



THE RUGBY BOROUGH COUNCIL

You are hereby summoned to attend an ORDINARY MEETING of the Rugby Borough Council which will be held at the TOWN HALL, RUGBY on Tuesday 25th April 2017 at 7.00 p.m.

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Apologies for absence.
2. Minutes
To approve the minutes of the Meeting of Council held on 28th February 2017.
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) Cabinet – 3rd April 2017

(1) External Wall Insulation Projects: Phase 2 – Long Lawford and Phase 3 – Rokeby - Corporate Resources Portfolio Holder.

7. To receive and consider Reports of Officers

(a) Proposed Electoral Review of Rugby – Report of the Executive Director.

(b) Localism Act – Pay Policy Statement – Report of the Executive Director.

(c) Corporate Strategy 2017-2020 – Report of the Executive Director.

(d) Equality and Diversity Policy Statement – Report of Head of Communities & Homes

8. Notice of Motion pursuant to Standing Order 11.

To consider the following Motion of which notice has been duly given under Standing Order 11.

During recent weeks there has been great focus in the media on the provision of services by the NHS. In West Lindsey, for example, there are places within the district where appointments with a doctor involve a 4 week wait, longer than the national average quoted, and a very different experience to that found in many urban areas. This is in part due to the inability to attract GP's to serve in a rural area.

At a recent meeting of the West Lindsey Health Commission this issue was given consideration and a suggestion was put forward, based on an idea originating from a Councillor, that the Council ask the local MP to lobby the Secretary of State for Health to introduce a scheme of 'rural weighting' for GP's who accept positions in rural areas. Similar to the accepted practice of 'London weighting', such a scheme would act to attract the needed physicians and in turn would facilitate the better provision of health services.

Furthermore, West Lindsey would like to encourage other rural authorities to support them in this and lobby their MP's as well. To this end I ask that Council support this action and that a letter be sent to the MP and to other rural authorities asking them to lobby based on these proposals.

Proposed by: Councillor Leigh Hunt

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 Committees' Reports adopted at this meeting.

PART 2 – EXEMPT INFORMATION

There is no business involving exempt information to be transacted.

Executive Director

To: The Mayor and Members of Rugby Borough Council

QUESTIONS AT COUNCIL

A Councillor may ask a Question at the meeting by giving notice in writing of the Question to the Chief Executive no later than midday on Wednesday 19th April 2017. The rules relating to Questions are set out in Standing Order 10 of Part 3a of the Constitution.

REPORT OF CABINET

3 April 2017

PRESENT:

Councillors Stokes (Chairman), Leigh Hunt, Mrs Parker, Ms Robbins and Mrs Timms.

Councillor Ms Edwards was also in attendance.

**1. EXTERNAL WALL INSULATION PROJECTS: PHASE 2 – LONG
LAWFORD AND PHASE 3 – ROKEBY**

Cabinet considered the following report.

BACKGROUND

The Council has a stock of 219 Wimpey no-fines properties. These are solid concrete-wall constructed properties which, in the absence of a traditional cavity, are harder to heat. These properties are concentrated in Wolston, Rokeby and Long Lawford.

To date 39 of these properties, in Long Lawford, have benefitted from external wall insulation, plus ancillary works, which has improved the thermal performance of the homes from an Energy Performance Rating of D to C, with the added benefit of improving the look of the properties which in turn contributes positively to an overall up-lift in the street scene.

As from 1st April 2018 there would be a requirement for any properties rented out in the private-rented sector to normally have a minimum energy performance rating of E on an Energy Performance Certificate (EPC). The regulations would come into force for new lets and renewals of tenancies with effect from 1st April 2018 and for all existing tenancies on 1st April 2020. It would be unlawful to rent a property which breached the requirement for a minimum E rating, unless there was an applicable exemption.

It should be noted that at this time, social-rented housing was exempt from the new EPC requirements. Although social housing was currently exempt it would be unusual for Local Authorities to be allowed to continue offering sub-standard accommodation ad infinitum. Local Authorities are often expected to lead by example and it was anticipated that compliance for social housing will be enforced in the short to medium future.

The Minimum Energy Efficiency Standards are projected to increase to a "D" EPC around 2025 and a "C" EPC by 2030.

There may be an additional round of ECO funding available at the start of the 2017/18 financial year. This will be a limited amount compared to previous years and it is expected that the funding will deplete quite rapidly. Any delay in confirming eligible 2017 schemes may result in a substantial reduction of funding rate or missing out altogether.

POTENTIAL ADDITIONAL PHASES

Two more areas have been identified as being candidates for additional phases of external wall insulation works are. These are:

- Long Lawford (phase 2) – comprising 19 units on Ashman Avenue, Prentice Close and Holbrook Road – see appendix 2.
- Rokeby estate (phase 3) – comprising 71 units on St. Andrew's Crescent, Rosewood Avenue, Charlesfield Road and Anderson Avenue – see appendix 3.

Long Lawford (phase 2):

- The poor energy performance of the properties, is evidenced by low ratings in Energy Performance Certificates (EPC)
- 78% of households living in the Wimpey no-fines properties are in receipt of either full or partial housing benefit
- Competition from new affordable housing in the village is potentially making RBC stock less attractive, creating a risk in terms of future rental income and voids levels
- The 19 properties identified would potentially be relatively straight-forward to improve as the requirement for obtaining easements and party-wall notices appears limited. However, professional advice would be obtained on this matter as part of the wider due diligence works ahead of project commencement.
- Due diligence would also be required to ensure that where neighbouring properties have been sold through the right-to-buy we have preserved a right of access across the land for maintaining and improving the neighbouring properties
- As the properties are houses planning permission is not required for external-wall insulation, as it falls within permitted development rights

Rokeby Estate (phase 3):

- The poor energy performance of the properties is evidenced by low ratings in Energy Performance Certificates
- The area also sits within the E01031146 Overslade NW LSOA which is one of the top 10 areas for fuel poverty within the borough (14% of all properties).
- 83% of households living in the Wimpey no-fines properties are in receipt of either full or partial housing benefit

- There is a lower concentration of properties lost through the right to buy, providing opportunities for longer runs of properties to benefit from the improvements.
- The properties identified would potentially be relatively straight-forward to improve as the requirement for obtaining easements and party-wall notices appears limited. However, professional advice would be obtained on this matter as part of the wider due diligence works ahead of project commencement.
- Due diligence would also be required to ensure that where neighbouring properties have been sold through the right-to-buy we have preserved a right of access across the land for maintaining and improving the neighbouring properties.
- The properties identified do include 7 flats. An additional flat has been acquired on a leasehold basis so both consultation and negotiation would be required with the leaseholder in terms of the potential works as they will exceed £250. One way to mitigate this risk would be to remove this particular block or two flats (one upstairs and one downstairs) from the proposed programme but this means that an RBC tenant would miss out on the opportunity for a home that is easier to heat.
- The external wall insulation will require planning approval, in respect of the flats only.

Issues with Wolston:

From a technical perspective it would be far from straight-forward to deliver such a scheme on Wolston as there are significant drops in levels between many of the properties (see appendix 4 for an example) which would require significant ground-works to ensure compliance with external-wall installation requirements. There would also be a need to negotiate easements with owner-occupiers. There was no guarantee that such negotiations would be successful, without significant financial incentives for owners. There was also a requirement that the council would incur costs in securing the legal consent, and potentially that of mortgage lenders too. These issues would present significant additional risk to project programming, delivery and cost.

ANCILLARY WORKS

In addition to the EWI, this is an opportunity to carry out additional works to improve the look of the properties but also to reduce future maintenance liabilities. Such works would include:

- Replacement or over-boarding of soffits / fascias with UPVC (maintenance free)
- New gutters and downpipes in UPVC (maintenance free)
- The existing concrete canopies, above the front doors, will have to be removed as they can create a cold-bridge, potentially resulting in condensation. These will be replaced by UPVC (maintenance free) canopies.

COST OF WORKS

Using data from the Long Lawford Phase 1 project, completed end of March 2017, it had been calculated that the cost of improving each property (EWI plus ancillary works) would be approximately £10,000, including contingency.

From a value for money perspective, this ensured that the council was retaining an income generating asset, reducing future maintenance costs as well as improving outcomes for tenants. Following completion of the works, properties would be revalued to assess their new market value and target rents reassessed in light of the new valuation total. The new target rent would be applied to properties at the point of re-let.

Officers would fully appraise the initial Phase 1 and seek to reduce costs through efficiency and value engineering going forwards.

Officers would continue to seek out additional ECO funding and other funding/grant opportunities as they arise to support the scheme.

Other alternatives for improving the stock were limited in terms of financial viability, for example demolition and re-build given that opportunities to increase density are constrained by the dispersal of right-to-buy units as well as increased mandatory costs associated with decanting to permit vacant possession, which is now £5,800 plus costs of moving per household.

Recommendation of Cabinet

Cabinet decided to recommend to Council that –

- (1) Phase 2 for Long Lawford and phase 3 for Rokeby external wall-insulation and ancillary works be approved;
- (2) a supplementary HRA capital budget of £900,000 be approved for 2017/18 for external wall insulation to be met from HRA capital balances; and
- (3) officers continue to seek and secure ECO funding and other funding opportunities as they arise.

Recommended that – the recommendation of Cabinet be approved.

**COUNCILLOR M STOKES
CHAIRMAN**

Rugby Borough Council
Project risk register

<p>Project: Rokeby External Wall Insulation Project</p> <p>Objective: To improve the thermal efficiency of 72 Council properties within Rokeby</p>	<p>Version 1 prepared 22 February 2017</p> <p>Project group: Michelle Dickson, Lee Kirkbride, Chloe Britton</p> <p>Project sponsor: Rob Kindon</p>
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Risk	Current assessment of risk		Assessment of risk			Controls	Responsibility / lead
	Opportunity	Consequences	Likelihood	Impact	Risk score		
1. ECO funding expires / unavailable for the project	- Re-evaluate opportunities for financially viable improvements	- tenants struggle to keep homes warm. - Cost increase for project	2	4	8	- thorough options appraisal carried out	Project Manager
2. Contractor's cost plan exceeds funds available	- Re-evaluate opportunities for financially viable improvements	-Reputational -Project delays -Project could stop -Potential impact on HRA balances -increased borrowing requirements -Potential impact on revenue to support additional borrowing	3	3	9	Engaging services of a cost consultant to protect RBC interests Retain use of cost consultant to validate / challenge contractors costs	Project Manager
3. Planning permission is required and not granted	- Review of future projects	- Reputation damage - Unable to meet the housing needs of the Borough - 7 flats will not benefit from EWI	2	2	4	- early discussion with planning highlighted no obvious issues	Project Manager
4. Councillors do not support the scheme	- Early involvement of councillors	- Project stops - Unable to meet identified housing need - Reputational damage	2	4	8	- Councillors will be involved from the beginning	Rob Kindon
5. ECO refuses to release payment(s) due to late delivery / non delivery of milestones		Reputational Impact on services / projects Potential impact on RBC HRA fund -increased borrowing requirements -Potential impact on revenue to support additional borrowing	3	4	12	- Early briefing of contractors that delivery according to key milestones - Align activities for early start on site - ECO funding written into contract	Project Manager
6. Economic changes	- Contractors reduced costs	- Political changes - Inflation - Higher cost inflation - Contractors increased costs - fluctuating costs in materials impacting on supply chain - Potential impact on RBC HRA fund -Potential impact on revenue	4	4	16	- Expert cost consultant on group - Short-term project rather than long-term - Scanning economic horizon - Allow for a prudent contingency budget	Mark Finnegan
						- Ensure that tenants are aware of the benefits of the	Pratik Papat / Lee Kirkbride / legal

7. Tenants/homeowners refuse access to allow the refurbishment works	- Implement an early programme of tenant engagement	Contractual issues Reputational Impact on ECO deadlines Potential impact on RBC general fund -Potential impact on revenue	2	2	4	work we are doing - Work with legal team to establish legal remedies to counter this and have clear processes in place to deal with it - Work with estates team to develop relationships with tenants, update records and informing them of any additional information not already recorded - Confirm leaseholders situation and do their leases support recharging for work - Injunctions can be forced within 48 hours	
8. Force majeure		- Effect RBC's priorities and finances - Public perception - Project stopped - Political damage - Potential impact on HRA fund -Potential impact on revenue	Cannot predict	Cannot predict	Cannot predict	- Included in all contracts - Contingency fund	Project group
9. Alteration of timescales	- Earlier finish leading to more immediate benefits for tenants - Good public perception - Opportunity for changes to plans - Benefit to tenants - Demonstrates track record to successfully deliver ECO funded projects	- Project delay - Contractual issues - Public perception - Media involvement - Legal action -defects liability -reputation and trust -non release of ECO monies -ECO milestones - Potential impact on HRA -Potential impact on revenue	3	4	12	- Contract monitoring - Regular meetings with contractors - Selection of client side specialists with track record demonstrating ability to keep on track - Change management procedures in place - Contractor aware of change management procedures from outset -robust client brief	Project Manager
10. Effect of proposed changes/errors to design	- Benefit to tenants	- Delay in build - Contractual issues - Public perception - Media involvement - Legal action Potential impact on RBC HRA -Potential impact on revenue	3	3	9	- Contract monitoring - Regular meetings with contractors - Project evolving in terms of timescales	Project Manager
11. Failure to achieve value for money through poor procurement process	- Achieve better value for money	- Stakeholder concern - Delay in build - Contractual issues - Public perception - Media involvement - Legal action -Miss ECO deadlines / milestones Potential impact on RBC HRA fund -Potential impact on revenue	1	2	2	- Target cost managed project	Catrina Rimen, project manager
12. Criticism about procurement process from local suppliers and contractors	- Possibility of using open tender - Clause written into contract - Economic development in Rugby - Link with apprenticeship schemes	- Political - Failure to use jobs and skills - Delay in build - Contractual issues - Public perception - Media involvement - Legal action Potential impact on RBC general fund -Potential impact on revenue	2	3	6	- Framework compliant - Effective contract management - Contractor contract documentation to be accurate and up to date	Catrina Rimen

13. Time is not available for officers to work on the project	- Using other resources	- Delay - Political impact - Reputation damage - impact on other workloads Potential impact on RBC HRA fund -Potential impact on revenue	2	3	6	- Effective time management of diary - Examine resourcing of finance - Reviewing existing workloads and priorities - Managing expectations - Secondment availability to cover work - Provision of sufficient resources - project manager and CDMC to be engaged	Project Manager
14. Dispute between contractor and client	- Gain reputation of being a 'good client' - Opportunity to change contractor	- Reduced morale - Operations management - Operational transfer - Delay in build - Contractual issues - Public perception - Media involvement - Legal action Potential impact on RBC HRA fund -Potential impact on revenue	2	3	6	- Project delivery team to manage client process - Regular reviews and site meetings with contractors and client design team, lead consultant - Agreed schedules for meetings - Prompt decision making - Defined mechanism for change	Project Manager
15. Adverse weather		- Construction delays and disruption - Potential impact on RBC HRA fund -Potential impact on revenue - Weather can severely affect the cladding process	3	3	9	- Feedback within a week of incident to help monitor contract compliance - Standard agenda item for site meetings - Maintenance of inclement weather diary	Project Manager
16. Quality of workmanship		- Delay in build - Contractual issues - Public perception -Reputation issues - Media involvement - Legal action - Political issues Potential impact on RBC HRA fund -Potential impact on revenue	3	3	9	- clear brief / employers' requirements - Warranties - Insurances - Existing work at Long Lawford used as example	Project Manager
17. Professional negligence		- Delay in build - Contractual issues - Public perception - Media involvement - Legal action - Reputation issues - Political issues Potential impact on RBC HRA fund -Potential impact on revenue	1	3	3	- Contractors selected due to experience -insurance cover in place	Verity Knighton and Karen Hillman
18. Liquidation /insolvency / receivership of any contractor in chain		- Loss of confidence in project - Reduced morale - Contractual issues - Public perception - Media involvement - Legal action -ECO milestones missed Potential impact on	2	3	6	- The securing of a replacement contractor is a part of the framework delivery agreement - Understanding of supply chain management - Selection of main contractor	Framework delivery partner

		RBC general fund -Potential impact on revenue					
19. Breach of site security or control	- Limited opportunity	- Health and Safety implications - Delay in build - Contractual issues - Public perception - Media involvement - Legal action - Political - Reputation - Injury to persons -losses arising (time and material) push up price of project Potential impact on RBC HRA fund -Potential impact on revenue	2	2	4	- Contractor responsibility - Employers' requirements - Regular site visits / on site meetings - contractor required to provide 24 security personnel - Liability written into contract - Compound to be in sight of residents	Project manager
20. Lack of available funds		- Project stops - Financial impact - Contractual issues - Public perception - Media involvement - Legal action	3	4	12	- Cost plan, budget agreement and monitoring in place (post survey / viability / capacity stage) - Selection of consultant (appointed as client)	Mark Finnegan
21. Defects		- Design/construction failure - Impact on tenants - Political - Reputation	3	2	6	- Building control - Insurance cover - Project management - Snagging process	Project Manager
22. Absence or change within project delivery team	- Gain experience from new members of the team	- Disruption - Lack of continuity - Lack of commitment - Lack of experience - Lack of resilience - Financial impact - Delay to project -impact on ECO milestones	4	3	12	- Correct people on the team in the first place - Make resources available should need arise - Effective handover process - Clear audit trail of progress (via minuted project group meetings) - Project admin/archive email inbox established - Flexibility - Communication - Large team - Ensure that the securing of a replacement contractor is part of the framework delivery agreement	John Hier
23. Industrial disputes (client or contractor)		- Delay in build - Contractual issues - Public perception - Media involvement - Legal action -impact on ECO milestones Potential impact on RBC HRA fund -Potential impact on revenue	1	2	2	- Constructive dialogue - Regular meetings and updates - Open discussions - Ensure that the securing of a replacement contractor is a part of the framework delivery agreement	John Hier / Legal
24. Human factors i.e. teambuilding issues		- Breakdown in communication - Lack of continuity - Disruption to the project	2	1	2	- Effective and regular communication - Regular and productive meetings/updates - Inspirational leadership - Design team meetings every two weeks	John Hier
25. Health and Safety – Accident and injury		- Personal injury / death - Legal implications - Adverse publicity - Delay to project -impact on ECO milestones	3	4	12	- Health and Safety training -Employers' requirements - Selection of appropriate design team and contractor - Constant vigilance - Appointment of CDM co-ordinator	Everyone

		Potential impact on RBC general fund -Potential impact on revenue				- Any works must be covered by a method statement and a risk assessment - Client has sat operatives test for CSCS yellow regular visitors card - No contractors to visit site without authorisation of project team - Housing teams understand that site is now a construction site and is subject to CDM regulations - site must be F10 registered with the HSE	
26. Ineffective management of environmental pollution	-To keep residents updated / act as good neighbour	- Health and Safety implications - Delay in build - Contractual issues - Public perception - Media involvement - Legal action - Political - Reputation Potential impact on RBC HRA fund -Potential impact on revenue	1	4	4	- Planning - Project Manager - Building Control - Contractor Method Statements - Updates to tenants and ward members - Regular Site Visits - Employers Requirements - Intrusive asbestos survey - Early surveys as part of viability / due diligence works Contractor insurance	Project Manager
27. Noise and HRA disruption to residents living around scheme	- Early identification of what we need to do	- Health and Safety implications - Delay in build - Contractual issues - Public perception - Media involvement - Legal action - Political - Reputation Potential impact on RBC general fund -Potential impact on revenue	4	2	8	- Tenants updated with programme of works - Effective liaison - Clear schedule	Project Manager
28. Increased cost of raw materials		Delay in build Reputational Political Potential impact on RBC HRA fund -Potential impact on revenue Shortfall in ECO grant	3	3	9	Early cost plan Fixed cost of project Adequate contingency	Project manager
29. Insufficient identification of external issues	-Allow project to run smoothly and ahead of programme	- Delay to project - Internal resource issues - Cost financially				- Bespoke internal survey from Long Lawford Lessons learned (DPC level, hanging baskets, washing line hooks, Sky dishes, grab rails)	
30. Land available for compound	- Establish relationship with Warwickshire County Council	- Site is located near a school				- Advice from CDM advisor - Construction phase plan	
31. Rear access to terraced properties	- Engage with private residents	- Limited access between private residents				- Paragraph from deeds outlining that scaffolding and maintaining properties is permitted - Early engagements with tenants and residents	
32. Cost implications of Refurbishment and Demolition surveys	- To improve the quality of reports across the borough	- Impact of project budget				- Quote obtained from Long Lawford costings	
33. Early agreement of private resident offer	- Be able to publicise and show support for owner occupiers	- Officers time spent advising - Recommending a contractor				- Look at renovation loan to be able to fund EWI for private residents	

34. Lack of understanding of party wall issues and easements	<ul style="list-style-type: none"> - Gain knowledge in house - Training event 	<ul style="list-style-type: none"> - Wrong information given to homeowners - Reputational 				<ul style="list-style-type: none"> - Working with Julia Garrigan to establish where party wall and easements are needed - Work closely with Quantity Surveyor framework 	
35. Requirement to consult and negotiate with leaseholder of flat 27 St Andrews	<ul style="list-style-type: none"> - Engage with neighbours 	<ul style="list-style-type: none"> - need to consult over the proposed improvements - Potential reputational risks 					

Last updated: February 2017

**EWI Phase 2:
Houses X 20**



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Town Hall, Evreux Way, Rugby, CV21 2RR

Tel. No. (01788) 533456 Email servicedesk@rugby.gov.uk

CUSTOMER & INFORMATION SERVICES

Scheme Title
PROPERTY NUMBERING

LLPG UPRN No.

Drawing Title
Long Lawford Ownership



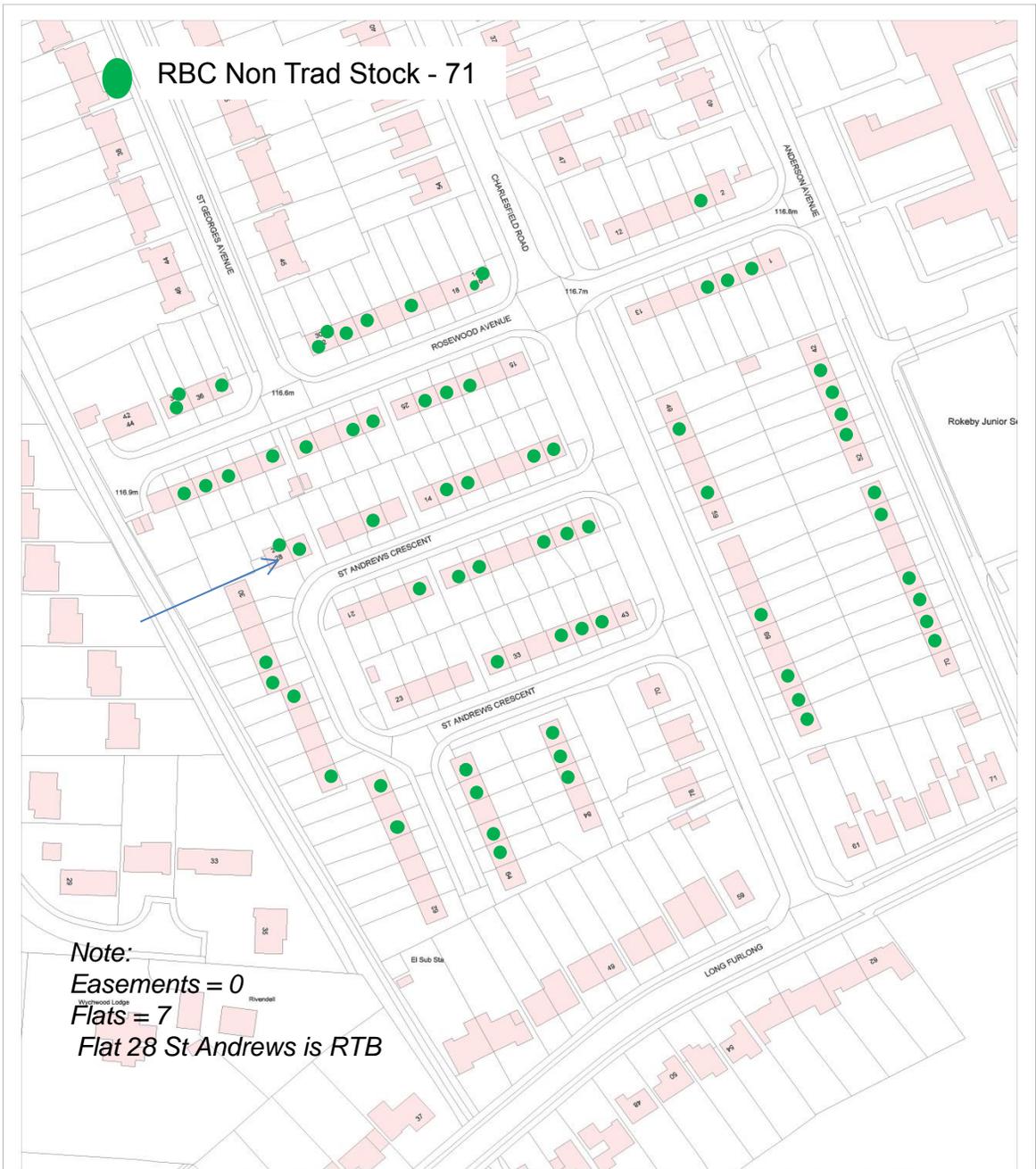
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Ordnance Survey 100019417

ORIGINAL CREATED

A4

Drawn CB	Date 1/12/2016	Scale 1900	Grid Ref.
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Scheme Title PROPERTY NUMBERING		LLPG UPRN No.			
Drawing Title Rokeby					
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Drawn CB	Date 14/2/2017	Scale 1750	Grid Ref.		
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86 Manor Estate
 Wolston, England
 Street View - Jul 2009



COUNCIL – 25th APRIL 2017

REPORT OF THE EXECUTIVE DIRECTOR

PROPOSED ELECTORAL REVIEW OF RUGBY BOROUGH

1. Background

The Rugby (Electoral Changes) Order 2012 implemented the final recommendations of the 2011 Local Government Boundary Commission for England (LGBCE) Electoral Review of Rugby Borough Council. Since the review was conducted, a number of factors have emerged that mean we need to consider requesting a further review of electoral arrangements and potentially council size.

2. Proposed Review

During the past 5 years, Rugby Borough has grown rapidly and growth over the next few years is likely to be even faster. During the 2017/18 budget setting process all political Groups expressed a desire to reduce the cost of politics for the Council. The vehicle for taking this forward would be a further Electoral Review – the key aims of which would be to reduce overall costs by moving to all out elections every 4 years (commencing in May 2019) and considering options for reducing the overall Council size and simplifying warding arrangements.

Should the LGBCE accept the proposal the first step would be for the Director of Reviews and the Chair of the LGBCE to meet with representatives of Rugby Borough Council.

Subject to a satisfactory outcome of that meeting the Commission would make arrangements for a review.

3. Recommendation

An application be made to the Local Government Boundary Commission for England (LGBCE) along the lines set out in Appendix 1 to this report to conduct an electoral review of Rugby Borough.

PROPOSED ELECTORAL REVIEW OF RUGBY BOROUGH

1. Introduction

1.1 Why are we requesting a review?

The Rugby (Electoral Changes) Order 2012 implemented the final recommendations of the 2011 LGBCE Electoral Review of Rugby Borough Council. Since the review was conducted, a number of factors have emerged that mean we need to request a review of electoral arrangements and consider options for council size.

- The Government's continued programme of reducing local government funding means that we must review all aspects of our services, including electoral arrangements and council size. We believe that we have substantial local reasons to make changes that will provide synergy with this national priority and provide a sustainable basis for adapting to future population growth.
- Rugby is currently undergoing considerable change as the fastest-growing borough in the West Midlands and the latest expectations of further growth are different to those envisaged in 2011/12 at the time of the last review. Several housing and employment development schemes are underway, with more to follow within the next 10 years. Our ability to provide effective and sustainable electoral arrangements must therefore reflect the revised housing growth pattern within the Borough.
- During the past 5 years, Rugby Borough Council has been managed through a close partnership between the Leader and Cabinet, Executive Director(s) and Heads of Service. We now have conclusive evidence that this innovative arrangement has been of great benefit. In addition, in September 2013 an LGA Peer Group Review report confirmed the efficacy of our executive arrangements, approving them as a model of best practice. We now wish to build on this model across applicable areas of the Authority, enabling greater involvement by councillors working closely with officers.
- The authority has applied "systems thinking" techniques towards the delivery of services during the past 5 years, resulting in streamlined practices and structures that deliver better services at reduced costs. We now wish to turn our attentions towards electoral arrangements, the size of our council and the way councillors and officers work together.
- Many surveys of public opinion suggest that the public believes there are too many councillors for the work that needs doing, and that the reduction in costs associated with electing and supporting fewer councillors should contribute towards the spending reductions needed in the public sector.
- Rugby Borough Council is also keen to incorporate Central Government's desire to reduce the cost of politics. There is all-party support for this principle within the Council, so it seems an opportune time to carry out a further electoral review.

- The changes to our electoral arrangements and a review of council size would be based upon :-
 - All-out elections from May 2019 (rather than the current election by thirds)
 - A review of the number of councillors required based on significantly greater than 2,000 electors per ward (currently 42 councillors at an average of 1,885 per ward)
 - Consideration of simplified warding arrangements, i.e. single member wards (currently 13 three member wards and 3 single member wards)
- We wish to reinforce our compliance with provisions within the Local Government Act 2000 regarding effective and transparent decision-making.

1.2 How will we conduct a review?

1.2.1 The Boundary Commission's technical guidance document sets out the following key criteria for determining the size of the council - we believe the factors that influence council size can be drawn together into four broad elements:

- The decision-making process – what decisions, taken where, and how is it managed?
- Quasi-judicial processes – e.g. planning and licensing – what is the workload and how is it managed?
- The scrutiny process – what is scrutinised and how is the total scrutiny workload managed?
- The representative role of the elected member

We understand that those submitting proposals to the LGBCE should examine their political management and working practices and make well-argued and reasoned proposals.

1.2.2 Whilst it will be necessary to revise ward boundaries, we will seek to maintain co-terminosity with parish boundaries.

1.3 The previous electoral review by LGCBE

1.3.1 The last review of electoral arrangements for Rugby started in 2010, was completed in 2011 and took effect in May 2012. The final recommendation of the Local Government Boundary Commission was that Rugby Borough Council should have 42 members, with 13 three member wards and 3 single member wards. None of the wards would have an electoral variance of greater than 10% by 2016.

1.3.2 This review was undertaken in a very different local context to now. Although not a primary consideration when considering democratic representation, local government financial resources have been considerably reduced over the last 5 years and will continue to reduce significantly throughout the remainder of the current Parliament at least. Most importantly however, the changes to our decision-making structure and service delivery processes that we were only embarking on at the time of the previous review have now accelerated at a rate that far exceeded our initial expectations. We are at the stage now where we believe that the job is well underway, but will only be completed by a further review of the Council's electoral arrangements and size.

2. The Council and its constituents

- 2.1 Since the 2010-11 review, the executive management structure of Rugby Borough Council has changed a couple of times. We no longer have a Chief Executive. Some years ago the Council's two non-departmental directors took over the Chief Executive's statutory and management roles. We now have just a single Executive Director. The former Chief Executive's representational, ambassadorial and policy duties had always overlapped with the role of the Leader of the Council and as part of the revised arrangements the Leader has increased his commitments particularly at a national, regional and sub-regional level.

Our 2013 Peer Review was overwhelmingly positive about the range of achievements the Council had delivered in difficult and challenging times. In relation to Leadership and Senior Management it said the following:

"You have excellent working relationships internally and externally. The strength of your internal political management and officer working has served you well. You have a model of leadership that has suited you and has delivered. The Leader of the Council provides you with a strong and progressive focal point. The Executive Directors reflect that Leadership and across the board we found positive politicians and officers who have Rugby's best interests at heart".

- 2.2 In assessing how to move forward, members of Cabinet have carefully considered the existing and likely future roles for the Council; their desire to continue to build services around our customers' real demands; and the continuing need to promote the growth of the borough (not only in terms of population and the built environment but also its community, economic, environmental, leisure and cultural strengths). They have had regard to the Council's Medium Term Financial Plan and the likely continued pressures on Local Government finance.
- 2.3 We have also taken account of changing trends in communication and engagement that affects how constituents interact with councillors and the Council. Through our programme of service reviews we have redesigned most of our services around the needs of our customers, giving them direct access to the officers who are working on the issues of interest to them. Alongside this a progressive review of our web content and digital service provision means that it is now much easier for residents and businesses to report matters of concern and find relevant information in a timely manner. Responsive and proactive e-communications, including through social media, allow us to deliver up-to-the minute information that is available upon demand. All this means that many constituents who may previously have contacted their councillor to find out how to do something or to find information of interest are now contacting the Council directly. That said, it should also be recognized that councillors' casework is nowadays generally more complex and varied in nature than ever before.

3. Executive process

- 3.1 The Council has chosen to streamline decision making with extensive delegation to individual councillors and officers. Broadly speaking, Full Council takes decisions only on those matters that it is required to do by law. The Cabinet, which currently comprises 5 councillors, has scheduled meetings once every three to four weeks. Average turnout of councillors is 97.5%.

- 3.2 The simple fact is that the-day-to day business of the Council is conducted without the requirement to engage the majority of councillors. Full Council agrees a corporate plan every four years and a budget annually. Cabinet, working with the management team, is empowered to deliver it. All councillors receive a Forward Plan of key decisions to be made and have ongoing real-time access to performance data. There are 2 Scrutiny Committees which meet every month alternately. Amongst other things, they consider finance and performance reports quarterly to hold the Cabinet to account.

4. Quasi-judicial processes

- 4.1 The Council has a planning committee, currently comprising 12 councillors. The committee meets every three weeks to consider the few applications that the Head of Growth and Investment does not determine using delegated powers. In 2016/17, the Planning Committee considered only 47 planning applications (as at 5 April 2017), around 4.8% of the total number determined. Planning Committee met a total of 16 times, so on average considered around three applications per meeting. We do not expect to see any significant change in its workload over the next few years. Average turnout of Councillors per meeting is 87.2%.
- 4.2 The Licensing and Safety Committee met 2 times throughout the course of the year. The number of meetings scheduled was 5 but 3 meeting were cancelled. A special meeting was arranged to deal with any outstanding business arising from the March meeting. Its sub-committee consists of three councillors and deals with the majority of licensing applications. To the end of March 2017, the sub-committee met on a total of 8 occasions. Of these 8 meetings 3 were for Alcohol and Regulated Entertainment and 5 were for Hackney Carriage and Private Hire Licensing. The average number of reviews/applications per meeting was between 1 and 2. The average turnout of councillors per full Licensing and Safety Committee meeting was 87% compared with 100% for the sub-committee meetings.

5. Overview and Scrutiny process

- 5.1 The Council's overview and scrutiny work is currently split between 2 committees – called Brooke and Whittle.

This structure uses a total of 18 councillors (9 on each committee). This is considerably fewer than previous scrutiny arrangements which had an Overview and Scrutiny Management Board in addition to 2 larger scrutiny committees, but it could still be streamlined further.

- 5.2 The Council has an Audit and Ethics committee, consisting of an independent Chairman and Vice Chairman and 4 councillors. The committee met 4 times over the course of the last year. The committee audits the Council's financial and operational processes but also has a range of other responsibilities such as maintaining ethical standards and taking account of any whistleblowing and fraud and corruption referrals.

The committee has had to consider two fraud referrals over the course of the last year. Of the four councillors attending Audit and Ethics the average turnout has been 2.5 councillors per meeting.

5.3 Currently, the Council also has an Appeals Committee but it hasn't met for a number of years.

6. Decision-making generally

6.1 From a political and managerial viewpoint the Council has put very streamlined decision-making processes in place. Cabinet meetings rarely last for more than 30 minutes. Council meetings average about an hour and Planning Committee about 90 minutes to two hours. We need to consider whether we still need 42 councillors to run the business of the Council in the way that we have chosen to do.

7. Representative role of councillors

7.1 Rugby Borough is primarily rural in area and covers 87,949 acres. Some borough wards cover quite large rural areas and multiple parishes. The town of Rugby comprises the single largest urban area and is comprised of unparished wards.

The rural areas are divided into 6 wards that contain a total of 39 parishes (2 parishes are within the overall Rugby Town area).

7.2 As at 1 April 2017, the average electorate per councillor was 1,885. This compares with 2,700-2,800+ within some of our neighbouring councils.

7.3 Historically, the Council has nominated councillors to sit on a wide variety of outside bodies. Recent analysis has indicated, however, that the rationale for some external appointments has been lost over time. A review is needed to address the expectation that the Council could nominate many fewer councillors to sit on outside bodies at its next annual meeting in May.

7.4 Different councillors make different arrangements for discharging their representative role. We have tried to simplify things for them as far as possible. Most communication is via email. Simple processes are in place to cover things like the call-in of planning applications.

7.5 Caseload varies throughout the borough but, given its overall relative affluence, is less than in areas with higher levels of deprivation. In some wards, access to suitable housing, including issues of homelessness, overcrowding and anti-social behaviour, still feature heavily within a councillor's caseload, whereas in many others planning and environmental matters tend to be the main reasons why constituents contact their councillor. In general, citizens still tend to be unclear about the split of services between upper and lower tier authorities, so borough councillors spend significant chunks of their time signposting to county councillors.

7.6 Many constituents can now access information directly via the council's website or through social media that they may have previously relied upon a councillor to give them. They are also more likely to respond directly to the Council on issues that affect them, via email or some other electronic means. All of this takes pressure off councillors in their representative role and means that a smaller number representing a larger electorate is a realistic proposition.

7.7 It is also worth reflecting that the Borough of Rugby currently has 172 confirmed parish councillors spread across 41 parishes. Whilst parish and borough council

roles are different, it is fair to say that most rural constituents have ready access to a local parish councillor, who, although no replacement for the local borough councillor, may often have good knowledge of how the borough council works and can help individuals resolve problems.

8. Justification for a review of Council size

8.1 When the Council resolved to ask for the electoral review, it did so with a view to reviewing whether the number of councillors can be reduced from the current 42. At this time no detailed work has taken place to look at what size would be most appropriate, but councillors are broadly in agreement that this should be reviewed in light of the way we now operate.

The Council will carry out some detailed analysis in order to determine a proposal that enables, as far as possible, fair and sustainable electoral arrangements for the borough. This is something that we think is important.

8.2 Councillors generally take the view that it is better to represent an urban or rural ward rather than a mix of the two. This allows them to improve focus, represent a single community of interest and make most effective use of their time. The Council fully accepts, though, that we will need to discuss with the Commission our assumptions around electorates, housing growth and decision-making arrangements. Some compromise may be needed as a result.

9. Conclusion

9.1 In summary, the Council believes that now is the right time to review our electoral arrangements with a view to reducing the overall cost of politics in Rugby Borough by:

- moving to all-out elections from May 2019;
- reviewing the number of councillors we require based on electorates of significantly greater than the current average of 1,885 per ward; and
- considering the potential to simplify existing warding arrangements

The Council believes this:

- will provide us with sufficient councillors to manage the business of the Council;
- provides for single-member wards with average electorates well in excess of 2,000 per ward;
- allows for fair and equitable constituent representation across the Borough;
- will allow councillors to fulfil their representational roles;
- offers the potential for discrete representation of the borough's main villages; and
- allows for continued population growth within the borough

9.2 We urge the Commission to accept our proposal.

COUNCIL – 25 APRIL 2017

REPORT OF THE EXECUTIVE DIRECTOR AS HEAD OF PAID SERVICE

LOCALISM ACT – PAY POLICY STATEMENT

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 Code of Recommended Practice on Data Transparency requires us to declare more details on senior officers' pay, responsibilities and organisation structure. At some stage we may decide to include these further details in this pay policy statement.

Our 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 are two changes due in 2017/18 that will impact on our pay multiples (see section 4 of the Pay Policy Statement for more information on pay multiples), as follows:

- The NJC (National Joint Council) (local government) pay scales have been increased at the lower end to be higher than the National Living Wage. This raises the level of our lowest paid employees.
- Council agreed on 6 March 2017, to cease paying the Foundation Living Wage.

3. EMPLOYEE CONSULTATION

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

4. RECOMMENDATION

The new pay policy statement shown as Appendix 1 be adopted with immediate effect.

PAY POLICY STATEMENT 2017/18

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 with regard to 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 in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to 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 Directors
- Heads of Service
- Section 151 Officer and Deputy
- Monitoring Officer and Deputy

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 will, from April 2017, start at £15,014 per annum. For information, the National Living Wage will increase to £14,470 per annum in April 2017.

Whilst we may employ apprentices on a lower wage, they are considered to be 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 Directors and Heads of Service 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.

Executive Directors and Heads of Service are paid on a salary scale with three incremental levels.

A supplement is paid on basic pay to remunerate the additional responsibilities of the Section 151 Officer, Monitoring Officer and their deputies. These allowances however are not paid if the post is held by a Head of Service or an Executive Director.

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. 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 below and 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. However, with a new Car Allowances Policy due to be implemented in July 2017, it is anticipated there will be one Chief Officer in receipt of an Essential Car User allowance. This policy is for those employees that meet the requirements as set out in our Car Allowances Policy.

The Executive Director 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. The Monitoring Officer, who is the deputy Returning Officer, also receives recompense for any work he carries out on the running of an election.

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 for 2016/17 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.

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 those Chief Officers below the level of Head of Service, 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 utilise engaging 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. The Council does not currently have any chief officers engaged under such arrangements.

2.5 Increases to Pay

Any cost of living increases agreed through the National Joint Council for Local Government Services (NJC) are applied to Chief Officers pay. 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 Heads of Service 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, in April 2016, for Executive Director and Heads of Service as part of the proposed restructure of the Senior Management Team. Pay levels for other Chief Officers were benchmarked in 2015/16.

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 Early Retirement, Redundancy and Ill Health Retirement 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.

New regulations are due to be introduced by end of June 2017 restricting the total value of an exit payment package within the public sector to £100,000.

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.

Since 1st April 2014, we have paid the Foundation Living Wage pay rate (currently £8.45 per hour) to all our permanent employees who are not in a trainee or career-entry role. However, Council, on 6 March 2017, approved that we cease paying this. Those employees previously on the Foundation Living Wage will receive three years pay protection at the current rate of £8.45 per hour.

From 1st April 2016 we have paid the National Living Wage rate (currently £7.20 per hour, increasing to £7.50 per hour from April 2017) to all our employees over the age of 25, except for our apprentices for whom we pay the age-related National Living Wage rate. With the increases to the NJC (local government) pay scales, we do not anticipate any employees being on the National Living Wage.

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 employment 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 2017	Policy for 2017/18 to maintain Chief Officers' pay within the following multiples
The lowest paid employee and the highest paid Chief Officer	1 : 7	1 : 10
The lowest paid employee and average (median) Chief Officer	1 : 4	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 are 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; and
- 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
 NJC Job Evaluation Scheme Outline
 Car Allowances Policy

Date last revised:	April 2017
Date of next review:	April 2018

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

Pay as at April 2017	
Executive Director	£90,395 - £95,445
Head of Service	£64,135 - £69,185
Section 151 Officer and Monitoring Officer	Supplement of £2,301*
Deputy Section 151 Officer and Deputy Monitoring Officer	Supplement of £1,147*

* Only paid if the Chief Officer is at a level below Head of Service

Essential Car User Allowance (to be implemented on 1 July 2017)

Band	Bandings Proposed	Top Mileage	RAC/AA Mileage Rate (ppm)	Allowance
A	500 - 1000	1000	0.57	570
B	1000 - 1500	1500	0.57	855
C	1500 - 2000	2000	0.57	1140
D	2000 - 3000	3000	0.57	1710
E	3000 and above (Typically up to 4000)	4000	0.57	2280

Election Allowance Made in 2016/17

Post:	Allowance
Executive Director (Returning Officer)	£7,401
Monitoring Officer (Deputy Returning Officer)	£1,956

Honorarium Payments: None expected for 2017/18.

COUNCIL – 25th APRIL 2017

REPORT OF THE EXECUTIVE DIRECTOR

CORPORATE STRATEGY 2017-20

1. Background

1.1 The current Corporate Strategy covered the period 2012-16 with a view to ending its useful life at the end of the 2016/17 financial year. Council agreed at its meeting on 6th February 2017 that the Council needs to adopt a new Corporate Strategy to set the Council's priorities and direction of travel through to the end of the decade. With this in mind Council resolved that:

1. the draft Corporate Strategy 2017-20 be submitted to a six week public consultation period; and
2. the results of the public consultation be reflected in the final draft of the Corporate Strategy 2017-20 to be brought to Full Council for approval in April 2017.

2. Proposed Strategy

2.1 The six week consultation period ended on 11th April and a total of 7 responses were received. These are shown in full at Appendix 1. The feedback is generally very supportive of the draft Strategy and has not required any revisions to the final version of the Strategy attached at Appendix 2 to this report. The Strategy is intended to be an easily accessible and understandable document, which will allow the Council to be responsive to changing circumstances and customer needs. It is not prescriptive in style and seeks to be reasonably concise and succinct whilst explaining the thinking behind why certain priorities and objectives are being proposed.

2.2 It embraces a new strapline for the Council:

“Proud of our past, fit for the future”

to help us focus on providing facilities and growth that give us a strong and prosperous future while preserving and celebrating the best of our past.

It proposes three overarching corporate priorities:

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

and suggests a number of key priorities and objectives across each of the Council's service areas (known as portfolios), including the rationale behind them and proposals of what we will do to achieve them.

3. Approach

- 3.1 The Corporate Strategy 2017-20 has been developed by the Cabinet working in conjunction with the Council's Senior Management Team. An initial workshop was used to identify the key issues facing the Council and the refreshed focus that Cabinet wanted to pursue going forward. A number of individual sessions were then held between Portfolio Holders and their counterpart Head of Service to refine these ideas and create the narrative included within the draft Strategy.
- 3.2 Some of the priorities have come from known service issues and key customer demand facing the Council while others have arisen from key performance data and the output from scrutiny reviews and working parties.
- 3.3 Opposition Group Leaders were involved in the discussions and given the opportunity to make suggestions to be included in the final draft and members of the Joint Scrutiny Committee meeting held on 31st January 2017 also had chance to challenge and ask questions about the content of the draft Strategy.
- 3.4 Finally, as previously mentioned above, the draft Strategy was submitted to a six-week consultation period ending on April 11th 2017.

4. Implementation

- 4.1 A Corporate Strategy is by definition a high level document that sets the Council's strategic direction of travel and key corporate priorities going forward. It does not seek to duplicate the content of other Council strategies but it will be used as the basis for more detailed service planning and action plans. These lower level actions plans will be developed together with relevant performance measures and indicators and monitored within the Council's performance management system.

5. Recommendation

- 5.1 The Corporate Strategy 2017-20 attached at Appendix 2 to this report be approved and adopted.

General Form Details

User Web Reference No:	24298
Form:	Corporate strategy consultation
Completed:	15/03/2017 12:47:36
Status:	Pending

This form was completed by an unregistered / un-logged in user.

Form Details

Strapline	Yes
StraplineComments	Sounds a bit clumsy. Would it be better the other way round - Fit for the future, proud of our past. This also puts more emphasis on going forward than looking back.
OverarchingPriorities	Yes
OverarchingPrioritiesComments	Look good
CorporateResourcesAgree	Yes
CorporateResourcesComments	
CommunitiesHomesAgree	Yes
CommunitiesHomesComments	
EnvironmentPublicRealmAgree	Yes
EnvironmentPublicRealmComments	
GrowthInvestmentAgree	Yes
GrowthInvestmentComments	
EqualityObjectivesAgree	Yes
EqualityObjectivesAlternatives	
EqualityMeasurementsAgree	Yes
EqualityMeasurementsAlternatives	
EqualityObjectivesComments	
Gender	Male
Age	35-44
Ethnicity	White English
Disability	No
SexualOrientation	Heterosexual/straight
ReligionBelief	Christian

Council Comments

None made.

General Form Details

User Web Reference No:	24296
Form:	Corporate strategy consultation
Completed:	15/03/2017 12:37:00
Status:	Pending

This form was completed by an unregistered / un-logged in user.

Form Details

Strapline	Yes
StraplineComments	Think it sounds better as - Fit for the future, proud of our past
OverarchingPriorities	Yes
OverarchingPrioritiesComments	
CorporateResourcesAgree	Yes
CorporateResourcesComments	
CommunitiesHomesAgree	Yes
CommunitiesHomesComments	
EnvironmentPublicRealmAgree	Yes
EnvironmentPublicRealmComments	
GrowthInvestmentAgree	Yes
GrowthInvestmentComments	
EqualityObjectivesAgree	Yes
EqualityObjectivesAlternatives	
EqualityMeasurementsAgree	Yes
EqualityMeasurementsAlternatives	
EqualityObjectivesComments	
Gender	Female
Age	45-54
Ethnicity	White English
Disability	No
SexualOrientation	Heterosexual/straight
ReligionBelief	No religion

Council Comments

None made.

General Form Details

User Web Reference No:	24444
Form:	Corporate strategy consultation
Completed:	17/03/2017 21:51:03
Status:	Pending

Users Registered Account Details

Site user ID	2235
Email	REDACTED
Name	REDACTED

Form Details

Strapline	Yes
StraplineComments	Our past is not just about the home of Rugby Football. Remember our engineering and music heritage.
OverarchingPriorities	Yes
OverarchingPrioritiesComments	Yes but financial self sufficiency is not what it is all about. The Council exists for the benefit of the residents, to improve life in all aspects. Paying employees and councillors is one thing but it can't be at the expense of a diminished service to residents.
CorporateResourcesAgree	Yes
CorporateResourcesComments	It's not all about revenue for the Council. You need to increase revenue to the town. Visitors won't come for the Hall of fame alone. There has to be other things. It has to be a good shopping experience and pleasant places to lunch and dine. Real research has to target the objective of working more efficiently and effectively. What is the best practice for similar businesses. Look at industry practice. Rolls-Royce continues to be successful because it is continually mechanisms to improve the product performance, the cost of production and the satisfaction of customers. The Council could learn from industry.
CommunitiesHomesAgree	Yes
CommunitiesHomesComments	
EnvironmentPublicRealmAgree	Yes
EnvironmentPublicRealmComments	Admirable objectives but we have to deliver. These are things that can easily get dropped when money is short.
GrowthInvestmentAgree	Yes
GrowthInvestmentComments	Good priorities but if the current Local Plan is meant to achieve them then we are sunk. We need a good LP quickly that has ambition for the town and will deliver for future generations. The current proposal will flounder. It is not sustainable, lacks ambition and is not honest in its conception.
EqualityObjectivesAgree	Yes
EqualityObjectivesAlternatives	Not immediately but objectives have to be assessed regularly.
EqualityMeasurementsAgree	Yes
EqualityMeasurementsAlternatives	The measures are OK but assess them regularly. Circumstances change and measures can become obsolete and new ones need to replace them.

EqualityObjectivesComments	
Gender	Male
Age	65-74
Ethnicity	White English
Disability	No
SexualOrientation	Heterosexual/straight
ReligionBelief	Christian

Council Comments

None made.

General Form Details

User Web Reference No:	25083
Form:	Corporate strategy consultation
Completed:	30/03/2017 16:32:07
Status:	Pending

This form was completed by an unregistered / un-logged in user.

Form Details

Strapline	No
StraplineComments	
OverarchingPriorities	Yes
OverarchingPrioritiesComments	
CorporateResourcesAgree	Yes
CorporateResourcesComments	
CommunitiesHomesAgree	Yes
CommunitiesHomesComments	
EnvironmentPublicRealmAgree	Yes
EnvironmentPublicRealmComments	
GrowthInvestmentAgree	Yes
GrowthInvestmentComments	
EqualityObjectivesAgree	Yes
EqualityObjectivesAlternatives	
EqualityMeasurementsAgree	
EqualityMeasurementsAlternatives	
EqualityObjectivesComments	
Gender	
Age	
Ethnicity	
Disability	
SexualOrientation	
ReligionBelief	

Council Comments

None made.

General Form Details

User Web Reference No:	25080
Form:	Corporate strategy consultation
Completed:	30/03/2017 16:21:19
Status:	Pending

This form was completed by an unregistered / un-logged in user.

Form Details

Strapline	No
StraplineComments	It's rather twee and cliched. The kind of thing a politician would say.
OverarchingPriorities	Yes
OverarchingPrioritiesComments	
CorporateResourcesAgree	Yes
CorporateResourcesComments	Sickness and wellbeing of staff is not mentioned or inferred in any Corporate Strategy priority.
CommunitiesHomesAgree	Yes
CommunitiesHomesComments	
EnvironmentPublicRealmAgree (1)	Yes
EnvironmentPublicRealmAgree (2)	No
EnvironmentPublicRealmComments	Yes for first two - In protect the public, what powers do we have to ensure Fire Services, Police and Ambulance are focused on keeping people safe and Hospitals and NHS clinics on keeping people healthy? I am not sure what the scope of the middle objective is - Use our role in relevant partnerships to protect the public from harm? Should these first two points be more about supporting public protection services and relevant partnerships in their efforts to keep the public safe and healthy? The last point makes sense and is definitely achievable by us as a Council.
GrowthInvestmentAgree	Yes
GrowthInvestmentComments	
EqualityObjectivesAgree	Yes
EqualityObjectivesAlternatives	
EqualityMeasurementsAgree	Yes
EqualityMeasurementsAlternatives	
EqualityObjectivesComments	
Gender	Male
Age	35-44
Ethnicity	White English
Disability	No
SexualOrientation	Gay man
ReligionBelief	Christian

Council Comments

None made.

General Form Details

User Web Reference No:	25077
Form:	Corporate strategy consultation
Completed:	30/03/2017 15:51:12
Status:	Pending

This form was completed by an unregistered / un-logged in user.

Form Details

Strapline	Yes
StraplineComments	
OverarchingPriorities	Yes
OverarchingPrioritiesComments	
CorporateResourcesAgree	Yes
CorporateResourcesComments	
CommunitiesHomesAgree	Yes
CommunitiesHomesComments	
EnvironmentPublicRealmAgree	Yes
EnvironmentPublicRealmComments	
GrowthInvestmentAgree	Yes
GrowthInvestmentComments	
EqualityObjectivesAgree	Yes
EqualityObjectivesAlternatives	
EqualityMeasurementsAgree	Yes
EqualityMeasurementsAlternatives	
EqualityObjectivesComments	
Gender	Female
Age	35-44
Ethnicity	White English
Disability	No
SexualOrientation	Heterosexual/straight
ReligionBelief	Christian

Council Comments

None made.

General Form Details

User Web Reference No:	24730
Form:	Corporate strategy consultation
Completed:	24/03/2017 09:38:10
Status:	Pending

This form was completed by an unregistered / un-logged in user.

Form Details

Strapline	Yes
StraplineComments	
OverarchingPriorities	Yes
OverarchingPrioritiesComments	
CorporateResourcesAgree	Yes
CorporateResourcesComments	Try to gain more funds from central government
CommunitiesHomesAgree	Yes
CommunitiesHomesComments	This appears to be a way of employing more high paid IT staff and remove admin staff in the long term.
EnvironmentPublicRealmAgree	Yes
EnvironmentPublicRealmComments	
GrowthInvestmentAgree	Yes
GrowthInvestmentComments	Rather than focus on interactive IT based attractions that require costly IT updates. Find a few people to interact with the public, maybe even at times in historical costume and encouraging exercise with an actual rugby ball.
EqualityObjectivesAgree	Yes
EqualityObjectivesAlternatives	Comply with the equality act and supply neurodiversity training for public servants. Ask local people with mobility issues and carers with prams if your shops and pathways are adequate to allow use by all.
EqualityMeasurementsAgree	Yes
EqualityMeasurementsAlternatives	
EqualityObjectivesComments	
Gender	Female
Age	35-44
Ethnicity	White Irish
Disability	Yes
SexualOrientation	Heterosexual/straight
ReligionBelief	Christian

Council Comments

None made.



CORPORATE STRATEGY **2017 – 2020**

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

PROUD OF OUR PAST, FIT FOR THE FUTURE

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

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

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

These are:

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

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



Councillor Michael Stokes
Leader



Adam Norburn
Executive Director

PORTFOLIO: CORPORATE RESOURCES

We will:

Optimise income and identify new revenue opportunities

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

To do this we will:

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

We will:

Prioritise use of resources to meet changing customer needs and demands

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

To do this we will:

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

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

We will:

Ensure that the council works efficiently and effectively

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

To do this we will:

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

PORTFOLIO: COMMUNITIES AND HOMES

We will:

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

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

To do this we will:

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

We will:

Deliver digitally-enabled services that residents can access

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

To do this we will:

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

We will:

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

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

To do this we will:

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

PORTFOLIO: ENVIRONMENT AND PUBLIC REALM

We will:

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

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

To do this we will:

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

We will:

Continue to improve the efficiency of our waste and recycling services

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

To do this we will:

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

We will:

Protect the public

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

To do this will:

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

PORTFOLIO: GROWTH AND INVESTMENT

We will:

Promote sustainable growth and economic prosperity

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

To do this we will:

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

We will:

Promote and grow Rugby's visitor economy with our partners

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

To do this we will:

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

We will:

Encourage healthy and active lifestyles to improve wellbeing within the borough

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

To do this we will:

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

Council – 25 April 2017

Equality and Diversity Policy Statement

Report of Head of Communities & Homes

1. Introduction

1.1 The Council has a Statutory duty under the Equality Act 2010 to have due regard to:

- ❖ Eliminate unlawful discrimination, harassment and victimisation.
- ❖ Advance equality of opportunity between different groups and
- ❖ Foster good relations between different groups.

1.2 The commitment to equality is endorsed via the Council's Equality & Diversity Policy statement 2012 – 16. It was developed in the context of the consultation the Council carried out in developing its Corporate Strategy and Priorities 2012-16.

1.3 The policy statement sets out Rugby Borough Council's vision and commitment to ensuring equality of opportunity for all, including equality of access to those services that we provide.

1.4 In serving our community and in valuing the contribution of our workforce, we aim to improve the quality of life and well-being of the population. This vision and commitment is implemented through the council's Corporate Change and Improvement Plan.

2. Key commitments

2.1 As an indication of our commitment, our Corporate Strategy identifies our vision for the future, articulating our priorities and outcomes for 2017 - 20. Included within this vision is our commitment towards:

- ❖ Council as a Service Provider
- ❖ Council's policy, strategy and decision making procedures
- ❖ Council as Commissioner of services
- ❖ Council as an employer

2.2 Under the Equality Act 2010 and the Public Sector Duty the Council must refresh its Equality & Diversity objectives every four years. The current objectives were agreed in 2012 for four years

- 2.3 An opportunity arose for the Equality & Diversity objectives to be consulted on as part of the Corporate Strategy 2017 – 20 consultation exercise undertaken in March 2017.
- 2.4 The updated Equality & Diversity Policy statement and Equality objectives are attached at Appendices 1 and 2.

3. Recommendation

The updated Equality & Diversity Policy statement and Equality objectives for Rugby Borough Council be adopted.



Equality and Diversity Policy Statement

Date of issue	April 2017	Next Review	March 2020	Last Review	
Policy Owner	E & D Steering Group				

1. INTRODUCTION

Rugby Borough Council has a longstanding track record of working to ensure equality and diversity practice, in relation to both service delivery and employment is fully integrated into everything the council does – as a leader in the community, as a provider of services, and as an employer.

In recognition of this, in February 2014 the Council was externally assessed as having achieved the 'Excellent' level of the Equality Framework for Local Government.

We recognise that we serve a diverse community with differing needs and acknowledge that for a variety of reasons there are some groups of people who are prevented from taking part fully in their community.

We accept that discrimination is a major barrier to a fair and just society and recognise that there are certain groups of individuals who are likely to need more protection than others and therefore will actively seek to ensure that these groups of people are protected and that their access to opportunities is actively promoted.

We acknowledge our roles and responsibilities as an organisation and we commit to ensuring that our internal processes and ways of working promote equality and ensure that no one is disadvantaged by how we operate as an organisation.

This Policy statement sets out our commitment to equality and diversity and provides the overarching context within which we work.

2. LEGISLATIVE CONTEXT FOR EQUALITY AND DIVERSITY

The Equality Act 2010 was introduced to consolidate and strengthen all previous anti-discrimination legislation. It covers the following protected characteristics:

- ❖ age
- ❖ disability
- ❖ gender reassignment
- ❖ marriage and civil partnership
- ❖ pregnancy and maternity
- ❖ race/ethnicity
- ❖ religion and belief
- ❖ sex
- ❖ sexual orientation.

Section 149 of the Equality Act 2010 (Public Sector Equality Duty) places a general duty on the Council and others carrying out public functions to have due regard to the need to:

- ❖ eliminate discrimination, harassment and victimisation
- ❖ advance equality of opportunity between different groups
- ❖ foster good relation between different groups.

In meeting the requirements of the Equality Act and the Public Sector Equality Duty, the Borough Council will in all its decision making, policy setting and service delivery have due regard and will ensure equalities is integrated into our day-to-day work and that we positively contribute to the advancement of equality and fostering good relations.

3. OUR ROLES AND RESPONSIBILITIES

a. Rugby Borough Council as a Service Provider

- ❖ Provide appropriate, accessible and effective services and facilities to the whole community
- ❖ Provide clear and accessible information about services in a variety of formats and languages, as appropriate
- ❖ Challenge, review and monitor services, working practices and resource allocations to ensure that they do not discriminate, and identify where improvements can be made
- ❖ Ensure that appropriate consultation / engagement methods are identified to enable the community to have a say on the way the council plans and delivers its services

b. Rugby Borough Council's policy, strategy and decision making procedures

- ❖ Ensure that equality and diversity issues are considered in the development of all policies and strategies
- ❖ Develop policies and strategies to reduce the inequality faced by whole communities or individuals
- ❖ Ensure the Council is fully aware of any adverse impacts that may occur because of decisions made, and actively seek to mitigate any negative impact
- ❖ Regularly evaluate the impact of policies and strategies with regard to equality and diversity issues

c. Rugby Borough Council as Commissioner of services

- ❖ Ensure contractors, suppliers, volunteers and partners are aware of the Council's position on equality and understand their obligation to provide services that are free from discrimination, harassment or victimisation.
- ❖ Ensure our contract monitoring processes are inclusive of equalities considerations
- ❖ Ensure that when we purchase or commission services from organisations we are confident that these organisations respect equality and diversity
- ❖ Ensure that equality and diversity is built into our processes and procedures around procurement and commissioning

d. Rugby Borough Council as an employer

- ❖ Promote equality of opportunity for all staff
- ❖ Make reasonable adjustments to allow staff to fulfil their potential and take action, where it is needed, to tackle inequality and promote diversity
- ❖ Protect and promote the health, wellbeing and safety of all staff
- ❖ Ensure our recruitment practices and procedures do not discriminate against anyone
- ❖ Monitor our workforce regularly to identify any issues in regards to equal opportunity or development

- ❖ Enable, encourage and support staff to report discrimination or harassment in the workplace.

4. GOVERNANCE AND ACCOUNTABILITY

Within the Council, all elected members and staff have a part to play in challenging discrimination and in implementing this policy.

Councillors are responsible for leading the equality and diversity agenda, providing a scrutiny role, prioritising resources and community leadership generally.

The Councillors, Executive Director and Heads of Service are responsible for the overall management and strategic direction of the equality and diversity agenda, through the Strategic Equality & Diversity Steering Group.

Heads of Service and Management Teams are responsible for ensuring the implementation of this policy in their service areas, and their service planning process. They should identify any discriminatory practices, include equality objectives in the Corporate Change and Improvement Plan and develop criteria for success. Human Resources professionals lead on equality and diversity issues in respect of employment policy and practice throughout the Council.

Unions have a responsibility to represent the views and concerns of staff on equality and diversity issues, and in supporting the continuous improvement of equality policy and practice.

All staff have an individual responsibility for promoting and delivering equality in the workplace and in serving the community. This expectation will be communicated to all new staff via the induction process.

5. MONITORING AND MEASURING PROGRESS

We will adopt a rolling programme to review, monitor and evaluate all policies, procedures and practices, both in service delivery and employment, from an equality perspective, to ensure that they conform to this Policy, as well as legislative and other external requirements. Progress will be monitored by the Strategic Equality & Diversity Steering Group.

Where we ask employees and service users to provide us with personal equality information, this will only be used to improve access to and the quality of the services we provide. In order to succeed in this, we require the co-operation and understanding of our staff and service users.

6. HOW TO MAKE A COMPLIMENT, COMMENT OR COMPLAINT?

Please contact us if you:

- ❖ feel that you suffered discrimination in receiving any of the Council's services
- ❖ have a complaint that falls within our equality and diversity policy statement

- ❖ want more information about the Council's equality and diversity approaches
- ❖ have suggestions about the way that the Council could improve its approaches to equality and diversity

We regard any comments and complaints as an opportunity to examine the quality of our services, and to proactively address the issues that have been raised. The details are as follows:

Customer Service Centre on (01788) 533533 or email contactcentre@rugby.gov.uk.

7. CONCLUSION

The Council believes that any organisation should reflect all the communities and people it serves in both employment and service delivery. By implementing this Policy, the Council recognises its responsibilities and its leadership role within the community and aims to be a leading organisation in the promotion of equality of opportunity and diversity within Rugby.



EQUALITY OBJECTIVES 2017 – 2020

INTRODUCTION

The Equality Act 2010 was introduced to consolidate and strengthen all previous anti-discrimination legislation. The protected characteristics covered are; age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race/ethnicity, religion and belief and sexual orientation.

Section 149 of the Equality Act 2010 (Public Sector Equality Duty) places a general duty on the Council and others carrying out public functions to have due regard to the need to:

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity between different groups
- foster good relation between different groups.

In meeting the requirements of the Equality Act and the Public Sector Equality Duty, the Council will in all its decision making, policy setting and service delivery have due regard and will ensure equalities is integrated into our day-to-day work and that we positively contribute to the advancement of equality and fostering good relations.

There is a requirement on the Council to publish its equality objectives every four years. The following objectives have been identified by the Equality Steering Group and they link to the Council's Corporate Priorities for 2017 - 2020

NO.	EQUALITY OBJECTIVES	HOW WILL PROGRESS BE MEASURED?
1	To improve the quality, collection and use of equality data to enable the Council to make informed decisions on policy, service design and delivery.	<ul style="list-style-type: none"> • Standardised categories for collecting equality data. • Services are able to identify and collect relevant data • Improved information on the communities of Rugby • Equality Impact Assessments (EqIAs) undertaken for all key decisions • Improved use of community data as evidence base for EqIAs.
2	To deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations of customers.	<ul style="list-style-type: none"> • Commissioning and procurement activities are efficient and focused on communities. • Increase in customer satisfaction

		<p>levels</p> <ul style="list-style-type: none"> • Continuous increase in the number of people accessing services. • Development of different methods of accessing services. • Information about services available in a variety of formats.
3	To improve how the Council engages with communities, partners and customers.	<ul style="list-style-type: none"> • Communities enabled to have a say through consultations. • Creative forms of community engagement so that all residents – including under-represented groups – feel that they can participate in public life. • Increased engagement in civic participation.
4	To develop a diverse workforce that reflects the communities we serve and is valued and respected.	<ul style="list-style-type: none"> • Modern ways of working which take into account the diverse needs of employees support organisational transformation. • Workforce Diversity Report produced and published on an annual basis. • Analysis of staff survey results to determine whether there are any equality issues which require addressing. • Delivering on the themes identified during the Workforce Planning sessions.
5	To develop and foster good relations between different groups and communities.	<ul style="list-style-type: none"> • Increase in the profile of the Community Safety Partnership's work. • Lower incidence of hate crime compared to National / comparable partners. • Communities enabled to make informed choices about keeping safe and well. • Increase in the use of sport and physical activities by underrepresented groups.