally sustainable homes.
3g	Promote, encourage and celebrate diversity and inclusion, to ensure that Rugby is a place where everyone feels welcome.
3h	Make sure that our communities are safe.
3i	Invest in extra support for families and young people.
Outcome 4: "Rugby Borough Council is a responsible, effective and efficient organisation"	
4a	Embrace digital opportunities and nurture a culture of innovation.
4b	Set robust, comprehensive and achievable budgets, exploring all avenues of income to meet our financial targets.
4c	Maintain robust systems of governance that ensure fairness, accountability, and transparency.
4d	Ensure that our organisational structure and methods of working are agile, efficient and effective.
4e	Undertake commercial activities in the open market, where it is sustainable and responsible to do so.
4f	Treat taxpayers' money with respect and ensure that our high-quality services demonstrate value for money.
4g	Provide residents with the service they need when they need it
4h	Make best use of data and customer insight to design services and interventions.



APPENDIX C – REFERENCE AND FURTHER READING

APSE Energy - <https://www.apse.org.uk/apse/index.cfm/local-authority-energy-collaboration/>

National Atmospheric Inventory Service - <https://naei.beis.gov.uk/data/local-authority?view=la-co2>

National Food Strategy - <https://www.nationalfoodstrategy.org/the-report/>

UK Government, 25-year environment plan - <https://www.gov.uk/government/publications/25-year-environment-plan>

UK Government, Climate Change Risk Assessment -
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1047003/climate-change-risk-assessment-2022.pdf

UK Climate Change Committee - <https://www.theccc.org.uk/uk-action-on-climate-change/>

UK Government, Net Zero Strategy - <https://www.gov.uk/government/publications/net-zero-strategy>

UK 100 - <https://www.uk100.org/>

WMCA, The West Midlands Climate Change Risk Assessment and Adaptation Plan 2021-2026 -
<https://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/West-Midlands-Climate-Change-Risk-Assmt-Adaptation-Plan-2021-26-Final.pdf>

World Economic Forum, Global Risks Report 2022 - <https://www.weforum.org/agenda/2022/01/global-risks-report-climate-change-covid19/>



Would you
like to know more?

www.rugby.gov.uk

 [@RugbyBoroughCouncil](https://www.facebook.com/RugbyBoroughCouncil)

 [@rugbybc](https://twitter.com/rugbybc)

#RightForRugby



Appendix B - Climate Change Strategy And Action Plan
September 2022 Amendments

[Page 1, document cover]

No changes

[Page 2, headed Introduction]

Paragraph 1 - change 'just this month' to 'earlier this year'

Paragraph 1 – change '....a record high of 420.23' to '.....a record high of 420.23 and we have seen temperatures in England reach 40 degrees'

Paragraph 6 – change 'Following the declaration of a climate emergency in 2019 the Council, through a cross party member working group.....' to 'Following the declaration of a climate emergency in 2019, which was supported unanimously by all parties, the Council, through a cross party member working group.....'

[Page 3, Introduction Continued]

No changes

[Page 4, headed "Our net zero vision"]

Change Our Net Zero Vision to:

'Rugby is an environmentally sustainable place where we work together to reduce and mitigate the effects of climate change, transitioning Rugby to a low carbon and nature positive place which is net zero by 2030.'

[Page 5, headed "The challenge"]

No changes

[Page 6, headed "The challenge" and accompanied by three images to the right]

No changes

[Page 7, headed "Carbon emissions in Rugby"]

No changes

[Page 8, headed "What We Have Done So Far"]

Change pie chart annotation from public sector "1%" to "< 1%" (i.e. less than 1%)

Page 9, no heading – three images to right of page including coffee cup]

No changes

[Page 10, no heading – three images to the right of page including EV being charged]

No changes

[Page 11, headed "How We Will Monitor and Report Progress"]

No changes

[Page 12, headed "CLIMATE CHANGE ACTION PLAN"]

No changes

[Page 13, headed “Workplaces and the Economy”]

No changes

[Page 14, headed “WORKPLACES AND THE ECONOMY”]

No changes

[Page 15, no heading]

No changes

[Page 16, no heading]

1.7 – insert new item in column 2 ‘We will engage with large local employers, such as those from the logistics and manufacturing sectors, to ensure alignment of strategies and plans’

1.7 insert new item in column 3 ‘April 2023’

1.7 insert new item in column 4 ‘Number of organisations engaged’

[Page 17, headed “Transport” with three images to the right]

No changes

[Page 18, headed “Transport” with a table below]

Change first 2030 goal from “The Borough will benefit from an integrated and affordable sustainable transport system, where public transport is a viable and affordable option.” to “The Borough will benefit from an integrated and affordable sustainable transport system, which incentivises residents to choose public transport over personal vehicles, wherever possible”

2.2 – Insert new item in column 2 ‘We will minimise council business journeys by private car, making best use of hybrid opportunities, car sharing, public and active transport’

2.2 – insert new item in column 3 ‘April 2023’

2.2 insert new item in column 4 ‘Business miles claimed within Council services’

[Page 19, no heading]

2.5 – insert new item in column 2 ‘We will engage with public transport providers to support the development of an integrated and sustainable public transport system’

2.5 – insert new item in column 3 – ‘April 2023’

2.5 – insert new item in column 4 ‘number of public transport providers engaged’

2.5 – insert new item in column 5 ‘Chief Officer – Growth and Investment’

[Page 20, no heading]

[Page 21, headed “Natural Environment”]

[Page 22, headed “NATURAL ENVIRONMENT”]

Change the final 2030 goal from ‘We will lead by example by reconsidering management regimes of the Council’s own land holdings to the benefit of nature’s recovery, for example by planting more trees or by rewilding’ to ‘We will lead by example by reconsidering management regimes of the Council’s own land holdings to the benefit of nature’s recovery, for example by planting more trees or by restoring nature’

[Page 23, no heading]

3.3 - Column 2 change '.....supported in the local plan' to '.....embedded in the local plan'

3.3 – change 'N/A' to 'Number of new organisations engaged'

3.4 – Column 2 change 'Develop and provide a climate change toolkit for parish councils and community groups.' to 'Develop and provide a climate change toolkit for parish councils and community groups, utilising partner initiatives such as the Wildlife Trust's Team Wilder Initiative'.

3.5 – insert new item in column 2 'We will work with local partners to set ambitious targets relating to biodiversity net gain'

3.5 – insert new item in column 3 'April 2023'.

3.5 – insert new item in column 4 'Biodiversity net gain requirement agreed'

[Page 24, no heading]

3.6 – insert new item in column 2 'We will work with partners such as the Wildlife Trust, Garden Organic and the Woodland Trust to develop local policies relating to the natural environment'

3.6 – insert new item in column 3 'New policies agreed'

3.6 – insert new item in column 4 'Chief Officer – Leisure and Wellbeing'

3.7 – insert new item in column 2 'We will work with partners to drive nature's recovery and support broader environmental benefits through the development of Nature Recovery Strategies'

3.7 – insert new item in column 3 'ongoing'

3.7 – insert new item in column 4 'Chief Officer – Leisure and Wellbeing'

[Page 25, headed "Homes and Energy"]

No Changes

[Page 26, headed "HOMES AND ENERGY"]

4.1 - In column 3 – insert 'TBC' for each action

4.1 – change column 4 from 'N/A/' to 'Number of Green Energy measures introduced'

[Page 27, no heading]

No changes

[Page 28, no heading]

No changes

[Page 29, headed "Waste, Resources and the Circular Economy"]

No changes

[Page 30, headed "WASTE, RESOURCES AND THE CIRCULAR ECONOMY"]

No changes

[Page 31, no heading]

5.3 – column 4 – change 'n/a' to 'information campaign delivered'

[Page 32, no heading]

5.6 – Column 4 – change 'N/a' to 'campaign promoted via rugby.netzero.co.uk website'

[Page 33, headed “Climate and Nature Positive Communities”]

No changes

[Page 34, headed “CLIMATE AND NATURE POSITIVE COMMUNITIES”]

6.1 insert new item in column 2 ‘We will work with faith communities and community associations to engage, empower and support seldom heard communities’

6.1 insert new item in column 3 ‘April 2023’

6.1 insert new item in column 4 ‘Number of new groups engaged’

6.1 insert new item in column 5 ‘Chief Officer – Homes and Communities’

[Page 35, no heading]

6.3 change ‘n/a’ to ‘number of visits to website’

6.3 insert new item in column 2 ‘We will work with schools to ensure that the rugbyntzero.co.uk microsite includes information and resources that can be used by educational establishments’

6.3 insert new item in column 3 ‘ongoing’

6.3 insert new item in column 4 ‘educational resources available on website’

6.3 insert new item in column 5 ‘Chief Officer – Digital and Communications’

[Page 36, no heading]

No changes

[Page 37, headed “Adaption”]

Change Paragraph 2 to:

"Adaptation refers to adjustments in ecological, social or economic systems in response to actual or expected climate change.

What this means in practical terms is that we need to be thinking about how we can make changes to current and new infrastructure to accommodate for the extreme temperatures and weather events which will occur more frequently. For example, this means ensuring we future proof new homes and buildings so that they are warm in winter through insulation and cool in hot summers through planting street trees, installing shutters etc.

Adapting to climate change will require collaboration across the whole community, with local authorities, private and public sectors, infrastructure providers and communities all playing a part."

[Page 38, headed “Adaption”]

No changes

[Page 39, no heading]

7.3 – column 4 -change ‘n/a’ to ‘communications campaign delivered’

7.5 – column 4 – change ‘n/a’ to ‘communications campaign delivered’

[Page 40, headed “Influencing change”]

No changes

[Page 41, headed "APPENDIX A – GLOSSARY OF TERMS"]

No changes

[Page 42, headed "APPENDIX B – CORPORATE STRATEGY REFERENCES"]

No changes

[Page 43, headed "APPENDIX C – REFERENCES AND FURTHER READING"]

No changes

[Page 44, BACK COVER]

No changes

[Page 43, headed "APPENDIX 3 – REFERENCE AND FURTHER READING"]

[General document note]

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

1. The Public Sector Equality Duty as set out under section 149 of the Equality Act 2010 requires Rugby Borough Council when making decisions to have due regard to the following:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sex/gender
 - sexual orientation
3. In addition to the above-protected characteristics, you should consider the crosscutting elements of the proposed policy, such as impact on social inequalities and impact on carers who look after older people or people with disabilities as part of this assessment.
4. The Equality Impact Assessment (EqIA) document is a tool that enables RBC to test and analyse the nature and impact of what it is currently doing or is planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. The questions will enable you to record your findings.
6. Where the EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. Once completed and signed off the EqIA will be published online.
8. An EqIA must accompany all **Key Decisions** and **Cabinet Reports**.
9. For further information, refer to the EqIA guidance for staff.
10. For advice and support, contact:
Minakshee Patel
Corporate Equality & Diversity Advisor
minakshee.patel@rugby.gov.uk
Tel: 01788 533509

Equality Impact Assessment

Service Area	Executive Directors
Policy/Service being assessed	Climate Change Strategy and Action Plan
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	New
EqlA Review team – List of members	Dan Green
Date of this assessment	5th September 2022
Signature of responsible officer (to be signed after the EqlA has been completed)	Dan Green

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

If you require help, advice and support to complete the forms, please contact Minakshee Patel, Corporate Equality & Diversity Advisor via email: minakshee.patel@rugby.gov.uk or 01788 533509

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 climate change strategy and action plan sets out intended priorities, goals and actions to support the Council and the wider Borough to address the climate emergency
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	It particularly addresses the Corporate Outcome of "Rugby is an Environmentally Sustainable Place where we work together to reduce and mitigate the effects of climate change".
(3) What are the expected outcomes you are hoping to achieve?	The strategy and action plan set out how the Council will work together with all stakeholders, including the residents of the Borough, to tackle climate change and nature loss.
(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>	
(1) What does the information tell you about those groups identified?	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources). The strategy affects the whole population of the Borough including workforces (who may not live in the Borough) and visitors. Consultation responses have not shown the anticipated level of diversity of respondents and therefore further measures will need to be put in place to ensure that the whole population is aware of the strategy, benefits from the strategy and is engaged in the delivery of actions.

Appendix C

<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>Yes – a full consultation has been carried out, however further work is necessary to ensure that the strategy is inclusive over its lifetime.</p> <ul style="list-style-type: none"> • The age profile of respondents demonstrated a need for further engagement of young people (specifically 16-24 year olds) • 82% of consultation respondents identified as white English/ Scottish • 81% of consultation respondents identified as heterosexual / straight • The consultation attracted no respondents who specified their religion as Buddhist, Hindu, Jew or Muslim. • 9% of respondents considered themselves to have a disability. <p>The above information will be utilised to help direct future engagement efforts.</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>See above</p>		
<p><u>Stage 3 – Analysis of impact</u></p>			
<p><u>(1) Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination? If yes, identify the groups and how they are affected.</p>	<p style="text-align: center;">RACE</p> <p>No adverse impacts identified however response rates to the consultation demonstrate a need to further engage individuals of a range of ethnicities.</p> <p>The council has previously developed positive relationships with numerous community organisations and community leaders who should be engaged to achieve these aims.</p>	<p style="text-align: center;">DISABILITY</p> <p>No adverse impacts identified however the council has previously developed positive relationships with organisations such as the Rugby Disability Forum who should be engaged to help ensure an inclusive approach.</p>	<p style="text-align: center;">GENDER</p> <p>No adverse impacts identified.</p>

Appendix C

	<p>MARRIAGE/CIVIL PARTNERSHIP</p> <p>No adverse impacts identified.</p>	<p>AGE</p> <p>No adverse impacts identified however engagement of young people will be key to the long term success of the strategy.</p>	<p>GENDER REASSIGNMENT</p> <p>No adverse impacts identified.</p>
	<p>RELIGION/BELIEF</p> <p>No adverse impacts identified however response rates to the consultation demonstrate an need to further engage individuals of different religions or beliefs.</p> <p>The council has previously developed positive relationships with numerous community organisations and community leaders who should be engaged to achieve these aims.</p>	<p>PREGNANCY MATERNITY</p> <p>No negative impacts identified</p>	<p>SEXUAL ORIENTATION</p> <p>No adverse impacts identified</p>
<p><u>(2) Cross cutting themes</u></p> <p>(a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	<p>The success of the strategy hinges on the successful engagement of and collaboration with all parts of the Borough’s community. Failure to engage groups or individuals could lead to inequity, with some being more exposed to the risks associated with climate change (climate inequality). This risk extends to those who are socially or financially excluded and, as the strategy and action plan are delivered, it will be important to assess the extent to which climate inequality is being addressed</p>		

(3) If there is an adverse impact, can this be justified?	N/A
(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)	Periodic review of delivery plan Performance metrics for individual projects EQIAs for individual projects
(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?	This will be addressed through individual constituent projects
(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?	This will be addressed through individual constituent projects
(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	This will be addressed through individual constituent projects
<u>Stage 4 – Action Planning, Review & Monitoring</u>	

<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1" data-bbox="875 352 2116 837"> <thead> <tr> <th data-bbox="875 352 1122 427">Action</th> <th data-bbox="1122 352 1368 427">Lead Officer</th> <th data-bbox="1368 352 1615 427">Date for completion</th> <th data-bbox="1615 352 1861 427">Resource requirements</th> <th data-bbox="1861 352 2116 427">Comments</th> </tr> </thead> <tbody> <tr> <td data-bbox="875 427 1122 576">Annual review of delivery plan to include review of EQIA</td> <td data-bbox="1122 427 1368 576">Deputy Executive Director</td> <td data-bbox="1368 427 1615 576">April 2023 (and each subsequent April)</td> <td data-bbox="1615 427 1861 576">N/A</td> <td data-bbox="1861 427 2116 576">Please record observations</td> </tr> <tr> <td data-bbox="875 576 1122 762">EQIA to be agreed for constituent projects as they progress</td> <td data-bbox="1122 576 1368 762">Deputy Executive Director</td> <td data-bbox="1368 576 1615 762">Rolling programme</td> <td data-bbox="1615 576 1861 762">N/A</td> <td data-bbox="1861 576 2116 762"></td> </tr> <tr> <td data-bbox="875 762 1122 799"></td> <td data-bbox="1122 762 1368 799"></td> <td data-bbox="1368 762 1615 799"></td> <td data-bbox="1615 762 1861 799"></td> <td data-bbox="1861 762 2116 799"></td> </tr> <tr> <td data-bbox="875 799 1122 837"></td> <td data-bbox="1122 799 1368 837"></td> <td data-bbox="1368 799 1615 837"></td> <td data-bbox="1615 799 1861 837"></td> <td data-bbox="1861 799 2116 837"></td> </tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments	Annual review of delivery plan to include review of EQIA	Deputy Executive Director	April 2023 (and each subsequent April)	N/A	Please record observations	EQIA to be agreed for constituent projects as they progress	Deputy Executive Director	Rolling programme	N/A											
Action	Lead Officer	Date for completion	Resource requirements	Comments																										
Annual review of delivery plan to include review of EQIA	Deputy Executive Director	April 2023 (and each subsequent April)	N/A	Please record observations																										
EQIA to be agreed for constituent projects as they progress	Deputy Executive Director	Rolling programme	N/A																											
<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).’

Rugby Borough Council

Climate Change and Environmental Impact Assessment

September 2022

CONTEXT

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

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

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

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

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

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

SECTION 1: OVERVIEW

Portfolio and Service Area	Executive Directors (All Portfolios)
Policy/Service/Change being assessed	Climate Change Strategy and Action Plan
Is this a new or existing Policy/Service/Change?	New
If existing policy/service please state date of last assessment	N/A
Ward Specific Impacts	All
Summary of assessment Briefly summarise the policy/service/change and potential impacts.	The assessment considers the environmental and climate change impacts of the Climate Change Strategy and Action Plan. The strategy has been the subject of a 6 week consultation and Council are asked to consider amendments prior to adoption.
Completed By	Dan Green
Authorised By	Dan Green
Date of Assessment	6 th September 2022

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"/>	Individual projects described within the strategy and action plan seek to proactively reduce energy consumption, for example through materials upgrades, efficiencies and insulation improvements. The strategy also recognises the Council's role in supporting the Borough to reduce energy usage.	To be reviewed periodically and addressed subsequent action plans	Dan Green	Annual Review
Fleet usage	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Individual projects described within the strategy and action plan include a drive to reduce fleet usage and to move existing fleet to more sustainable sources where appropriate. The strategy also recognises the Council's role in supporting the Borough towards sustainable travel and away from a reliance on private vehicles.	To be reviewed periodically and addressed subsequent action plans	Dan Green	Annual Review

Sustainable Transport/Travel (customers and staff)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Individual projects described within the strategy and action plan seek to promote active travel, public transport and other forms of sustainable travel throughout the Borough	To be reviewed periodically and addressed subsequent action plans	Dan Green	Annual Review
Sustainable procurement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The action plan includes a review of current procurement practice to ensure that sustainability is considered throughout procurement processes	To be reviewed periodically and addressed subsequent action plans	Dan Green	Annual Review
Community leadership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The strategy and action plan seek to empower members to fulfil their community leadership role in delivering positive action regarding climate change.</p> <p>By supporting Councillors to be community leaders in respect of Climate Change, the Council will be leading by example and demonstrating the art of the possible to the wider community</p>	To be reviewed periodically and addressed subsequent action plans	Dan Green	Annual Review
Biodiversity and habitats	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The strategy and action plan seek to protect natural resources, enhance biodiversity and address habitat loss.	To be reviewed periodically and addressed subsequent action plans	Dan Green	Annual Review

<p>Adaptation/Mitigation</p>	<p><input type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p>Though the detail of the climate change risks being faced by the Borough is not known, the strategy and action plan take positive steps towards understanding this risk and communicating it with all stakeholders – prior to addressing it.</p>	<p>To be reviewed periodically and addressed subsequent action plans</p>	<p>Dan Green</p>	<p>Annual Review</p>
<p>Impact on other providers/partners</p>	<p><input type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p>The strategy and action plan recognises the influencing and enabling roles which the Council must fulfil. The success of the strategy will hinge on the engagement and involvement of strategic partners and all sectors of the community</p>	<p>To be reviewed periodically and addressed subsequent action plans</p>	<p>Dan Green</p>	<p>Annual Review</p>

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	1st April 2023
Key points to be considered through review	As detailed above
Person responsible for review	Dan Green
Authorised by	Dan Green

AGENDA MANAGEMENT SHEET

Report Title:	Localism Act - Pay Policy Statement
Name of Committee:	Council
Date of Meeting:	28 September 2022
Report Director:	Chief Officer Legal & Governance
Portfolio:	Finance, Performance, Legal & Governance
Ward Relevance:	N/A
Prior Consultation:	N/A
Contact Officer:	Aftab Razzaq Chief Officer Legal & Governance
Public or Private:	Public
Report Subject to Call-In:	No
Report En-Bloc:	No
Forward Plan:	No
Corporate Priorities:	This report relates to the following priority(ies): <input type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 <input type="checkbox"/> This report does not specifically relate to any Council priorities but
(C) Climate (E) Economy (HC) Health and Communities (O) Organisation	
Summary:	The Council aims to have remuneration packages that ensure appropriate and fair pay and benefits for employees in a diverse range of roles and responsibilities. The role title of Executive Director and Deputy Executive Director be amended to reflect the seniority and responsibilities of the present role.

Financial Implications:	No additional financial implications
Risk Management Implications:	A fair policy and process to assess jobs consistent will give the Council a robust defence against Equal Pay or Discrimination claims. High pay multiples could attract adverse publicity to the Council.
Environmental Implications:	None
Legal Implications:	A fair policy and process to assess jobs consistent will give the Council a robust defence against Equal Pay or Discrimination claims.
Equality and Diversity:	A fair policy and process to assess jobs consistent will give the Council a robust defence against Equal Pay or Discrimination claims.
Options:	To approve the new Pay Policy Statement and the recommendation for the change in title for the Executive Director. or: To request amendments to the Pay Policy Statement
Recommendation:	<ol style="list-style-type: none"> 1. The new Pay Policy Statement, as at Appendix 1 to the report, be adopted with immediate effect; 2. the title of both the Executive Director and Deputy Executive Director being changed, with immediate effect to Chief Executive and Deputy Chief Executive; and 3. delegated authority be granted to the Monitoring Officer to make the necessary amendments to the Constitution relating to the above recommendation.
Reasons for Recommendation:	To comply with legislative requirements to review, annually, our Pay Policy Statement and to ensure the title of the roles of the Executive Director and Deputy Executive Director reflects the correct status as Chief Executive and Deputy Chief Executive.

Council - 28 September 2022

Localism Act - Pay Policy Statement

Public Report of the Chief Officer - Legal and Governance

Recommendation

- (1) The new Pay Policy Statement, as at Appendix 1 to the report, be adopted with immediate effect;
- (2) the title of both the Executive Director and Deputy Executive Director being changed, with immediate effect to Chief Executive and Deputy Chief Executive; and
- (3) delegated authority be granted to the Monitoring Officer to make the necessary amendments to the Constitution relating to the above recommendation.

1. INTRODUCTION

The government, in 2011/12, introduced legislative requirements for councils to prepare and publish policy statements for how they intend to manage the pay of the most senior staff. At the same time, they have stressed the importance of fair rewards by highlighting the need to safeguard the lowest paid. The concept of fairness was amplified in The Hutton Review of fair pay in the public sector (March 2011), which stressed the importance of the relationship between the top and median salaries in organisations, which is now required in the government's Code of Recommended Practice on Data Transparency.

The Council's first Pay Policy Statement was approved by full Council on 23rd February 2012. Chapter 8 of the Localism Act 2011 requires local authorities to review this each financial year.

2. REVISIONS TO STATEMENT

There were three changes in 2022/3 that will impact on the Council's pay multiples (see section 4 of the Pay Policy Statement for more information on pay multiples):

- A recent salary benchmarking review for the Executive Director
- The reinstatement of the statutory allowances for both the Section 151 Officer and Monitoring Officer whilst being members of the Leadership Team.

A copy of the revised Pay Policy Statement is attached at Appendix 1.

3. CONSULTATION

A copy of the revised statement has been circulated to Trade Union representatives.

4. TITLE CHANGE RELATING TO EXECUTIVE DIRECTOR AND DEPUTY EXECUTIVE DIRECTOR

The title of the Executive Director has been in place for number of years. This title was reflective of the historic structure both organisationally and politically. However, the title no longer is reflective of the role and contradicts equivalent roles across all the district councils in Warwickshire. Rugby Borough Council is the only local authority in Warwickshire that has the title of the Executive Director. All of the district councils presently hold the title of 'Chief Executive' and the proposed recommendations ensures alignment with neighbouring districts and fundamentally the title reflecting the present role, and responsibilities.

The change in the title of Executive Director also then results in the change to the Deputy role with the proposed recommendation stating this to be changed to Deputy Chief Executive.

Name of Meeting: Council

Date of Meeting: 28 September 2022

Subject Matter: Localism Act - Pay Policy Statement

Originating Department: Legal and Governance

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

PAY POLICY STATEMENT 2022/23

POLICY STATEMENT

The Council aims to have remuneration packages that ensure appropriate and fair pay and benefits for employees in a diverse range of roles and responsibilities.

1. Remuneration Provisions

Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit”. This Pay Policy Statement sets out the Council’s approach to pay policy in accordance with the requirements of Sections 38 and 40 of the Localism Act 2011. The purpose of the statement is to provide transparency about the Council’s approach to setting the pay of its employees.

In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money. This is in respect of the use of public expenditure, balanced against the need to recruit and retain employees who can meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

1.1 Definition of Chief Officers

The definitions of Chief Officers are taken from the Localism Act 2011. These currently include:

- Executive Director
- Deputy Executive Director
- Chief Officers (Leadership Team)
- Section 151 Officer and Deputy
- Monitoring Officer and Deputy

For the purposes of this report our posts of Chief Officer will be titled ‘Chief Officer (Leadership Team)’ to avoid confusion with the wider definition of Chief Officer set out in the Localism Act.

1.2 Definition of Lowest Paid Employees

The lowest paid persons employed under a contract of employment with the Council could potentially be on a full time [37 hours] equivalent salary at the bottom of our Grade A, which currently is £18,333 per annum. A pay review is due from 1 April 2022. For information, the National Living Wage increased to £11.52 per hour in April 2022.

Whilst we may employ apprentices on a lower wage, they are on a training agreement with the Council, rather than a full employment contract. We also employ Casuals who will be paid at the Grade A salary quoted above. Apprentices and Casual employees have been excluded from our pay data.

2. Policy on Remuneration of Chief Officers

2.1 Levels of Pay for Each Chief Officer

Executive Director, Deputy Executive Director and Chief Officers (Leadership Team) are paid on a salary, which is considered a market rate within the local government sector. The Council currently aims to provide salaries within the lower quartile to median range of market rates.

The Executive Director and Deputy Executive Director are paid on a salary scale with three incremental levels. The Chief Officers (Leadership Team) salary scale has five incremental levels.

The current levels of pay for each Chief Officer are set out in Appendix 1.

2.2 Value for Money

Value for Money, to the whole of the public sector, is considered when setting Chief Officers' pay. We generally seek to match salaries at the lower quartile pay benchmark level or, where there are recruitment and retention difficulties, at the median level. There are currently no arrangements in place, for Chief Officers, which could be perceived as seeking to minimise tax payments.

2.3 Elements of Remuneration for Each Chief Officer

In addition to basic salary, set out in Appendix 1, are details of other elements of 'additional pay' which are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfillment of duties.

There are currently no Chief Officers in receipt of an Essential Car User allowance. This policy is for those employees that meet the business mileage requirements as set out in our Car Allowances Policy.

A supplement is paid on basic pay to remunerate the additional responsibilities of the Section 151 Officer, Monitoring Officer and their deputies. The supplement for the deputies is 50% of the supplement for the Section 151 Officer and the Monitoring Officer.

The Legal and Governance Chief Officer, who is the Council's Returning Officer receives an Election Allowance. This allowance is set by central government. It varies each year depending on the number and type of elections in the year. In previous years, this allowance has been partly shared with the Deputy Returning Officer.

For an exceptional piece of work or an exceptional achievement, a Chief Officer may be awarded an honorarium. An honorarium is either a one off payment or can be a monthly allowance for a temporary period.

These elements of remuneration are set out in Appendix 1.

2.4 Pay Levels on Recruitment

The pay level offered on recruitment is typically the bottom point of the salary grade. In situations, however, where the individual recruited has a high level of knowledge or skills, and/or previous relevant experience, a higher salary, up to the maximum salary for that post, may be authorised, by the recruitment appointment panel, who would be advised by Human Resources. For internal appointments, the new Chief Officer is appointed at the bottom of the new salary grade with a minimum of one increment increase on their previous salary.

From time to time, it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.

Where the Council is unable to recruit to a post at the designated grade, it will consider increasing the salary scale to be closer to the 'market rate' for the job. For such posts, we may authorise a market forces supplement. Such supplements are reviewed, at least on a three-yearly basis.

Where the Council remains unable to recruit chief officers under a contract of service, or there is a need for interim support to provide cover for a vacant substantive chief officer post, the Council will, where necessary, consider and engage individuals under 'contracts for service' (for example a consultancy contract or a contract with a sole trader/freelancer). These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service.

2.5 Increases to Pay

Any cost of living increases agreed through the Joint National Council (JNC) or the National Joint Council for Local Government Services (NJC) are applied to Chief Officers pay, depending on whether the employee is covered by JNC or NJC conditions of service. This is typically on 1st April each year.

Chief Officers will receive an incremental increase to their pay as follows:

Chief Officers appointed between 1st October and 31st March will receive an increment after six months service.

Chief Officers appointed between 1st April and 30th September will receive an increment on the following 1st April.

Thereafter, all Chief Officers will receive increments annually on 1st April until they reach the top of their grade.

All increments are subject to satisfactory performance and will be withheld if the Chief Officer has a live formal written warning for absence, conduct or performance issues.

Where a Chief Officer has given exceptional performance then they may be awarded additional increments in line with our policy on Accelerated Increments. This is subject to their pay not exceeding the maximum salary for their post.

As mentioned above, Chief Officers' pay, for Chief Officers (Leadership Team) and above, will be measured against the market on, at least, a three yearly basis to ensure we maintain consistency with our peer local authorities. Where there are significant changes in market rates then a pay benchmarking assessment will be carried out for Chief Officers. Pay levels were benchmarked at the following times:

Posts	Date of Benchmarking Review
Executive Director	July 2021
Deputy Executive Director	July 2021
Chief Officer (Leadership Team)	November 2021
Section 151 Officer and Monitoring Officer allowances	April 2020

Where a Chief Officer is, for more than three months, temporarily working in a higher level role, then they receive the higher salary relevant to that role. Shorter periods of 'acting up' may be remunerated by an honorarium or the officer receives the higher salary of the new role for the specified period.

2.6 Performance Related Pay or Bonuses

Exceptional performance of Chief Officers is recognised by either accelerated increments or an honorarium, as detailed previously. Poor performance may result in an increment being withheld.

2.7 Termination Payments

In the case of redundancy, a redundancy payment would be made to a Chief Officer in line with our Redundancy policy.

In the case of termination due to ill-health, then there would be no termination payment, but a higher pension benefit may be approved by the pension scheme. The pension benefit may include a lump sum in addition to an on-going pension payment.

Any contractual payments such as outstanding annual leave are usually included in payments on termination of employment. Similarly, any monies owing to the Council would be deducted from payments made on termination.

The Council's approach to [statutory and] discretionary payments on termination of employment of chief officers, prior to reaching normal retirement age, is set out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation)

Regulations 2006 [and if adopted] Regulations 12 and 13 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007.

Any other payments falling outside these provisions, or the relevant periods of contractual notice shall be subject to a formal decision made by the Leader of the Council with delegated authority to approve such payments.

The Council may choose to make a payment under a Settlement Agreement to protect against compensation claims that could be expensive or bring the Council into disrepute. These are not frequently used and will always be less than two years' salary.

Where a Section 151 Officer or Monitoring Officer or their deputies cease carrying out these statutory roles, or a supplement is no longer considered appropriate at that level of role, then the supplements paid will be ended by giving three months' notice. Consideration will be given to waive this notice period at the request of the individual.

3. Policy on Remuneration of our Lowest Paid Employees

Our lowest paid employees' salary is determined by the grade for their post, which is underpinned by a job evaluation scheme, rather than being paid a market rate for their job. Market supplements are given to some posts where there are recruitment and retention difficulties. Currently none of our lowest paid employees receive a market supplement on their salary to bring it up to market rates.

We do not pay any employees, other than apprentices over the age of 23 years at the National Living Wage level. Those apprentices aged under 23 years, are paid at the relevant National Minimum Wage level. The National Living Wage is £9.50 per hour, from April 2022.

In other aspects, there is equity of remuneration policy across all our employees. The same policies set out above apply to our lowest paid employees.

There are some differences for Casual employees, but these differences are due to their different contractual working relationship and not due to the difference in seniority of role.

4. Relationship between Remuneration of our Chief Officers and Other Employees

The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2011). The Hutton report was commissioned by the Government to explore the case for a fixed limit on dispersion of pay through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The report concluded that the relationship to median earnings was a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the authority's workforce.

Our current pay level multiples are as follows, using full time equivalent salaries for all posts:

Pay Level Multiple	As at March 2022	Policy for 2022/23 to maintain Chief Officers' pay within the following multiples
The lowest paid employee and the highest paid Chief Officer	1 : 6	1 : 10
The lowest paid employee and average (median) Chief Officer	1 : 3	1 : 7
The lowest paid employee and average (mean) Chief Officer	1 : 4	1 : 7
The average (median) pay for all employees and the highest paid Chief Officer	1 : 4	1 : 7

5. Accountability and Decision Making

In accordance with the Constitution of the Council, Cabinet is responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council.

6. Publicity and Access to Information

This policy including appendices will be available on our web site www.rugby.gov.uk.

In addition, for posts where the full-time equivalent salary is at least £50,000, the Council's Annual Statement of Accounts will include a note setting out the total amount of

- salary, fees or allowances paid to or receivable by the person in the current and previous year
- any bonuses so paid or receivable by the person in the current and previous year
- any sums payable by way of expenses allowance that are chargeable to UK income tax
- any compensation for loss of employment and any other payments connected with termination
- any benefits received that do not fall within the above

7. Related Documents

Redundancy Policy
 Retirement Policy
 Recruitment Policy
 Honoraria Policy
 Capability Procedure
 Disciplinary Procedure
 Absence Management Policy
 NJC Job Evaluation Scheme Outline
 Car Allowances Policy

Date last revised:	July 2022
Date of next review:	July 2023

Appendix 1

LEVEL AND ELEMENTS OF REMUNERATION FOR CHIEF OFFICERS**Basic Pay**

	Pay as at April 2022 (per annum)*
Executive Director	£102,000 - £108,000
Deputy Executive Director	£83,433 - £89,690
Chief Officer (Leadership Team)	£55,825 - £65,975
Section 151 Officer and Monitoring Officer	Supplement of £5,397
Deputy Section 151 Officer and Deputy Monitoring Officer	Supplement of £2,699

* Pay award outstanding from 1 April 2022

Essential Car User Allowance

Band	Mileage Bandings	Top Mileage	RAC/AA Mileage Rate (ppm)	Allowance (£)
1	500 - 1000	1000	0.61	610
2	1000 - 1500	1500	0.61	915
3	1500 - 2000	2000	0.61	1,220
4	2000 - 3000	3000	0.61	1,830
5	3000 and above (Typically up to 4000)	4000	0.61	2,440

Election Allowance Paid in 2021/22

Post:	Allowance
Chief Officer Legal & Governance (Returning Officer)	£12,078.58
Legal & Governance Manager and Deputy Monitoring Officer (Deputy Returning Officer)	£1097.58

Honorarium Payments: None expected for 2022/23