

5 September 2025

CABINET – 15 SEPTEMBER 2025

A meeting of Cabinet will be held at 6.00pm on Monday 15 September 2025 in the Council Chamber at the Town Hall, Rugby.

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

Dan Green
Acting Chief Executive

A G E N D A PART 1 – PUBLIC BUSINESS

1. Minutes.

To confirm the minutes of the meeting held on 24 June 2025.

2. Apologies.

To receive apologies for absence from the meeting.

3. Declarations of Interest.

To receive declarations of –

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

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

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

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

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

4. Question Time.

Notice of questions from the public should be delivered in writing or by e-mail to the Chief Executive at least three clear working days prior to the meeting (no later than Tuesday 9 September 2025).

Growth and Investment, Digital and Communications Portfolio

- 5. St Andrew's Church Public Realm Projects.
- 6. High Street Rental Auctions.
- 7. Economic Strategy Action Plan.
- 8. Supporting Local Government Reorganisation with the establishment of a Data, Insights & Automation function within Rugby Borough Council.

Partnerships and Wellbeing Portfolio

- 9. Capital Programme 2025/26 – Queen's Diamond Jubilee Centre Section 106 funding.
- 10. Centenary Park Allotment.

Finance, Performance, Legal and Governance Portfolio

- 11. Finance Quarter One 2025/26 General Fund Revenue and Capital Monitoring.
- 12. Performance report 2025/26 – Quarter One.
- 13. Equality and Diversity Strategy 2025-2028.

Communities, Homes, Regulation and Safety Portfolio

- 14. Finance Quarter One 2025/26 Housing Revenue Account Monitoring.
- 15. Housing Strategy 2025-2035.
- 16. The impact of the Voluntary and Community Sector organisations funded by the Council in 2024/25.

Operations and Traded Services Portfolio

Nothing to report to this meeting,

Organisational change Portfolio

Nothing to report to this meeting.

The following item contains reports which are to be considered en bloc subject to any Portfolio Holder requesting discussion of an individual report

Nothing to report to this meeting.

17. Motion to exclude the public under Section 100(A)(4) of the Local Government Act 1972

To consider the following resolution:

“under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of information defined in paragraph 3 of Schedule 12A of the Act.”

PART 2 – EXEMPT INFORMATION

Growth and Investment, Digital and Communications Portfolio

Nothing to report to this meeting.

Partnerships and Wellbeing Portfolio

Nothing to report to this meeting.

Finance, Performance, Legal and Governance Portfolio

1. Civica Revenues and Benefits Contract.

Communities, Homes, Regulation and Safety Portfolio

2. Garages Management Plan.

Operations and Traded Services Portfolio

Nothing to report to this meeting.

Organisational change Portfolio

Nothing to report to this meeting.

The following item contains reports which are to be considered en bloc subject to any Portfolio Holder requesting discussion of an individual report

Nothing to report to this meeting.

Any additional papers for this meeting can be accessed via the website.

The Reports of Officers are attached.

Membership of Cabinet:

Councillors Moran (Chair), C Edwards, Livesey, Mistry, O'Rourke and Robinson.

CALL-IN PROCEDURES

Publication of the decisions made at this meeting will normally be within three working days of the decision. Each decision will come into force at the expiry of five working days after its publication. This does not apply to decisions made to take immediate effect. Call-in procedures are set out in detail in Standing Order 15 of Part 3c of the Constitution.

If you have any general queries with regard to this agenda please contact Claire Waleczek, Democratic and Support Services Manager (01788 533524 or e-mail

claire.waleczek@rugby.gov.uk). Any specific queries concerning reports should be directed to the listed contact officer.

AGENDA MANAGEMENT SHEET

Report Title: St Andrew's Church Public Realm Projects

Name of Committee: Cabinet

Date of Meeting: 15 September 2025

Report Director: Chief Officer - Growth and Investment

Portfolio: Growth and Investment, Digital and Communications

Ward Relevance: All

Prior Consultation: Finance and Performance, Town Centre Regeneration Working Group, Budget Working Group

Contact Officer: Helen Nightingale, Major Projects and Regeneration Manager

Public or Private: Public

Report Subject to Call-In: No

Report En-Bloc: No

Forward Plan: Yes

Corporate Priorities: This report relates to the following priority(ies):
☐ A Healthier Rugby – To support people to live healthier, longer, and more independent lives.
☒ A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.
☐ A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.
☐ A Fairer Rugby – To reduce inequalities and improve housing across the Borough.
[Corporate Strategy 2025-2035](#)
☐ This report does not specifically relate to any Council priorities but

Summary: The report requests approval of £0.291m (£0.210m revenue and £0.081m capital) from the Town Centre Strategy Reserve to improve the external appearance of St Andrew's Church and surrounding public realm by cleaning, making repairs and providing lighting to support an attractive and thriving town centre as part of the

regeneration of the town centre in line with the Corporate Strategy priority, Thriving Places.

Financial Implications:

The financial implications are set out in section 4 of this report. The capital budget of £0.081m and revenue budget of £0.210m requested for approval (see breakdown in Tables 1 and 2) will be funded from the Town Centre Strategy Reserve.

Risk Management/Health and Safety Implications:

A dedicated strategic risk register is in place for each strand of the Corporate Strategy. Use of reserves is a key action towards delivering on the corporate strategy priorities.

Environmental Implications:

Environmental implications are set out in Appendix 2. The delivery of the public realm projects at St Andrew's Church however would positively contribute to the Council's climate change aspirations by complementing the wider public realm improvements which encourage people to use town centre space and increases active travel making the centre more community centric and environmentally conscious.

Legal Implications:

None arising directly from this report.

Equality and Diversity:

Equality and Diversity implications are set out in Appendix 3. The wider public realm enhancements aim to make green space and places more accessible and within reach. The delivery of the public realm projects at St Andrew's Church aims will integrate the building further into the public realm as a community building for all.

Options:

Option 1

Agree to the spend and recommendations as set out in the report

Option 2

Not agree the spend and recommendations as set out in the report

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT -

- (1) a supplementary General Fund Revenue budget of £0.210m for 2025/26 be approved to fund external improvement works to St Andrew's Church, to be financed from the Town Centre Strategy Reserve; and

(2) a supplementary General Fund Capital budget of £0.081m be approved and added to the capital programme for 2025/26 to fund external improvement works to St Andrew's Church, to be financed from the Town Centre Strategy Reserve.

**Reasons for
Recommendation:**

To support the town centre's public realm, improving quality of places, building civic pride and attracting visitors to dwell for longer periods in the town centre as outlined in the Council's Corporate Strategy and Annual Delivery Plan 2025-2026.

Cabinet - 15 September 2025

St Andrew's Church Public Realm Projects

Public Report of the Chief Officer - Growth and Investment

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT -

- (1) a supplementary General Fund Revenue budget of £0.210m for 2025/26 be approved to fund external improvement works to St Andrew's Church, to be financed from the Town Centre Strategy Reserve; and
- (2) a supplementary General Fund Capital budget of £0.081m be approved and added to the capital programme for 2025/26 to fund external improvement works to St Andrew's Church, to be financed from the Town Centre Strategy Reserve.

1 EXECUTIVE SUMMARY

- 1.1 As part of Rugby Borough Council's commitment to regenerating Rugby town centre and delivering the Corporate Strategy priority, Thriving Rugby, the Council is progressing a key public realm improvement project focused on St Andrew's Church, a Grade II* listed landmark, prominently located in the town centre.
- 1.2 The project aims to enhance the visual appeal, safety, and visitor experience of the area surrounding the church, contributing to increased footfall and dwell time in the town centre. The proposed works have been developed in collaboration with St Andrew's Church and align with the Council's Public Realm Masterplan.

Scope of Works

The improvement works include:

- Cleaning and stonework repairs to the north and east elevations.
- Replacement of window guards to reveal stained glass features.
- Repairs to rainwater goods and boundary treatments.
- Installation of architectural lighting to enhance the church's prominence.

Financial Overview

- Capital Costs: £0.081m
- Revenue Costs: £0.210m
- Total Project Cost: £0.291m

Funding will be drawn from the Town Centre Strategy Reserve.

Timeline

- Permissions (Faculty and Planning): Expected by September/October 2025
- Construction Start: November 2025
- Completion: February 2026

2. INTRODUCTION

- 2.1 The Council has made a strong commitment to a Thriving Rugby by regenerating Rugby Town Centre as outlined in the Corporate Strategy.
- 2.2 As part of the commitment to deliver the Corporate Strategy an Annual Delivery Plan is produced, which states that town centre public realm improvements are a key action to supporting the corporate priority, Thriving Rugby and more specifically a deliverable part of the programme is to make improvements to St Andrew's Church, due to its central location within the town centre, the building being an important landmark and its ability to be accessed and viewed by the public.
- 2.3 St Andrew's Church is a Grade II* building, situated south of Church Street making it a prominent historic landmark within the Town Centre, surrounded by a mix of historic and modern buildings as well as open spaces such as St Andrew's Gardens. The enhancements proposed to St Andrew's Church would contribute positively to the surrounding public realm, making it feel safer and more attractive to use as well as providing a visually attractive focal point within the town centre.
- 2.4 St Andrew's Church has produced a 5 year improvement plan to improve the church and its appearance to ensure that the building contributes and acts as an attractive focal point at the heart of the town. The Church have been looking for funds from a variety of sources to help make these plans deliverable. The Council has been in discussions with St Andrew's Church to identify external works that could be undertaken to improve the local public realm and create a higher quality of place to attract visitors and improve dwell time in the town centre and that could be delivered in the next 12 months as part of this wider project.
- 2.5 This report outlines the specific works identified, the costs associated with those works and a timeline for delivery.

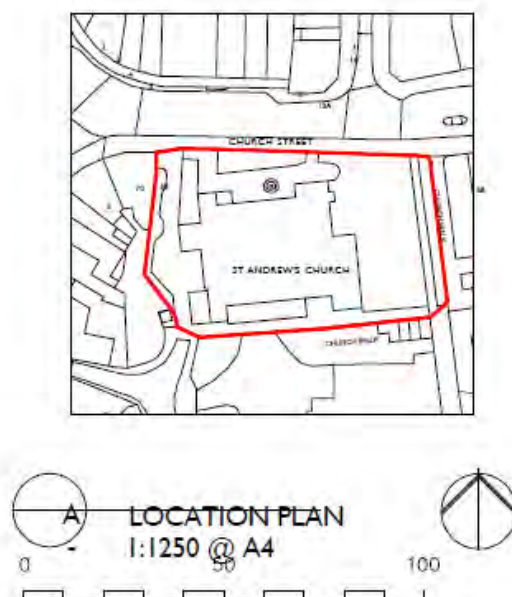
3. ST ANDREW'S CHURCH IMPROVEMENTS

- 3.1 Officers have met regularly with St Andrew's Church to discuss which external works would create maximum visual improvement and benefit to the town centre's public realm.
- 3.2 The Council explored many options with the church and the proposals are Phase 1 of a three phase programme for improvements to St Andrew's Church. The Council is committed to supporting Phase 1, however there is no

commitment from the Council at this time to fund further phases, and for which the Church are actively seeking other external funding sources.

- 3.3 The Council did explore cleaning entire elevations of the church, however the scaffolding costs associated with tall buildings were beyond the affordability of the Council to fund alone.
- 3.4 The Council has explored whether St Andrew's Church had the ability to provide funding towards the proposed improvements, however there are no funds available at this time, and the works proposed are to be covered by the Council's contribution which will be subject to a funding agreement between the Council and Friends of St Andrew's Church.
- 3.5 Lighting is a particular focus as the Council's adopted Public Realm Masterplan includes St Andrews as one of four areas identified as a 'feature area' for architectural lighting to enhance the public space.

Figure 1: Red line map to show extent of works to St Andrews Church.



- 3.6 The proposals are illustrated in Appendix 1 of this report and include:

North elevation (facing Church Street)

- Doff cleaning of the north porch, lower elevation and part of the tower
- Stonework repairs including the cross above the north porch
- Removal of polycarbonate window guards and replace with black stainless steel guards to enable the stained glass windows to be visible
- Cast iron rainwater pipes and hoppers to be repaired and redecorated

East elevation (facing Church Walk)

- Doff cleaning approximately 220sqm including part of the tower.

Boundary treatments

- Cleaning, repair and repointing of three stone pillars and metal railings along Church Street and continue along the western boundary.

External Lighting

- A lighting engineer is to be appointed, which is included in the costs, to create a lighting design to illuminate St Andrew's Church making it a focal feature of the town centre. The lighting design will be considered and approved by the Council.

- 3.6 The costs outlined in Tables 1 and 2 below also include site set up and professional fees for surveys and relevant permissions.

Table 1: St Andrew's Church proposed works and costs (capital)

Proposed Works	Costs £000
Removal of existing polycarbonate window guards and replace with new stainless steel window guards (black)	14
Fabrication and installation of new external lighting	46
Bat survey, reports and permissions in relation to external lighting	7
Architect fees for capital elements	6
Irrecoverable VAT (capital element)	8
Total	81

Table 2: St Andrew's Church proposed works and costs (revenue)

Proposed Works	Costs £000
Site set up	68
Stone repairs and cleaning	56
Redecoration (painting and repairs)	50
Replacement of grate for gulley	1
Architect fees (revenue element)	15
Irrecoverable VAT (revenue element)	20
Total	210

3.7 Timeline

Faculty permission is required for the cleaning, window guards and external lights and dependant on the external lighting, planning permission may also be required. Therefore, the current project programme indicates that these permissions will be gained in September/October, with work commencing in November 2025, with the intention of all works being complete by February 2026.

- 3.8 The proposed works are intended to elevate the appearance of St Andrew's Church and create a welcoming environment for visitors, supporting the regeneration aims for the town centre.

4 FINANCIAL IMPLICATIONS

- 4.1 The Town Centre Strategy Reserve was created to fund elements to improve and regenerate the town centre and there is sufficient balance within the reserve to fund the overall total of £0.290m for works to St Andrew's Church.
- 4.2 For accounting purposes, the total works of £0.290m have been split into revenue £0.210m and capital £0.081m, as shown in Tables 1 and 2.

5 CONCLUSION

- 5.1 It be recommended to Council that a Supplementary General Fund Revenue budget of £0.210m for 2025/26 be approved to fund external improvement works to St Andrew's Church, to be financed from the Town Centre Strategy Reserve.
- 5.2 It be recommended to Council that a Supplementary General Fund Capital budget of £0.081m be approved and added to the capital programme for 2025/26 to fund external improvement works to St Andrew's Church, to be financed from the Town Centre Strategy Reserve.
- 5.3 This will ensure that a public realm priority scheme is progressed to instigate positive change within the town centre to realise the development and investment opportunities in the town centre which will also deliver on the aims of the Corporate Strategy.

6. OPTIONS AVAILABLE

Option 1

Agree to the spend and recommendations as set out in the report.

Option 2

Not agree the spend and recommendations as set out in the report.

Name of Meeting: Cabinet

Date of Meeting: 15 September 2025

Subject Matter: St Andrews Church Public Realm Projects

Originating Department: Growth and Investment

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

☐ Exempt information is contained in the following documents:

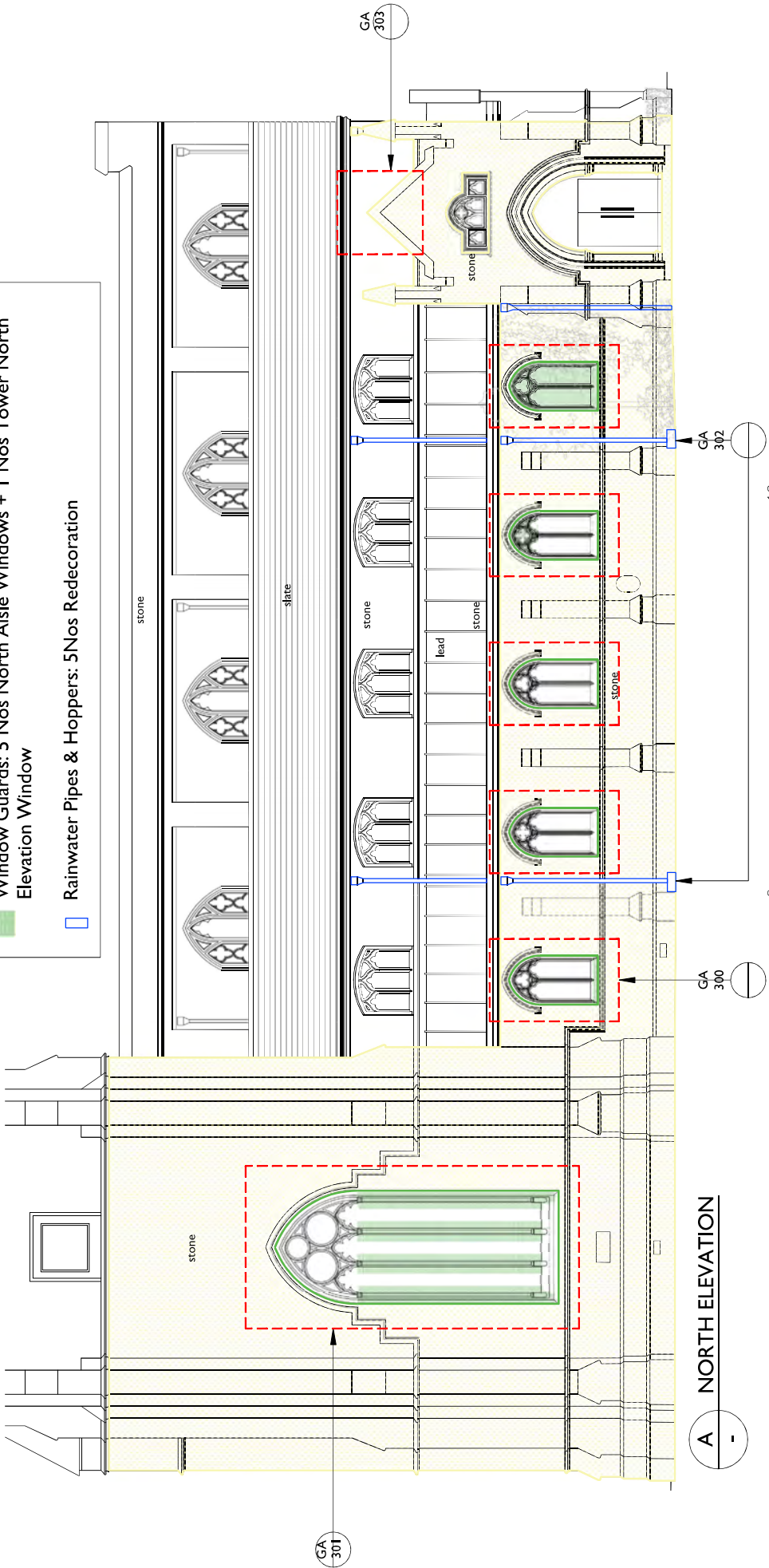
Doc No	Relevant Paragraph of Schedule 12A

EXTERNAL WORKS:

Doff Cleaning: 360sqm (Including North Porch East & West Elevation and Tower West Elevation up to String Course)

Window Guards: 5 Nos North Aisle Windows + 1 Nos Tower North Elevation Window

Rainwater Pipes & Hoppers: 5Nos Redecoration

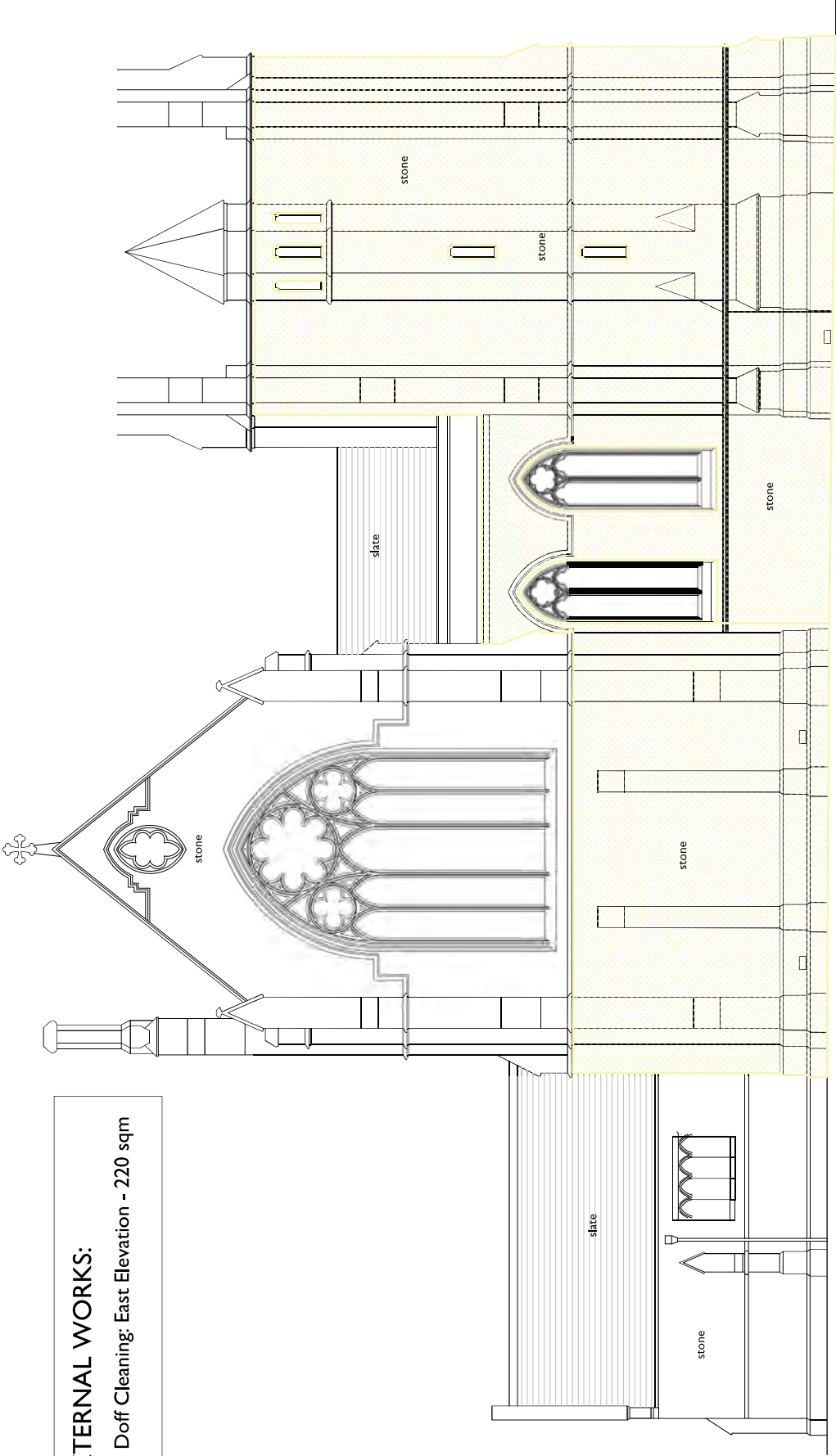


A NORTH ELEVATION

PROPOSED

Robert Davies Architects & Historic Building Consultants Friars House, Manor House Drive, Coventry, CV1 2TE T: 02477 110 619 E: info@robertdaves-architects.co.uk www.robertdaves-architects.co.uk	NOTES © Copyright Robert Davies Architects. All dimensions and details are approximate and must be checked on site and not scaled from the drawing (unless for planning application purposes). No part of this drawing can be reproduced or transmitted by any means electronic or mechanical, including photocopying, to any third parties without the prior written permission of Robert Davies Architects. Boundaries shown are approximate and boundaries are shown based on existing structures and fences etc. Legal boundaries may differ than those shown. Outline survey for planning application purposes only.	PROJECT / TITLE St ANDREW'S CHURCH, RUGBY, CV21 3PT Alterations & Improvements North Elevation as	DATE JULY '25	DRAWN JT	SCALES 1:100	SIZE A3
			PROJECT REF. 25036		DRG. No. GA-210	REV -

EXTERNAL WORKS:
Doff Cleaning: East Elevation - 220 sqm



A EAST ELEVATION

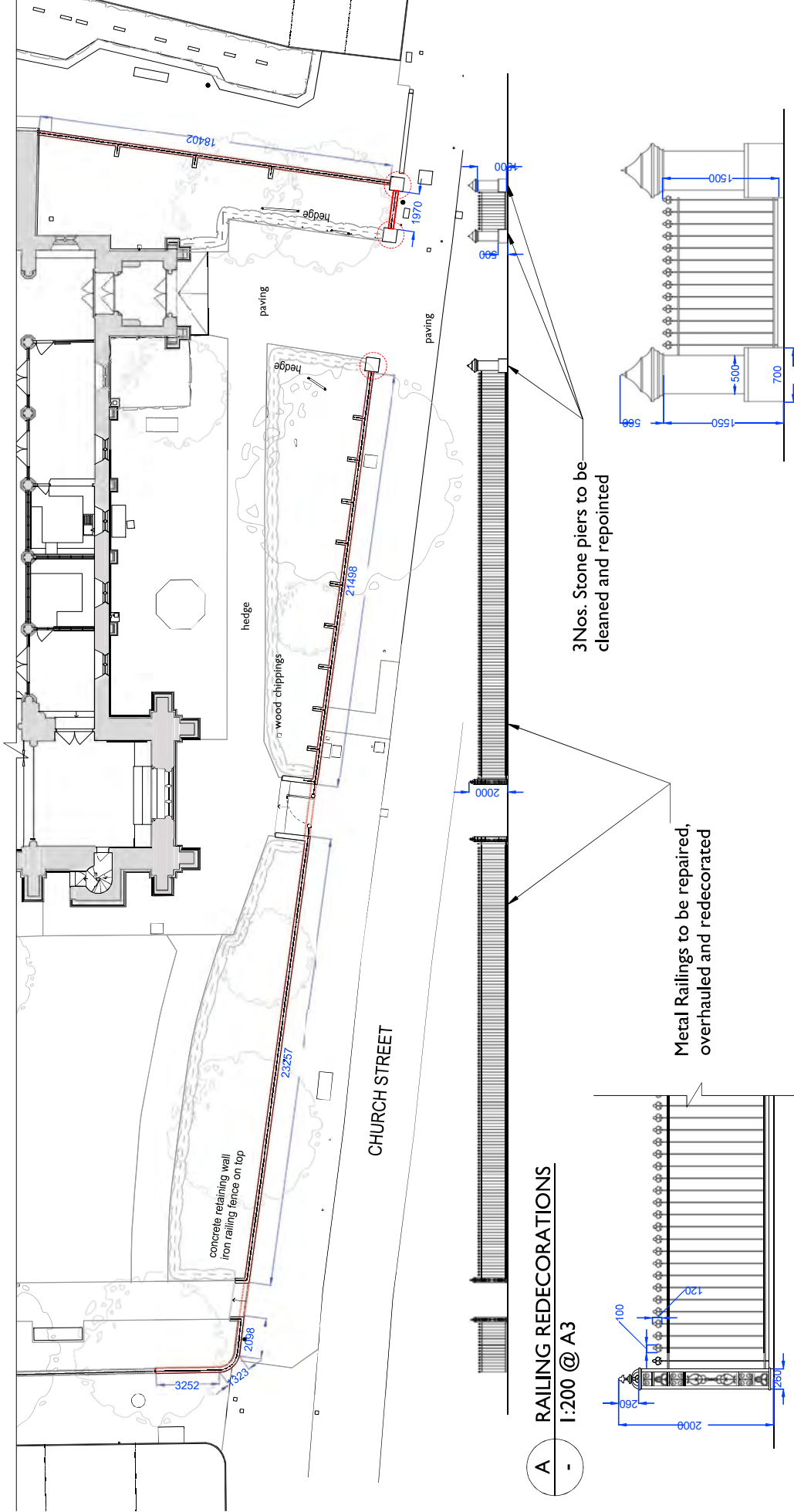
10
METRES

SCALE 1:100 (A3)

PROPOSED

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		PROJECT REF. 25036		DRG. No. GA-211	REV
					-

ALL DIMENSIONS TO BE CHECKED ON SITE.



EXTERNAL WORKS:

Rubdown and Redecorating 135 linear meters
(railing ht- 1.5m)



0 5 10 METRES
SCALE 1:100 (A3)

PROPOSED

Frirs House, Manor House Drive, Coventry, CV1 2TE T: 02477 110 619 E: info@robertdaves-architects.co.uk www.robertdaves-architects.co.uk	NOTES © Copyright Robert Davies Architects. All dimensions and details are approximate and must be checked on site and not scaled from the drawing (unless for planning application purposes). No part of this drawing can be reproduced or transmitted by any means electronic or mechanical, including photocopying, to any third parties without the prior written permission of Robert Davies Architects. The drawings are for planning purposes only. Boundaries are shown based on existing structures and fences etc. Legal boundaries may differ than those shown. Outline survey for planning application purposes only.	PROJECT / TITLE St ANDREWS CHURCH, RUGBY, CV21 3PT Alterations & Improvements Railing Redecorations as		DATE JULY '25	DRAWN JT	SCALES 1:100	SIZE A3
		PROJECT REF. 25036		DKG. No. GA-304		REV -	

Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

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

Rugby Borough Council declared a climate emergency in 2019 and the Council's Corporate Strategy (2021-2024) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions are further defined through the Council's Climate Change Strategy [link](#) and must now be progressed through the decisions which the Council makes.

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

To help you complete this assessment, please see the following guidance on SharePoint [here](#).

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to your Chief Officer for approval.

If you require help, advice and support to complete the form, please contact your Chief Officer.

SECTION 1: OVERVIEW

Portfolio and Service Area	Growth and Investment
Policy/Service/Change being assessed	St Andrew's Church Public Realm Improvements
Is this a new or existing Policy/Service/Change?	An existing strategy (Corporate Strategy 2025-35) that is now being delivered.
If existing policy/service please state date of last assessment	22 nd October 2024
Ward Specific Impacts	Borough-wide
Summary of assessment Briefly summarise the policy/service/change and potential impacts	<p>The Corporate Strategy's aim is to achieve a more sustainable economy for all, where our natural environment, people and businesses are thriving. An objective of the strategy is to deliver a thriving town centre with a mix of retail, leisure, residential and community spaces. This includes an improved public realm.</p> <p>It is envisaged that there will be no negative impacts in relation to the assessment in stage 2 of the document. There is a positive impact in respect of the workplaces and economy by encouraging greater footfall in the town centre.</p>
Completed By	Helen Nightingale (Major Projects and Regeneration Manager)
Authorised By	Nicola Smith (Chief Officer for Growth & Investment)
Date of Assessment	8 th August 2025

SECTION 2: GREENHOUSE GAS EMISSIONS

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Scope 1 Emissions Direct emissions from council owned resources, for example through boilers or vehicles.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Scope 2 Emissions Indirect emissions occurring at the location energy is produced for council activities. For example, electricity generation for council buildings.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 3: CLIMATE CHANGE STRATEGY

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Workplaces and the Economy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The environment and aesthetic improvements being made to the church seeks to boost footfall and activity within the town centre. This should therefore enhance the economy.		Growth and Investment	1 year
Transport	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Natural Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The installation of additional lighting around the church has the potential to impact wildlife (bats) in the area.	Bat survey and required permissions will be acquired to ensure the potential impacts are identified and ensure there is not a negative impact upon bats. This could include lighting being timed to certain periods however a qualified ecologist will be detailed recommendations.		
Homes and Energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Waste, Resources and the Circular Economy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Negative - replacement of the window guards and other repairs will create waste.	Waste will be required to be kept to a minimum by the contractors undertaking the works. Where the window guards can be recycled and		

Appendix 2

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				Positive - the polycarbonate guards will be replaced with stainless steel, a more sustainable material due to its long life span and recyclability. This means a reduction in waste in the long run and fits with the Council goals to decrease waste going to landfill.	reused for other uses they will be however due to their deterioration this will depend on their condition when removed.		
Climate and Nature Positive Communities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project complements and is an integral part of the larger public realm enhancements envisaged for the area which encourages people to use town centre space and increases active travel making the centre more community centric and environmentally conscious.			
Adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 4: REVIEW

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

Review date	Not required
Key points to be considered through review	No required
Person responsible for review	Helen Nightingale (Major Projects and Regeneration Manager)
Authorised by	Nicola Smith (Chief Officer for Growth & Investment)

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Equality Impact Assessment

Service Area	Growth & Investment – Major Projects and Regeneration
Policy/Service being assessed	St Andrew's Church Public Realm Projects
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	The Corporate Strategy 2025-35 is an existing strategy assessed 22nd October 2024. This report is about delivering the strategy.
EqlA Review Team – List of members	Helen Nightingale – Major Projects and Regeneration Manager
Date of this assessment	8 th August 2025
Signature of responsible officer (to be signed after the EqlA has been completed)	<i>Nicola Smith</i>

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	This document sets a corporate vision for the town centre. The corporate strategy has reinforced a delivery focus in relation to regeneration in the town centre. The Strategy's aim is to achieve a more sustainable economy for all, where our natural environment, people and businesses are thriving. An objective of the strategy is to deliver a thriving town centre with a mix of retail, leisure, residential and community spaces. This includes an improved public realm.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	It primarily fits with 'A Thriving Rugby'. Delivering the public realm improvements to St Andrew's Church improve quality of place, build civic pride and attract visitors to dwell for longer periods in the town centre as outlined in the Council's Corporate Strategy and Annual Delivery Plan 2025-2026.
(3) What are the expected outcomes you are hoping to achieve?	An enhanced public realm in order to generate a want to visit, dwell, live and do business in Rugby town centre and deliver a thriving place in line with the Corporate Strategy.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	Yes, when delivered it will affect customers, employees, businesses and wider community groups.
(5) Will the policy or decision involve substantial changes in resources?	Yes - resourcing has already been reviewed in order to enact the strategy and regeneration. It is reviewed on a yearly basis.
<u>Stage 2 – Evidence about user population and consultation</u>	

(1) What does the data tell you about the groups this policy or decision impacts?

Possible data sources:

- national statistics/census data
- local statistics
- evaluations
- analysis of complaints
- user feedback
- outcomes from consultation/community voice
- Council published information, service data
- [District and Ward Profile – Warwickshire Observatory](#)
- [Office of National Statistics](#)
- [Fingertips health profiles](#)
- [Indices of Multiple Deprivation](#)
- [RBC Annual Workforce Equality Report](#)

Footfall in the town centre is currently very low and there are approximately 25% of shops which are vacant (including Rugby Central).

Rugby is home to diverse communities with a number of faiths, nationalities and ethnicities represented.

The 2021 Census showed 18,058 people on Rugby had a disability; this equates to 16.2% of the area's population.

The last census showed 82% of residents were born in the UK; 92% were born within Europe; 2% Africa; 4% Middle East and Asia; 1% Americas and the Caribbean; and less than 1% Antarctica and Oceania


Census data shows a population which is 86% white; 7% Asian, Asian British or Asian Welsh; 3% Black, Black British, Black Welsh, Caribbean or African; 3% mixed or multiple ethnic groups; and 1% defined as other ethnic groups.

The census shows religions within the Borough as 51% Christian; 42 % no religion; 3% Hindu; 3% Muslim; 1% Sikh and <1% of each Jewish, and Buddhist.

Age demographics demonstrate a population made up of 18% under 15 years old; 64% 15-64 years old and 18% over 64 years old.

Furthermore, Rugby has a broad socioeconomic profile with significant variation between levels of deprivation being experienced.

<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>The Public Realm Masterplan was consulted on in September 2024, which identified St Andrew’s Church as a historically prominent Landmark in terms of public realm but also identified it as an area for architectural lighting.</p> <p>Key town centre stakeholders were consulted alongside the general public. Feedback (summarised in background paper page 99) was as follows:</p> <ul style="list-style-type: none">- The arrival to rugby is ugly and unwelcoming- Better crossings and wider paving are a good idea- Better cycle paths and paving will encourage walking and cycling- More trees and improved planting is always good- Make it more attractive to being chains like boots back. <p>75% of the respondents to the consultation were residents of Rugby of which 50% visited the town centre on a weekly basis. the consultation showed that currently the majority of people stay within the town centre between 30 mins and 2 hours when they visit.</p>		
<p>(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	N/A		
<p><u>Stage 3 – Analysis of impact</u></p>			
<p>(1) <u>Protected Characteristics</u></p> <p>From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	<p>Protected Characteristic</p>	<p>Nature of Impact</p> <p>Positive, Neutral, Adverse (explain why)</p>	<p>Extent of impact</p> <p>Low, medium, high</p>
	<p>Age</p>	<p>Neutral</p>	<p>N/A</p>
	<p>Disability</p>	<p>Neutral</p>	<p>N/A</p>
	<p>Sex</p>	<p>Neutral</p>	<p>N/A</p>



	Gender reassignment	Neutral	N/A
	Marriage/civil partnership	Neutral	N/A
	Pregnancy/maternity	Neutral	N/A
	Race	Neutral	N/A
	Religion/belief	Neutral	N/A
	Sexual Orientation	Neutral	N/A
(2) Cross cutting themes (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Positive - PRM aims to make green space and places more accessible and within reach. It will integrate the building further into the public realm as a community building for all. The wider phases (2&3) of the project to be undertaken by the Church will improve the church for those with disabilities.	Medium

	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Neutral	N/A
(3) Using the information gathered in stages 2 and 3, what will the positive impact of the strategy/policy be on equality?	The public realm improvements to St Andrew's Church is designed to make the church and its surrounding gardens more inviting for all who wish to dwell in the area and gardens.		
(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?	No.		
<p>(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?</p> <p>If no Equality Monitoring Data is being collected, why not?</p> <p>For support with this section, please refer to the Equality Monitoring Guidance.</p>	Through future consultations engagement tracking will be implemented to ensure that there is an increased positive perception of civic pride, safety (elements of the church which are broken e.g. cross on porch would be repaired) and increase usage of St Andrew's Church public realm.		
<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.</p>			

<u>Stage 4 – Action Planning, Review and Monitoring</u>																														
<p>(1) Data analysis What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>																														
<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1" data-bbox="875 794 2114 1023"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																										
<p>(3) Review and Monitoring State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>																														

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on 8th August 2025 **and will be reviewed on 8th April 2026.**

AGENDA MANAGEMENT SHEET

Report Title:	High Street Rental Auctions
Name of Committee:	Cabinet
Date of Meeting:	15 September 2025
Report Director:	Acting Chief Executive
Portfolio:	Growth and Investment, Digital and Communications
Ward Relevance:	Benn Ward, Eastland Ward, New Bilton Ward
Prior Consultation:	Town Centre Project Board, Town Centre Programme Board, Town Centre Working Group
Contact Officer:	Amy Cavendish, Estates Officer
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	<p>This report relates to the following priority(ies):</p> <p><input type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives.</p> <p><input checked="" type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.</p> <p><input type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.</p> <p><input type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough.</p> <p>Corporate Strategy 2025-2035</p> <p><input type="checkbox"/> This report does not specifically relate to any Council priorities but</p>
Summary:	This report seeks member approval to designate the Town centre following consultation for the purposes of the High Street Rental Auctions.
Financial Implications:	There is the opportunity of £75k Government funding for each shop improvements for each successful lease. The Council will incur some costs by holding a High Street Rental Auction. These costs include marketing fees and the costs of

appropriate building surveys. It is anticipated that these costs will not exceed £5,223 but will be reimbursed by Government in Year 1.

Risk Management/Health and Safety Implications:

There are no risk management or H&S implications to the consultation.

Environmental Implications:

An Environmental Impact was undertaken on 31st July 2025 and will be reviewed on 31st January 2026. This can be found in Appendix One.

Legal Implications:

If Councillors support the designating the town centre, the Council will obtain a new legal power.

Equality and Diversity:

An Equality Impact Assessment on this policy was undertaken on 31st July 2025 and will be reviewed on 31st January 2026. This can be found in Appendix Two.

Options:

1. To give delegated authority for the Chief Executive to take all appropriate legal action in relation to High Street Rental Auctions to enable RBC to initiate auctions apply for grant funding.
2. To not give delegated authority for the Chief Executive to take all appropriate legal action in relation to High Street Rental Auctions however RBC will not be able to initiate auctions under the new powers.

Recommendation:

- (1) The steps taken to obtain the High Street Rental Auction powers be noted;
- (2) the additional Government Funding of £75k for improvements for each auctioned leased property be noted; and
- (3) the Acting Chief Executive be given delegated authority to initiate and manage High Street Rental Auctions including the issuing of all notices, licences, orders and other legal action as appropriate.

Reasons for Recommendation:

The recommendations represent a key action to be undertaken in Rugby to tackle high levels of shop vacancies across the Town Centre and to make significant improvements to empty shops with Government funding.

Cabinet - 15 September 2025

High Street Rental Auctions

Public Report of the Acting Chief Executive

Recommendation

- (1) The steps taken to obtain the High Street Rental Auction powers be noted;
- (2) the additional Government Funding of £75k for improvements for each auctioned leased property be noted; and
- (3) the Acting Chief Executive be given delegated authority to initiate and manage High Street Rental Auctions including the issuing of all notices, licences, orders and other legal action as appropriate.

1. Executive Summary

- 1.1. This report sets out that the level of vacant shops in Rugby is higher than the national average and that there is desire to open up persistently vacant units across Rugby to new tenants. The report seeks to note the actions undertaken to obtain High Street Rental Auction (HSRA) powers and assign delegated authority to initiate the powers. This power has the potential to make impactful change on the vacancy levels within Rugby and offers significant Government funding for physical improvements to empty shops within Rugby Town Centre.

2. Introduction and Background

- 2.1. Rugby faces significant challenges with the number of vacant retail units within the Town Centre. Whilst the average vacancy rate across the retail sector in November 2024 was 14.2%, Rugby had a vacancy rate of 24.6% in its Town Centre. This number reduces to 15.17% when excluding the Rugby Central Shopping Centre.
- 2.2. As part of the Levelling Up and Regeneration Act 2023, the Government introduced new powers for local authorities to tackle persistent vacant units in town centres. These High Street Rental Auctions (HSRAs) are an important tool for local authorities to regenerate areas.

3. High Street Rental Auction Powers

- 3.1. The HSRA has been designed to bring persistently vacant premises back into use, particularly as part of wider regeneration plans or where a landlord is uncooperative. HSRAs are a permissive power for local authorities to auction rental rights of commercial, high street premises that have been vacant for

longer than 12 months in a 24-month period. Leases can be between one and five years.

3.2. As part of the early adoption process, there are grant funds available to help cover the costs of the scheme. These are the 'New Burdens Payment' of up to £5,000 per auction to cover legal, surveying and advertising costs. There is also an additional scheme of £1.5 million to provide grants of up to £75,000 on a first come, first served basis to complete necessary renovations and works to bring long term vacant shops back into use.

3.3. Ministry of Housing, Communities and Local Government (MHCLG) officers have advised the Council that RBC has made significant progress such that we are ahead of other councils and are in a strong position with regards access to the improvement grants.

4. Obtaining the High Street Rental Auction Powers

4.1. In order to obtain these powers, Councils need to create a 'Vacant Shop Register' and hold a consultation to designate the boundary of the High Street. Auctions will then be able to take place with any qualifying properties within the designated boundary.

4.2. A public consultation was being held between 7 July and 11 August asking 'Do you agree with the proposed boundary of the town centre?' based on the plan in Appendix Three. The consultation received 100% support on the proposed boundary. The Council also received four general comments regarding the concept of High Street Rental Auctions but not answering the consultation question. The boundary has therefore been designated as delegated authority was given at Cabinet on 4 June 2025 to accept the boundary if more than 50% of the respondents supported the boundary.

4.3. Officers have compiled a 'Vacancy Register' as is required to enact the powers. This is updated on a monthly basis to ensure that the information on register is up to date.

5. Next Steps

5.1. Officers have worked to identify all suitable properties and begun discussions with land owners about the HSRA powers. Officers will bring forward all available sites for consideration, initially targeting the properties that require the most work to bring them into the minimum lettable standard whilst the grant funding is currently available.

5.2. As this is a new power, delegated authority is required to serve the notices and sign the lease on behalf of the landlord. It is recommended that the Chief Executive is given delegated authority to initiate and manage HSRAs including the issuing of all notices, licences, orders and other legal action as appropriate.

5.3. The Council will incur some costs by holding a HSRA. These costs include marketing fees and the costs of appropriate building surveys. It is anticipated that these costs will not exceed £5,223 but will be reimbursed by Government in Year 1. In the 2025/26 financial year the fees will fall under the Town Centre

Reserve allocation for vacant shops. As the New Burdens Grant Scheme is currently available it is likely that in the 2025/26 financial year the Council will be able to apply for grants to cover these costs once the auction is undertaken. It is intended that in the 2026/27 financial year a budget will be requested specifically for HSRAs.

6. Conclusion

- 6.1. The High Street Rental Auction Powers will allow the Council to take impactful steps to help regenerate the Town Centre by significantly improving the physical condition and looks of retail units and by increasing the occupancy rate of Town Centre shops. Although the powers will be a last resort, they are an important tool and incentive for Councils to use.

Name of Meeting: Cabinet

Date of Meeting: 15 September 2025

Subject Matter: High Street Rental Auctions

Originating Department: Chief Executive Office

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

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

Rugby Borough Council declared a climate emergency in 2019 and the Council's Corporate Strategy (2025-2035) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions are further defined through the Council's Climate Change Strategy [link](#) and must now be progressed through the decisions which the Council makes.

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

To help you complete this assessment, please see the following guidance on SharePoint [here](#).

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to your Chief Officer for approval.

If you require help, advice and support to complete the form, please contact your Chief Officer.

SECTION 1: OVERVIEW

Portfolio and Service Area	High Street Rental Auctions
Policy/Service/Change being assessed	High Street Rental Auctions
Is this a new or existing Policy/Service/Change?	New Policy
If existing policy/service please state date of last assessment	n/a
Ward Specific Impacts	Benn Ward, Eastland Ward, New Bilton Ward
Summary of assessment Briefly summarise the policy/service/change and potential impacts	The designation of the Town Centre for the purposes of gaining High Street Rental Auction powers. It is hoped that this will bring vacant and derelict buildings back into use.
Completed By	Amy Cavendish
Authorised By	
Date of Assessment	31 st July 2025

SECTION 2: GREENHOUSE GAS EMISSIONS

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Scope 1 Emissions Direct emissions from council owned resources, for example through boilers or vehicles.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Scope 2 Emissions Indirect emissions occurring at the location energy is produced for council activities. For example, electricity generation for council buildings.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 3: CLIMATE CHANGE STRATEGY

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Workplaces and the Economy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This policy will bring back into use vacant and often derelict buildings, the renovations to bring back into use will benefit the economy.			
Transport	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	An increase in retail units may bring more people to the town centre using combustion vehicles. This will increase emissions.	As part of the town centre regenerations, activities are planned to encourage active travel and public transport.		
Natural Environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Brining vacant buildings into use will enable redevelopment without building on new land.			
Homes and Energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Waste, Resources and the Circular Economy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There may be construction materials that cannot be reused as part of renovating out of use shops.			
Climate and Nature Positive Communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 4: REVIEW

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

Review date	31 st May 2026
Key points to be considered through review	To review if newly renovated buildings have been bought back into use and how those workplaces have benefited the economy.
Person responsible for review	Amy Cavendish
Authorised by	

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Rebecca Ewers
Corporate Equality & Diversity Officer
rebecca.ewers@rugby.gov.uk
01788 533509

Equality Impact Assessment

Service Area	Acting Chief Executive
Policy/Service being assessed	High Street Rental Auctions
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	New Policy as part of the Town Centre Regeneration
EqlA Review Team – List of members	David Collins, Representative from Legal Services
Date of this assessment	31 st July 2025
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	<p>The purpose of this decision is to initiate a consultation to enable the Council to gain new powers to assist in regenerating Rugby Town Centre. The powers allow the Council to require landlords of persistently vacant shops to auction tenancies.</p> <p>Aims</p> <ul style="list-style-type: none"> • To reverse the economic and physical decline of Rugby Town Centre by reoccupying vacant retail units • To enable local residents to occupy vacant retail units at affordable prices.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	A Thriving Rugby – This power enables regeneration of the Town Centre by unlocking persistently vacant units within the town centre.
(3) What are the expected outcomes you are hoping to achieve?	To help deliver regeneration in rugby by supporting economic growth and improving the public realm.

<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>Customers</p> <ul style="list-style-type: none"> • <p>Employees</p> <ul style="list-style-type: none"> • The consultation will require staff resources to run the auctions • Long term new employment opportunities in Retail and Food & Beverage with the reoccupation of vacant retail units. <p>Wider Community and Groups</p> <ul style="list-style-type: none"> • Higher occupancy rates within the Town Centre will allow for an increased range of goods and services available to local residents.
<p>(5) Will the policy or decision involve substantial changes in resources?</p>	<p>No -</p>
<p><u>Stage 2 – Evidence about user population and consultation</u></p>	<p>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>

<p>(1) What does the data tell you about the groups this policy or decision impacts?</p> <p>Possible data sources:</p> <ul style="list-style-type: none"> • national statistics/census data • local statistics • evaluations • analysis of complaints • user feedback • outcomes from consultation/community voice • Council published information, service data • District and Ward Profile – Warwickshire Observatory • Office of National Statistics • Fingertips health profiles • Indices of Multiple Deprivation • RBC Annual Workforce Equality Report 	<p>Rugby Central currently has a 25% retail vacancy rate, indicating long-term decline and underuse.</p> <p>Retail footfall and local business activity have declined, reducing town centre vitality and contributing to a negative cycle of disinvestment and socio-economic stagnation.</p>
<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>A communications strategy has included:</p> <ul style="list-style-type: none"> • Website update • Press release • Social media updates • Physical copy of the boundary in library <p>The communications plan used a mix of channels to ensure we proactively engage with communities in an accessible way.</p>

(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.			
<u>Stage 3 – Analysis of impact</u>			
<p>(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	Protected Characteristic	Nature of Impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Age	Neutral	Low
	Disability	Neutral	Low
	Sex	Neutral	Low
	Gender reassignment	Neutral	Low
	Marriage/civil partnership	Neutral	Low
	Pregnancy/maternity	Neutral	Low
	Race	Neutral	Low
	Religion/belief	Neutral	Low
	Sexual Orientation	Neutral	Low

Appendix 4

<p>(2) <u>Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p>	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Positive – Long term impact from job creation	Medium
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Positive – vacant and disused buildings will be renovated	Low
<p>(3) Using the information gathered in stages 2 and 3, please describe how the policy/strategy/service will:</p> <ul style="list-style-type: none"> a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic 	The positive impact of the policy and wider regeneration will be fostering good relations between people who share and people who do not share a relevant protected characteristic.		
<p>(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?</p>	No		

Appendix 4

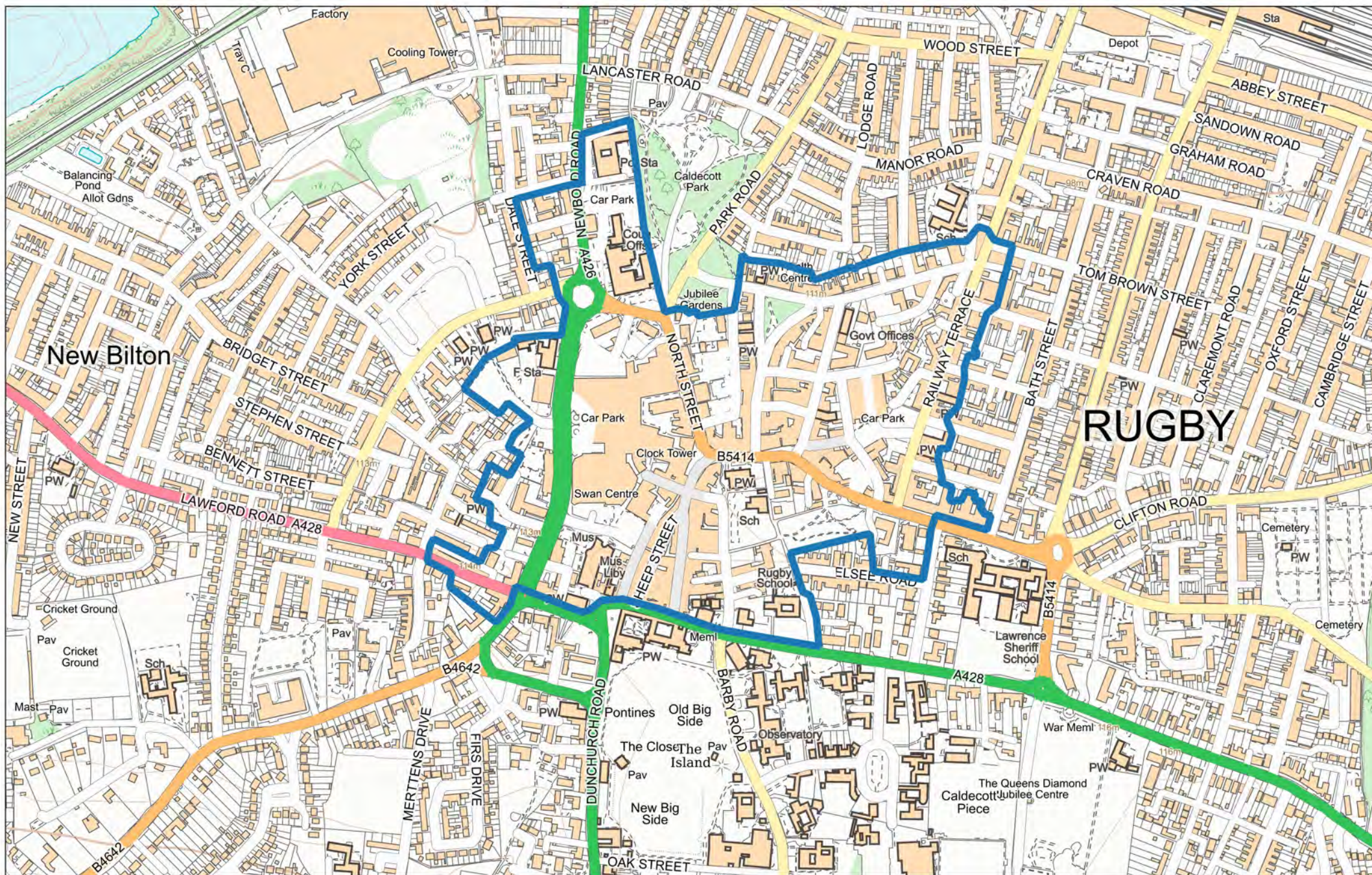
<p>(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?</p> <p>If no Equality Monitoring Data is being collected, why not?</p> <p>For support with this section, please refer to the Equality Monitoring Guidance.</p>	<p>No – we are not collecting any data as part of the High Street Rental Auctions as RBC facilitate the auction process only. The auctions will be advertised using established channels such as Rightmove and the Council's website. Interested parties will then submit sealed bids as part of the process that will be selected by the landlord.</p>
<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.</p>	

<p><u>Stage 4 – Action Planning, Review and Monitoring</u></p>	
<p>(1) Data analysis</p> <p>What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>	

<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
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<p>(3) Review and Monitoring</p> <p>State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>																														

Please annotate your policy with the following statement:

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



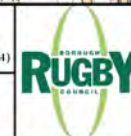
RUGBY BOROUGH COUNCIL LEVELLING UP AND REGENERATION ACT 2023 NOTICE OF DESIGNATION PROPOSAL

Notice is hereby given under Sections 191(2) of the Levelling up and Regeneration Act 2023 that Rugby Borough Council has published High Street Rental Auction Designation proposals for the following town: Rugby

Date
19-06-2025

Scale
1:7500
(when printed @A1)

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Ordnance Survey 100019417



AGENDA MANAGEMENT SHEET

Report Title:	Economic Strategy Action Plan
Name of Committee:	Cabinet
Date of Meeting:	15 September 2025
Report Director:	Chief Officer - Growth and Investment
Portfolio:	Growth and Investment, Digital and Communications
Ward Relevance:	All
Prior Consultation:	Scrutiny Committee, Leadership Team
Contact Officer:	Matthew Fletcher - Economic Development Manager
Public or Private:	Public
Report Subject to Call-In:	No
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	<p>This report relates to the following priority(ies):</p> <p><input checked="" type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives.</p> <p><input checked="" type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.</p> <p><input checked="" type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.</p> <p><input checked="" type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough.</p> <p>Corporate Strategy 2025-2035</p> <p><input type="checkbox"/> This report does not specifically relate to any Council priorities but</p>
Summary:	<p>This report outlines the proposals on how the action plan for the recently adopted Economic Strategy will be developed and created.</p>
Financial Implications:	<p>There are no direct financial implications arising from this report. As the Economic Strategy Action Plan is developed costs for activity will be submitted in relevant budget setting processes for approval or may be met from sources outside of Council control, such as from other stakeholders or</p>

external funding. More information will be provided in a further Cabinet report later this financial year presenting the Action Plan in full detail.

Risk Management/Health and Safety Implications:

There are no direct Risk Management / Health and Safety implications arising from this report. As the Economic Strategy Action Plan is developed a risk management plan will be provided in a further Cabinet report later this financial year.

Environmental Implications:

There are no direct Environmental implications arising from this report. As the Economic Strategy Action Plan is developed environmental implications will be reviewed and more information provided if relevant in a further Cabinet report later this financial year.

Legal Implications:

There are no direct legal Implications arising from this report.

Equality and Diversity:

A full equality impact assessment has been completed for the Economic Strategy (Appendix 2), to which the Economic Action Plan will adhere.

Options:

1. Cabinet does not approve the proposals.
2. Cabinet approves some of the proposals
3. Cabinet approves all of the proposals

Recommendation:

- (1) The proposals to develop the Economic Strategy Action Plan be approved; and
- (2) a high-level plan covering 10 years and an initial three-year plan from 2026 – 2029 be submitted to Cabinet in detail for approval by the end of this financial year.

Reasons for Recommendation:

1. Ensures a clear direction for the development and delivery of the Economic Strategy Action plan, in accordance with the timescales set in advance
2. These plans to be approved will ensure there is sufficient time to consider budgetary requirements in detail for the period from 2026 - 2029

Cabinet - 15 September 2025

Economic Strategy Action Plan

Public Report of the Chief Officer - Growth and Investment

Recommendation

- (1) The proposals to develop the Economic Strategy Action Plan be approved; and
- (2) a high-level plan covering 10 years and an initial three-year plan from 2026 – 2029 be submitted to Cabinet in detail for approval by the end of this financial year.

1. BACKGROUND

- 1.2 The Economic Strategy was adopted by the Council in March 2025 after consultation and engagement with multiple relevant stakeholder groups.
- 1.3 It is a ten year strategy running from April 2025 to the end of March 2035.

The strategy has three headline priority themes.

1. People – Helping People Succeed Where They Live and Work
2. Businesses – Enabling Every Business to Reach Their Potential
3. Growth – Growth with Purpose to Benefit All

- 1.4 There are 59 objectives or “we will” statements that require consideration on how these will be achieved, in what timescale and by whom.
- 1.5 There are the following number of “we wills” by theme:
 - People: 20
 - Businesses: 25
 - Growth: 14

2. CONSIDERATIONS AND CHALLENGES

- 2.2 In creating an action plan, there are a number of key considerations and challenges that should be addressed to ensure the greatest chance of the strategy being successful.

These are outlined below:

- It is recognised that 59 “we will” statements and objectives is an ambitious target to achieve.
- The strategy covers a ten-year period and therefore actions need to be sustained and considered over this whole period, where appropriate, and not just necessarily seen as a one-off achievement.
- The strategy whilst a Council led document, is for the whole Borough and therefore to achieve its aims requires support from a wide range of stakeholders and partners to ensure the highest chances of success. Economic Growth and a change in the direction of the local economy cannot be achieved by the Council in isolation.
- Whilst there is a clear focus on influencing and sustaining economic growth as the primary objective, the Strategy covers a broad range of themes that may not fit naturally into pure economic development activity but still delivers an economic impact.
- It is recognised that some actions that may contribute to the 59 “we will” commitments are already being delivered or underway and therefore need to be reflected.
- It is recognised some of the “we will” commitments are similar and therefore could be grouped together and may be able to be addressed in one action, rather than multiple different actions.

3. PRIORITISATION OF OBJECTIVES

- 3.2 The broad range of interconnected objectives, the timescale of the strategy and the need to engage stakeholders as accountable partners creates a complex picture, that needs to be simplified to ensure the best chance of success.
- 3.3 In order to prioritise the objectives, the following is proposed, which can be seen in the delivery matrix at Appendix 1. Actions can then be designed accordingly.

Each “we will” statement has:

Been given a specific reference number, so this can be allocated to relevant actions.

- Been mapped to the Councils corporate priorities.
- Been mapped to a relevant Council service area, at Chief Officer level.
- Been assessed against who should be primarily involved in delivering this, broken down as follows:
 - Council delivers – direct involvement and action
 - Delivery by another agency / partner – indirect action by the Council.
 - Influence – recognition that agenda is broad and deliverable by via multiple stakeholders and Council needs to influence decision making in a complex environment.

The rationale behind the proposals for prioritisation of objectives is as follows:

- Reference numbers allow actions to be assigned to multiple objectives. It is recognised that actions may be cross cutting and contribute towards a variety of high level of strategic objectives. Not every objective will need a standalone, specific action.
- Ultimately all objectives need to be sustained and achieved within the ten-year period of the plan.
- All objectives need to be completed within ten years, but when assigning detailed actions, it is important to ensure there is a short-, medium- and long-term action for every objective. Again, this does not mean every objective has a specific action, one action could cover multiple objectives, but it does mean there is a sustained focus on that objective over the whole lifespan of the strategy.
- Assigning objectives to the wider corporate strategy allows the Council to embed activity across its wider delivery functions. This ensures relevant objectives can be met within annual delivery plans and have additional focus, scrutiny and coordination to ensure there is minimal risk / chance of duplication of effort or resource.
- Linked to the point above, objectives will be mapped to service areas and their Chief Officers are best placed to ensure objectives are coordinated, the right people are involved, and resources and activity are not duplicated.
- In some cases, whilst it is acknowledged Council involvement will be needed in delivering actions, there may be external stakeholders who might be better placed in leading the delivery rather than the Council.
- In some cases, objectives may only not be deliverable directly by the council or indirectly by stakeholders any may require the Council to influence, this could be in the case of national or regional policy or legal related objectives.
- An objective should only have one delivery approach, where the majority of actions fall in that one category: direct, indirect or influence.

4. ACTION DEVELOPMENT PROPOSAL

4.2 Once the objectives have been prioritised and assigned to a specific Council service area, it is proposed that:

- The relevant Chief Officer will lead the coordination of actions for those objectives. These actions will include business as usual, those already planned / underway, completely new actions.
- Actions should cover the short, medium and long term to show a sustained approach to each objective.
- here will be in affect four actions plans – one, lighter, but indicative action plan showing headline actions across the ten-year period of the strategy.
- There will be an action plan for each time period: short, medium and long term with specific detail on how actions will be delivered, by whom, with what resources and how success will be judged.
- Action plans for the medium and long term will be created in the last 6 months of the previous time period and approved by the Councils cabinet before being adopted.

- Where possible actions should attempt to cover multiple objectives to create impact, but it is recognised that this may not be possible in all cases.

4.3 This approach allows the action plan to be clear what will be delivered over ten years to achieve the overall objective but also allows each individual plan to be very focused and reviewed based on ever changing circumstances. What is relevant in the next 2 to 3 years' time period may not be relevant in 5 years' time. This approach also gives the option to review headline objectives regularly to ensure they are still fit for purpose.

5. MONITORING AND PERFORMANCE

5.1 The Economic Strategy will need to be monitored on a regular basis to ensure success to achieve this it is proposed that:

- The Economic Development Team (ED) sitting in the wider Growth and Investment service will take the lead on coordinating monitoring.
- The ED team will not be responsible for delivering actions, unless where these are specifically allocated to them.
- It will be the responsibility of those assigned as lead on actions to coordinate activity and report back to the ED team.
- Each action will require key performance indicators that will monitor success, these will be kept minimal but relevant to the action in question.
- Reporting will be on a 6 monthly basis as follows:
 - Interim report – end of September every year. This report will cover such items as key activity completed, challenges, risks to the activity.
 - Full report – end of March year. This report will cover a thorough review of all activity completed, success, financial reporting, KPIs – where relevant.
- To ensure that actions and delivery remains on track it is proposed to form a Governance board that will meet twice a year, once in October, after the interim reports are submitted and once in April after the full reports are submitted.
- That the Governance board be made up of key stakeholders, not just Council representatives who have a role in economic growth.
- This could include:
 - Councillors
 - Council Officers
 - County Councillors
 - County Council Officers
 - Chamber of Commerce
 - Growth Hub
 - Federation of Small Business
 - Local business representatives
 - Landowners / developers

- The primary role of the Governance Board will be to oversee performance against set actions and ensure that actions are being delivered in a coordinated and efficient manner, reducing the potential for duplication amongst all key agencies delivering against this agenda.
- Separate working groups may be convened to focus on particular priorities within groups of actions, an example of this may be for Rugby Town Centre, where there are multiple actions that can be focused on by similar stakeholders and coordinated in a straight forward manner.

6. COUNCIL GOVERNANCE

6.1 The following outlines an approach to Council Governance in adopting the action plan, then monitoring success.

6.2 Cabinet March 2026

This Cabinet paper will:

- Present a high-level action plan for the whole ten year period of the plan showing how activity will be embedded and sustained to achieve the ambition of the strategy.
- Present a detailed, resourced action plan for the short term, April 2026 to end March 2029.
- Establish formal Governance and reporting structures in final detail.

6.3 Cabinet – every June up to and including June 2035.

This annual Cabinet paper will do the following at a minimum:

- Summarise key progress in the past year.
- Highlight and monitor risks and challenges to the programme.
- Identify areas of potential change.
- Monitor impact and performance.
- Propose new medium- and long-term action plans for adoption – 2029 and 2032.

7. OPTIONS FOR CONSIDERATION

7.1 There are the following options regarding the approach to delivering an Economic Strategy Action plan.

- Cabinet does not approve the proposals.
- Cabinet approves some of the proposals
- Cabinet approves all of the proposals

7.2 If Cabinet does **not** approve the proposals, the implications will be as follows:

- Delay in the commencement of delivery of the Economic Strategy Action Plan. The Action Plan will need to be reformulated with a new approach to delivery and could therefore result in skewed timescales that no longer align with those set out in the Economic Strategy risking delivery.

- There will also be implications on clarity of the Action plan, impacting Council teams who have been engaged on the action plan to date, as well as the external stakeholders who will play an active role in delivering activity outlined within the Action Plan.
- Without Cabinet approval of the approved process, it will be harder to define actions and set budgets during the next budget setting round, while a revised Action Plan is developed. This will pose a risk to delivery of actions in financial year 2026 / 2027

7.3 If the Cabinet approves some of the proposals detailed in this document, the implications will be as follows:

- Delay in delivery of the Economic Strategy, which will result in skewed delivery timescales that do not align with those set in the Economic Strategy
- Clarity implications in terms of which elements of the Action Plan proposals are not to be adopted. Guidance will be required for various stakeholders on delivery
- Consideration must be given to whether activity can be delivered within budget requirements, considering the delays that will be caused by not adopting some proposals

7.4 If the Cabinet adopts all of the proposals, the outcome will be as follows:

- The Action Plan will be adopted by the Economic Development team and supporting Chief Officers, to deliver assigned objectives, taking into consideration Budgetary requirements and delivery for the Short term period 2026 – 2029
- Economic Development Team will also engage external stakeholders to support delivery in the ST (2026-2029)
- Monitoring & Performance will be overseen by the agreed Governance Board members periodically.

Name of Meeting: Cabinet

Date of Meeting: 15 September 2025

Subject Matter: Economic Strategy Action Plan

Originating Department: Growth and Investment

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

	Strategy Ref.	Strategy Intervention	Corporate Strategy	Lead Directorate	primary delivery route
People	P1	Ensure better and more available access to all healthcare services, pressing for health on the high street and doctor led urgent care at St Cross.	Healthier	Leisure & Wellbeing (TK)	influence
People	P2	Develop strong partnerships with key healthcare providers.	Healthier	Leisure & Wellbeing (TK)	Council delivers
People	P3	Be at the forefront of driving the health and wellbeing agenda in Rugby.	Healthier	Leisure & Wellbeing (TK)	Council delivers
People	P4	Continue to develop our assets, such as parks and leisure centre, to improve health and wellbeing.	Healthier	Leisure & Wellbeing (TK)	Council delivers
People	P5	Continue to apply for grants and funding to expand programmes such as Changemakers that focus on prevention and rehabilitation.	Thriving / Fairer	Communities & Homes (MD)	Council delivers
People	P6	Build closer working relationships with education providers throughout the Borough.	Thriving	Growth & Investment (NS)	Council delivers
People	P7	Promote the benefits of lifelong learning.	Thriving	Growth & Investment (NS)	influence
People	P8	Make learning opportunities more accessible to all residents.	Thriving / Fairer	Growth & Investment (NS)	influence
People	P9	Make green spaces more accessible for the enjoyment of all.	Healthier / Greener	Growth & Investment (NS)	Council delivers
People	P10	Continue to improve the biodiversity of our green spaces.	Healthier / Greener	Chief Executive (DG)	Council delivers
People	P11	Open up our canals and waterways for residents and visitors.	Healthier / Thriving / Greener	Growth & Investment (NS)	influence
People	P12	Work with businesses to retain the local workforce.	Thriving	Growth & Investment (NS)	influence
People	P13	Better connect residents with the local cultural offering.	Healthier / Thriving	Leisure & Wellbeing (TK)	Council delivers
People	P14	Support and enable delivery of town centre regeneration.	Thriving	Growth & Investment (NS)	Council delivers
People	P15	Develop a programme of events and specialist markets.	Healthier / Thriving	Growth & Investment (NS)	Council delivers
People	P16	Connect the Town Centre with residents living in outlying villages.	Thriving / Fairer	Communities & Homes (MD)	Council delivers
People	P17	Support independent retailers to take space in the town centre.	Thriving	Growth & Investment (NS)	Council delivers
People	P18	Promote and grow the Rugby nighttime economy.	Thriving	Growth & Investment (NS)	Council delivers
People	P19	Work with landlords and agents to diversify the town centre offer.	Thriving	Growth & Investment (NS)	Council delivers
People	P20	Facilitate community engagement in the right place at the right time for all.	Healthier / Thriving	Growth & Investment (NS)	influence
Business	B1	Work with our businesses to develop training and apprenticeship opportunities that meet business needs.	Thriving / Fairer	Growth & Investment (NS)	Delivery by another
Business	B2	Develop the business case to house a higher education facility within the borough.	Thriving	Growth & Investment (NS)	Delivery by another
Business	B3	Lead on developing stronger links between education and business.	Thriving	Growth & Investment (NS)	Council delivers
Business	B4	Promote lifelong learning and ensure barriers to learning are removed.	Thriving / Fairer	Growth & Investment (NS)	Delivery by another
Business	B5	Increase local employment opportunities for Rugby residents.	Thriving / Fairer	Growth & Investment (NS)	Delivery by another
Business	B6	Ensure the right business support is available at the right time in the right place.	Thriving	Growth & Investment (NS)	influence
Business	B7	Grow the Business and Community Hub model throughout the borough.	Thriving / Fairer	Growth & Investment (NS)	Council delivers
Business	B8	Work with all relevant partners to bring forward employment space that meets the needs of our growing businesses, using all available regulatory levers to address this market failure.	Thriving	Growth & Investment (NS)	influence
Business	B9	Inform the new local plan process on the future needs of businesses.	Thriving	Growth & Investment (NS)	Council delivers
Business	B10	Become recognised nationally as a centre of innovation in logistics technology.	Thriving	Growth & Investment (NS)	influence
Business	B11	Place great emphasis on leading our inward investment activity and messaging.	Thriving	Growth & Investment (NS)	Council delivers
Business	B12	Focus our inward investment activity on creating a more diverse business base.	Thriving	Growth & Investment (NS)	Council delivers
Business	B13	Increase our levels of business engagement across the borough.	Thriving	Growth & Investment (NS)	Council delivers
Business	B14	Make it easier for businesses and third sector organisations to communicate with the Council.	Thriving	Growth & Investment (NS)	influence
Business	B15	Prioritise support for new business start-ups.	Thriving	Growth & Investment (NS)	Council delivers
Business	B16	Re-purpose existing buildings to provide 'Grade A' business premises.	Thriving	Growth & Investment (NS)	influence

Appendix 1

Business	B17	Maximise our location and proud heritage in highly skilled industries.	Thriving	Growth & Investment (NS)	Council delivers
Business	B18	Proactively work to attract new and developing sectors.	Thriving	Growth & Investment (NS)	Council delivers
Business	B19	Make Rugby a place people can both live in and run their business from.	Thriving	Growth & Investment (NS)	Council delivers
Business	B20	Clearly articulate the economic benefits of supporting greener infrastructure.	Thriving / Greener	Growth & Investment (NS)	Council delivers
Business	B21	Identify and work with local suppliers of green infrastructure and technologies.	Thriving / Greener	Growth & Investment (NS)	Council delivers
Business	B22	Target support for businesses operating in growth sectors linked to green technologies.	Thriving / Greener	Growth & Investment (NS)	influence
Business	B23	Develop a local hub for modern methods of construction.	Thriving	Growth & Investment (NS)	Delivery by another
Business	B24	Grow and develop the Council's in-house Economic Development function.	Thriving	Growth & Investment (NS)	Council delivers
Business	B25	Work with digital providers to increase the rate of digital infrastructure roll out.	Thriving	Growth & Investment (NS)	influence
Growth	G1	Seek investment in safe cycling routes and green corridors and work with the highways authority to develop an active travel transport network.	Healthier / Greener	Growth & Investment (NS)	Council delivers
Growth	G2	Bring forward additional recreational routes through developing underutilised transport networks and green spaces.	Healthier / Greener	Growth & Investment (NS)	Council delivers
Growth	G3	Invest in our green spaces and leisure offer.	Healthier / Greener	Leisure & Wellbeing (TK)	Council delivers
Growth	G4	Take a proactive lead on communicating and promoting all aspects of the borough as a great place to live, work, visit and invest.	Thriving	Growth & Investment (NS)	Council delivers
Growth	G5	Develop and promote the Destination Rugby brand.	Thriving	Growth & Investment (NS)	Council delivers
Growth	G6	Match our primary location with a compelling visitor experience.	Healthier / Thriving	Growth & Investment (NS)	Council delivers
Growth	G7	Champion our strong history and heritage.	Healthier / Thriving	Leisure & Wellbeing (TK)	Council delivers
Growth	G8	Promote Rugby as a destination of choice for siting new hotels, stadiums and large event venues.	Thriving	Growth & Investment (NS)	influence
Growth	G9	Support our hospitality businesses to make best use of available space.	Thriving	Growth & Investment (NS)	influence
Growth	G10	Support and enable delivery of the Rugby Borough Council Climate Change Strategy.	Greener	Chief Executive (DG)	Council delivers
Growth	G11	Offset the risks of pollution and poor air quality through delivering positive action and providing dedicated resource.	Healthier / Greener	Chief Executive (DG)	Council delivers
Growth	G12	Ensure continued alignment between the rate of housing and employment growth.	Fairer	Growth & Investment (NS)	Council delivers
Growth	G13	Prioritise making commuting in and around the Borough easier for residents.	Healthier / Fairer	Communities & Homes (MD)	Delivery by another
Growth	G14	Focus our activities on the right type of growth so everyone can feel connected to Rugby.	Thriving	Growth & Investment (NS)	Council delivers

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Rebecca Ewers
Corporate Equality & Diversity Officer
rebecca.ewers@rugby.gov.uk
01788 533509

Equality Impact Assessment

Service Area	Growth and Investment
Policy/Service being assessed	RBC Economic Strategy 2025 – 2035 and action plan
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	This is a new strategy to Rugby Borough Council with a new action plan
EqlA Review Team – List of members	Nicola Smith – Chief Officer, Growth and Investment
Date of this assessment	28th August 2025
Signature of responsible officer (to be signed after the EqlA has been completed)	Nicola Smith

A copy of this Equality Impact Assessment report, including relevant data and information to be forwarded to the Chief Officer for Legal and Governance.

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	The Economic Strategy 2025 - 2035 sets a vision and priorities for the Council Economic Development function. It will lead to the production of subsequent action plans that will inform future service delivery.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	The Economic Strategy demonstrates alignment with the new Corporate Strategy 2025 – 2035 and identifies the corporate strategy as the golden thread that brings together all other RBC strategy documents.
(3) What are the expected outcomes you are hoping to achieve?	<p>There are 3 identified core themes within the strategy all with supporting objectives and outcomes:</p> <p>Resident Rugby Objective: Helping people to succeed where they live Outcome: Increased economic activity, apprenticeship participation and raised skill levels in residents as a proportion of the total workforce</p> <p>Business Rugby Objective: Enabling every business to reach their potential Outcome: A growing and diverse business base and retention of existing Rugby businesses through the provision of employment space to meet demand</p> <p>Growth Rugby Objective: Growth with purpose to the benefit of all Outcome: Increased prosperity for all, measured through gross disposable income, business rates and visitor spend</p>

<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>Successful delivery of the strategy will have a positive impact on customers, businesses, community groups and partner organisations in the Borough.</p>
<p>(5) Will the policy or decision involve substantial changes in resources?</p>	<p>Yes - The Growth and Investment service has recently undertaken an extensive recruitment exercise to recruit 3 new members of staff that will become the economic development function of the Council with responsibility for delivering the actions and priorities identified within the new RBC Economic Strategy.</p>
<p><u>Stage 2 – Evidence about user population and consultation</u></p>	<p>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>

(1) What does the data tell you about the groups this policy or decision impacts?

Possible data sources:

- national statistics/census data
- local statistics
- evaluations
- analysis of complaints
- user feedback
- outcomes from consultation/community voice
- Council published information, service data
- [District and Ward Profile – Warwickshire Observatory](#)
- [Office of National Statistics](#)
- [Fingertips health profiles](#)
- [Indices of Multiple Deprivation](#)
- [RBC Annual Workforce Equality Report](#)

The economic intelligence gathered in support of the strategy tells us that:

- Rugby had a total of 114,835 usual residents residing in 47,016 households, indicating an average household size of 2.4.
- The average age of borough residents is 40.6 years.
- There are disparities in levels of economic activity between men (88.3%) and women (66.7%) with female gross weekly pay correspondingly also lower. Latest research by the UN shows globally this figure is 91% of men and 61% of women are actively participating in the labour market. Through implementing the strategy there is a commitment to promoting more flexible learning and employment opportunities to create quality flexible employment that allows women and men to balance ambition with other out of work responsibilities.
- There are 5,225 businesses in Rugby Borough
- Average workplace earnings in Rugby are £34,731 per annum
- At 2.4% unemployment in Rugby is lower than Warwickshire at 2.6% and Great Britain at 3.7%
- The predominant ethnic group in Rugby is 'White', constituting 85.7% of the total population. The 'Asian, Asian British or Asian Welsh' ethnic group is second largest, making up 7.63%, while 'Mixed or Multiple ethnic groups' accounts for 2.8%. There is no evidence to suggest employment rates differ amongst ethnic groups.
- The majority of the population are in very good health. Most common age groups are those aged 35 to 49 years and aged 50 to 64 years. 3% of those economically inactive are due to long term sickness or disability.

<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>There has been extensive consultation during the development stages of the strategy. Consultees being existing Rugby businesses, business support providers, community groups and cross party members.</p> <p>Findings from this consultation have been clearly articulated within each update of the draft strategy.</p> <p>It has been identified for example that existing Rugby businesses find it very difficult to find grow on space within the borough that results in many having to leave to find suitable premises. This has been made a key action that will be addressed during the life of the strategy.</p> <p>Access to available business and skills support has also been identified when talking to local businesses and again this has been identified as an action within the strategy.</p> <p>The consultation identified that learning opportunities need to be more flexible to meet the needs of residents and their existing lifestyle commitments, therefore the strategy identifies the need for closer engagement with providers of learning to ensure more flexible learning options are made available in the future.</p> <p>Cross party member consultation and input from the economic strategy working group proved instrumental in determining the priorities identified to unlock the opportunities under the 3 core themes.</p>		
<p>(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	<p>This cabinet paper is seeking authority to undertake a 30 day period of public consultation in order to further inform the strategy prior to formal adoption.</p>		
<p><u>Stage 3 – Analysis of impact</u></p>			
<p>(1) <u>Protected Characteristics</u></p> <p>From your data and consultations is there any positive, adverse or negative impact identified</p>	<p>Protected Characteristic</p>	<p>Nature of Impact Positive, Neutral, Adverse (explain why)</p>	<p>Extent of impact Low, medium, high</p>

<p>for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	Age	<p>No specific impacts in adopting the Economic Strategy, however subsequent action plans and projects will be cognisant of the 3 key priorities. All 3 have the potential for age specific implications, for example ensuring wellbeing for older people, supporting learning opportunities for younger people or addressing climate issue for future generations. It is therefore essential that age related implications are considered in all future work arising from the Economic Strategy</p>	<p>Low</p>
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	Disability	Through production of the strategy there have been no identified impacts that could amount to discrimination. The strategy does however identify specific actions (e.g. access to learning opportunities) relating to a variety of matters which could disproportionately impact on people with disabilities. It is therefore essential that disability is considered in all future actions arising from the economic strategy. As part of the support provided by the Council economic development team and our business support providers we will ensure promotion of the Disability Confident Employer Scheme to our local businesses.	Low
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	Sex	<p>Evidence obtained from the Office of National Statistics demonstrates disparities in levels of economic activity between men (88.3%) and women (66.7%) with female gross weekly pay correspondingly also lower.</p> <p>It is noted that through implementation of the strategy there is a commitment to promoting more flexible learning and employment opportunities to create quality flexible employment that allows women and men to balance ambition with other out of work responsibilities.</p>	Medium
	Gender reassignment	<p>Through production of the strategy there have been no identified impacts that could amount to discrimination</p>	Low

	Marriage/civil partnership	Through production of the strategy there have been no identified impacts that could amount to discrimination	Low
	Pregnancy/maternity	Through production of the strategy there have been no identified impacts that could amount to discrimination	Low
	Race	Through production of the strategy there have been no identified impacts that could amount to discrimination	Low
	Religion/belief	Through production of the strategy there have been no identified impacts that could amount to discrimination	Low
	Sexual Orientation	Through production of the strategy there have been no identified impacts that could amount to discrimination	Low
(2) <u>Cross cutting themes</u>	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high

<p>(a)Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p>	<p>Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition</p>	<p>The strategy identifies 2 wards within the Borough (Benn, Newbold and Browsover) that are designated in the top 20% on the indices of deprivation in England and Wales. Future action plans arising from the strategy along with dedicated consultation with residents within these wards will look to support specific activities, particularly in relation to employment and learning support.</p>	<p>High</p>
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	<p>Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution</p>	<p>The strategy is focused upon creating a stronger economy for the borough. To achieve this a number of themes are identified, these include; improving access to services be they employment, learning or health; improving air quality through alternative methods of transport and reducing the necessity for car journeys; improving green corridors for ease of alternative forms of transport; and building on the excellent connectivity enjoyed by the borough through its position within the golden triangle</p>	High
<p>(3) Using the information gathered in stages 2 and 3, what will the positive impact of the strategy/policy be on equality?</p>	<p>Promoting opportunity for all is a constant throughout the economic strategy. Specific references are made to:</p> <ul style="list-style-type: none"> • Achieve a more sustainable economy for all, where our natural environment, people and businesses are thriving. • A healthier Rugby where we support people to live healthier, longer and more independent lives • To support a thriving economy, where equality of opportunity is provided to all residents in accessing core services such as housing, transport, leisure and cultural facilities, employment opportunities, financial advice, legal support and education and lifelong learning. 		

<p>(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?</p>	<p>Potentially language and literacy. We will ensure that any related communications and publicity are provided in a manner which is understood by speakers of other languages. It should also be recognised that the strategy identifies and acknowledges those with lower literacy levels and specific actions are identified to support residents overcome such barriers when seeking training and employment opportunities.</p>
<p>(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?</p> <p>If no Equality Monitoring Data is being collected, why not?</p> <p>For support with this section, please refer to the Equality Monitoring Guidance.</p>	<p>Robust monitoring and evaluation are a critical component of delivering the strategy. It will provide us with the tools to communicate our progress and showcase evidence of impact to help leverage the necessary additional investment into the borough.</p> <p>This robust data will be open to scrutiny and accountability from all stakeholders, with whom we will work collaboratively to share learning and develop additional data collection processes where required to ensure the full impact on our residents, businesses and communities is understood.</p> <p>Examples of the types of data we will look to collect are:</p> <ul style="list-style-type: none"> New jobs created (by age, gender, ethnicity) Jobs safeguarded (by age, gender, ethnicity) Skills attainment (by age, gender, ethnicity) Business supported (by sector and ward) New business start ups (by age, gender, ethnicity, business type) Community groups supported (by ward)

<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.</p>	<p>No adverse impacts or discrimination were identified as a result of producing a new Economic Strategy for the borough.</p>
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<p><u>Stage 4 – Action Planning, Review and Monitoring</u></p>	
<p>(1) Data analysis What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>	

<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																										
<p>(3) Review and Monitoring</p> <p>State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>																														

Please annotate your policy with the following statement:

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

AGENDA MANAGEMENT SHEET

Report Title:	Supporting Local Government Reorganisation with the establishment of a Data, Insights & Automation function within Rugby Borough Council.
Name of Committee:	Cabinet
Date of Meeting:	15 September 2025
Report Director:	Chief Officer - Digital and Communications
Portfolio:	Growth and Investment, Digital and Communications
Ward Relevance:	N/A
Prior Consultation:	Portfolio Holder, Lib Dem Spokesperson, Chief Executive & Deputy Chief Executive, ITDS, HR
Contact Officer:	Chief Officer - Digital and Communications
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	<p>This report relates to the following priority(ies):</p> <p><input type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives.</p> <p><input type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.</p> <p><input type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.</p> <p><input type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough.</p> <p>Corporate Strategy 2025-2035</p> <p><input checked="" type="checkbox"/> This report does not specifically relate to any Council priorities but fits with ensuring that our systems and processes are fit for purpose, including digitally, ensure value for money and are compliant.</p>
Summary:	<p>Establishment of a Data, Insights and Automation function at Rugby Borough Council to support the Council with Local Government Reorganisation.</p> <p>The team will support ongoing efforts to identify and realise efficiency savings within the authority</p>

and support senior officers and elected members with data-led decision-making.

Financial Implications:	There would be a financial requirement of £131,000 for 2025/26, £162,000 for 2026/27 as outlined in Section 6 of the report below. With ongoing annual salary costs of £172,000 from 2027/28.
Risk Management/Health and Safety Implications:	There are no risk management implications arising directly from this report.
Environmental Implications:	There are no environmental implications arising directly from this report.
Legal Implications:	There are no legal implications arising directly from this report.
Equality and Diversity:	There are no equality or diversity implications arising directly from this report.
Options:	No options have been provided.
Recommendation:	<p>(1) IT BE RECOMMENDED TO COUNCIL THAT -</p> <ul style="list-style-type: none">(a) the creation of a Data, Insights and Automation function to support Local Government Reorganisation at Rugby Borough Council be approved; and(b) the creation of an AI Ethics board, assuring the responsible, fair and legal use of AI across the Council, as recommended by the LGA, be approved; additionally; and <p>(2) a 6-month proof-of-concept funding for external Communications support, guiding the team through the current surge in demand, including Local Government Reorganisation, be approved.</p>
Reasons for Recommendation:	The Council does not currently possess the required capability or capacity to effectively drive the adoption and exploitation of AI-tooling and Automation technologies. It is essential that we build this capability in order to satisfy the increasing operational and financial constraints.

Cabinet - 15 September 2025

Supporting Local Government Reorganisation with the
establishment of a Data, Insights & Automation
function within Rugby Borough Council.

Public Report of the Chief Officer - Digital and Communications

Recommendation

(1) IT BE RECOMMENDED TO COUNCIL THAT –

- (a) the creation of a Data, Insights and Automation function to support Local Government Reorganisation at Rugby Borough Council be approved; and
- (b) the creation of an AI Ethics board, assuring the responsible, fair and legal use of AI across the Council, as recommended by the LGA, be approved; additionally; and

(2) a 6-month proof-of-concept funding for external Communications support, guiding the team through the current surge in demand, including Local Government Reorganisation, be approved.

1. Introduction

- 1.1 This report sets out the funding and resourcing requirements of a proposed Data, Insights and Automation (DIA) function, the creation of an AI Ethics board and an additional funding allocation for the Communications team to support Local Government Reorganisation at Rugby Borough Council.
- 1.2 Within local government the adoption of Automation and AI-assisted tooling is driving significant increases in efficiency and efficacy, delivering financial and operational benefits across all services.
- 1.3 The proposed DIA function seeks to delivery significant material savings and efficiencies to the Council, proposing to reach cost neutrality within FY2026/27 with *forecasted savings* of £690,000 by the end of FY2028/29.
- 1.4 The project represents an unprecedented opportunity for the Council to harness and exploit current technological advances to deliver sector leading data and insight capabilities within Rugby Borough Council.
- 1.5 The proposed DIA team represents a key '**invest-to-save**' opportunity for the Council. The skills and capability that the team will introduce is pivotal for the successful realisation of the Council's Corporate strategy and delivery of the Annual Delivery Plan.

- 1.6 With the support of the Rugby Borough Council Cabinet, the establishment of a Data, Insights and Automation team will enable the Council to capitalise on these financial and operational benefits whilst delivering an enhanced data-led decision making and insights capability across the Council.
- 1.7 Rugby Borough Council struggles to effectively utilise the vast amount of data it holds across a wide range of systems and repositories.
- 1.8 It is critical that this data is categorised and analysed in a way which presents a deeper understanding and insight and allows for a more informed decision to be made, such as:
- i. Service demand projections into the medium and long term.
 - ii. Monitoring of Council metrics (KPIs and service delivery)
 - iii. Service performance benchmarking and resource usage.
- 1.9 If this is not approved the Council will have a severely limited ability to analyse the data it holds and will continue to struggle to make informed decisions on key initiatives and projects.
- 1.10 The enhanced data-led decision making and insights capability will be expressly beneficial for the Council, working in partnership with our peer Councils in preparation for the upcoming Local Government Reorganisation across Warwickshire.
- 1.11 The DIA team would conduct specialist technical work, complementing the projects currently undertaken by both the Digital Projects and Transformation teams at Rugby Borough Council.

2. The Data, Insights and Automation Team

- 2.1 The primary purpose of the DIA team is to assess the ways-of-working across the Council and identify process and workflow efficiencies and ways in which AI-assisted tooling and automation can be exploited to drive operational and financial benefits.
- 2.2 It is proposed that the DIA team will, as a matter of priority, identify opportunities to automate and reduce service demand in areas with high turnover, agency staff spend and increasing levels of demand.
- 2.3 The DIA team will work to identify both cost avoidance and cost saving opportunities across Rugby Borough Council.

The estimated operational and financial benefit benchmarks are as follows:

	FY 2026 / 27				FY 2027 / 28				FY 2028 / 29			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Cost Avoidance	£100,000				£150,000				£30,000			
Cost Savings	170,000				£290,000				£690,000			
Hours Saved	10,000				18,000				30,000			

- 2.4 There is expected to be a small cost saving in FY2025/26 of £70,000 for ITDS projects already in-flight, not shown in the table above.

- 2.5 These existing ITDS projects will be transferred to the DIA function upon funding approval being granted.
- 2.6 The benefit benchmarks were established following discussions with sister authorities and wider industry reviews of past performance in similar sized organisations.
- 2.7 The DIA team will be responsible for working with all directorates to identify work intensive, low-value processes and manual workflows across the Council and developing automated workflows to increase efficiency and reduce workload.
- 2.8 Stabilising the demand on services by reducing the resource impacts of low-value and manual tasks will be beneficial for officers, residents and the communities of Rugby Borough.

3. Proposed Team Structure and Operational Impacts

- 3.1 The DIA function will sit within the Digital and Communications directorate, reporting directly to the Chief Officer Digital and Communications.

- 3.2 The proposed structure of the DIA team is as follows:

Role Title	Grade	FTE	Cost
Snr. Automation and Data Engineer	G	1.0	£63,458
Automation and Data Engineer	F	1.0	£57,479
Digital Projects Officer	E	1.0	£51,155

- 3.3 To reduce the financial impacts of the DIA team, the ITDS team will contribute £30,000 of accrued in-year savings in FY2025/26 and £10,000 of projected savings in FY2026/27.
- 3.4 The ITDS team will offer secondment to two existing members of staff;
 - i. 1 x Grade G; and,
 - ii. 1 x Grade F, to part-fill a proportion of the posts.
- 3.5 This will ensure that the new DIA team can begin work at pace, contributing key insights and data-driven decision making to support the continued success of program delivery across the Council.
- 3.6 An initial tranche of use cases has been identified across the Council for the deployment of AI-assisted tooling and automation technology.
- 3.7 The initial tranche of use cases will be actively developed from October 2025 through into FY2026/27, upon funding approval being granted.
- 3.8 The initial tranche of use cases is projected to have the following financial impacts and operational benefits:

Use Cases	Cost Avoidance	Cost Saving	Hours Saved
Reducing agency staff spend through automated workflows and AI-assisted tooling support.	£150,000	<i>tbc</i> (£250,000+)	<i>tbc</i>
Environmental Health System data flows using RPA	£100,000	-	1,400
Automated Email categorisation and response generation	-	£15,000	1,800
Online Chatbot and assistance tools to answer customer queries	-	£25,000	3,000

3.9 Further use cases are being reviewed and assessed for suitability.

4. AI Ethics Board

- 4.1 The AI Ethics board will provide independent oversight, advice, and assurance on the fair, legal, and responsible application of Artificial Intelligence and automation tooling across the local authority, as recommended by the LGA.
- 4.2 The board will meet on a monthly basis, with additional ad-hoc meetings as required for urgent AI-related matters.
- 4.3 The purpose of the board is to safeguard the interests of Officers, Residents and Communities by ensuring any AI systems that are deployed at the Council are done so in a transparent, accountable and inclusive manner.
- 4.4 The membership of the AI Ethics board is as proposed:

Chair

Chief Officer Digital and Communications

Membership

Chief Officer Legal and Governance	
Data Protection Officer (DPO)	
ITDS Manager	
Corporate Equality & Diversity Officer	
Data, Insights and Automation	<i>representative from</i>
Human Resources	<i>representative from</i>
Transformation	<i>representative from</i>
Elected Members	<i>by prior invitation</i>
Deputy Chief Executive	<i>optional</i>

- 4.5 The board will promote innovation while protecting against bias, misuse, and unintended harms, ensuring AI-assisted tooling contributes positively to the provision of public services.
- 4.6 A draft terms of reference for the proposed AI Ethics board is contained in appendix I of this report.

- 4.7 A separate EqIA for the AI Ethics board has been created and is contained in appendix II of this report.

5. Communications Support for Local Government Reorganisation

- 5.1 It is essential that the views and opinions of residents, businesses and communities across Rugby Borough are involved in the upcoming Local Government Reorganisation.
- 5.2 Additional funding is required In order to drive the successful delivery of LGR and maintain a high level of community engagement and involvement,
- 5.3 It is proposed that an additional budget be assigned, over a 6-month trial period, to provide additional resource, capability and capacity into the Communications team, with the option to extend for an additional 18-months subject to further funding approval.
- 5.4 This budget will cover the cost of bringing in external specialist support and bolstering internal resources to deliver the specialist work around LGR and manage the implications and strategic impacts of any changes.
- 5.5 Over the past 24 months we have spent in excess of £30,000 on business critical ad-hoc initiatives, including the Traffic Commissioner enquiry and work to support the Town Centre and Local plan.
- 5.6 With the upcoming Local Government Reorganisation and further work around initiatives such as Warm Homes it essential that we establish a more permanent solution.
- 5.7 It is proposed that bringing in a specialist external resource, rather than continuing with the current piecemeal ad-hoc arrangement will provide better value for money and provide a more cohesive and effective service.
- 5.8 The proposed resource will increase the resilience in the Communications team and provide additional strategic oversight, allowing the Council to navigate the churn and disruption within Local Government.
- 5.9 It is proposed that a 6-Month trial period is initiated, followed by a further 18 month extension, if successful.
- 5.10 The external specialist support will concentrate on providing the following:
- i. Supporting with delivering high-level strategic communications
 - ii. Manage and improve public perception of the Council
 - iii. Review of the structure and resourcing of communications
 - iv. Assessment of tooling, processes and workflows
- 5.11 LGR has the potential to fundamentally shift the ways in which local government and local authority services are delivered across Rugby Borough.

5.12 It is therefore important that the views and opinions of residents and heard, listened to and where appropriate actioned to deliver a Rugby Borough with strong and resilient services.

5.13 If the additional funding is not approved there would be insufficient capacity and capability in the Communications team to deliver effective and strategic communications support and resident engagement.

6. Funding Arrangements

6.1 The Data, Insights and Automation team is a key driver of the Council Annual Delivery Plan and Corporate Strategy, funded via the Corporate Strategy Delivery Budget, with a one-off contribution of £30,000 for 2025/26 from ITDS savings.

6.2 It is proposed that an additional budget of £75,000 for Communications Consultants be assigned over a 6-month period, to provide additional resource, capability and capacity into the Communications team, funded via the Transformation Reserve.

6.3 The AI Ethics board does not require funding or resources at this stage.

6.4 A breakdown of the financial impact is provided below:

Financial Information		2025/26 £	2026/27 £	2027/28 £	2028/29 £
Increase in Expenditure:					
Increase in salaries		86,046	172,092	172,092	172,092
All other increases in expenditure - detail below:					
Consultants PoC (Specialist Communications Support)		75,000	0	0	0
		-	-	-	-
Total Increase in Expenditure		161,046	172,092	172,092	172,092
Savings:					
Reduction in salaries		0	0	0	0
All other expenditure savings - detail below:					
ITDS Savings (Current Vacancies)		30,000	10,000	0	0
	<i>Projected Cost Savings</i>	<i>70,000</i>	<i>170,000</i>	<i>290,000</i>	<i>690,000</i>
		-	-	-	-
Total Savings		100,000	180,000	290,000	690,000
Income Changes:					
		-	-	-	-
Total Income Changes		0	0	0	0
Projected Total Net Cost/Saving		61,046	-7908	-117908	-517908

7. Conclusion

- 7.1 The proposed Data, Insights and Automation team represents an invest to save opportunity for the Council, leveraging and exploiting technology to drive data-led decision-making at the Council.
- 7.2 This enhanced capability will drive the Council to make effective data-led decisions, supporting initiatives such as the upcoming Local Government Reorganisation.
- 7.3 It is recommended that Cabinet approves the funding associated with the additional Communications support, to be drawn down from the Transformation reserve; and
- 7.4 Council approves the funding associated with the proposed Data, Insights and Automation team provided within this report.

Name of Meeting: Cabinet

Date of Meeting: 15 September 2025

Subject Matter: Supporting Local Government Reorganisation with the establishment of a Data, Insights & Automation function within Rugby Borough Council.

Originating Department: Digital and Communications

DO ANY BACKGROUND PAPERS APPLY

☒ **YES**

☐ **NO**

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
	Rugby Borough Council AI Tooling Policy – June 3 rd 2024

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Terms of Reference – AI Ethics Board

Date: 18/08/2025

Author: Chief Officer Digital and Communications

The AI Ethics board will provide independent oversight, advice, and assurance on the fair, legal, and responsible application of Artificial Intelligence and automation across the Council. Safeguarding the interests of Officers, Residents and Communities by ensuring any AI systems that are deployed at the Council are done so in a transparent, accountable and inclusive manner.

Membership

Chair

Chief Officer Digital and Communications

Members

Chief Officer Legal and Governance

Data Protection Officer (DPO)

ITDS Manager

Data, Insights and Automation *representative from*

Human Resources *representative from*

Transformation *representative from*

Elected Members *by prior invitation*

Deputy Chief Executive *optional*

Purpose

- To oversee and guide the ethical, legal, and responsible use of AI systems within the Council's operations and decision-making.
- To ensure that AI deployment benefits Council Officers, Businesses, Residents, and Communities equitably.
- To provide advice and assurance to elected members, senior officers, and project teams on the risks, opportunities, and impacts of AI.

Scope

- Review and advise on all AI-related projects, policies, and procurement decisions.
- Assess AI systems for compliance with relevant laws, regulations, and Council policies.
- Promote standards of fairness, accountability, transparency, and inclusivity in AI use.
- Monitor risks, including data privacy, bias, accessibility, environmental impact, and public trust.

- Recommend best practice frameworks, ethical guidelines, and training to support responsible adoption of AI across the organisation.

Governance & Operations

- Reports to the Council's senior leadership and relevant committees.
- Meets monthly, with additional meetings as required for urgent AI-related matters.
- Maintains a public record of agendas, decisions, and recommendations to ensure transparency.
- Reviews its own effectiveness annually and adapts scope/terms as required.

Decision-making & Advisory Role

- Provides non-binding recommendations to Council leadership, with a focus on safeguarding fairness, legality, and public trust.
- Ensures that major AI initiatives are subject to ethical impact assessments before implementation.
- Acts as a forum for dialogue between technical teams, policy leads, and the elected members.

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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



Equality Impact Assessment

Service Area	Digital and Communications
Policy/Service being assessed	The creation of an 'AI Ethics Board'
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	This is a new board
EqlA Review Team – List of members	Rebecca Ewers, Thomas D Griffiths, Stuart Mewes
Date of this assessment	18/ 08/ 2025
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	The AI Ethics board will provide independent oversight, advice, and assurance on the fair, legal, and responsible application of Artificial Intelligence and automation across the Council. Safeguarding the interests of Officers, Residents and Communities by ensuring any AI systems that are deployed at the Council are done so in a transparent, accountable and inclusive manner.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	The board will ensure the transparency of decisions related to the usage of AI and automation at the Council and to safeguard the interests of Officers, Residents and Communities by ensuring any AI systems that are deployed at the Council are done so in a transparent, accountable and inclusive manner.
(3) What are the expected outcomes you are hoping to achieve?	The board will promote innovation while protecting against bias, misuse, and unintended harms, ensuring AI-assisted tooling contributes positively to the provision of public services.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	The board will primarily affect Employees through enhanced and improved governance, which will indirectly improve the service provision for residents and communities.
(5) Will the policy or decision involve substantial changes in resources?	No, it will not

<u>Stage 2 – Evidence about user population and consultation</u>	<p>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>
<p>(1) What does the data tell you about the groups this policy or decision impacts?</p> <p>Possible data sources:</p> <ul style="list-style-type: none"> • national statistics/census data • local statistics • evaluations • analysis of complaints • user feedback • outcomes from consultation/community voice • Council published information, service data • District and Ward Profile – Warwickshire Observatory • Office of National Statistics • Fingertips health profiles • Indices of Multiple Deprivation • RBC Annual Workforce Equality Report 	<p>As the 'AI Ethics' board will be used to ensure the fair, legal and responsible usage of AI across the Council the primary group impacted by the board is Council officers and other individuals employed by the Council.</p> <p>The LGA recommends that 'AI Ethics' board be established to protect against bias, misuse and unintentional harm. The proposed board will ensure that these virtues are upheld across all officer, residents and community groups across Rugby Borough.</p>

<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>I have consulted on the creation of the 'AI Ethics' board with elected members, leadership team, chief executive and deputy chief executive and members of the ITDS team.</p> <p>There is board support for the establishment of enhanced governance to ensure the responsible usage of AI and automation assisted tooling at the Council.</p>		
<p>(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	<p>N/A</p>		
<p><u>Stage 3 – Analysis of impact</u></p>			
<p>(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	<p>Protected Characteristic</p>	<p>Nature of Impact Positive, Neutral, Adverse (explain why)</p>	<p>Extent of impact Low, medium, high</p>
	<p>Age</p>	<p>Neutral</p>	<p>/</p>
	<p>Disability</p>	<p>Neutral</p>	<p>/</p>
	<p>Sex</p>	<p>Neutral</p>	<p>/</p>
	<p>Gender reassignment</p>	<p>Neutral</p>	<p>/</p>
	<p>Marriage/civil partnership</p>	<p>Neutral</p>	<p>/</p>
	<p>Pregnancy/maternity</p>	<p>Neutral</p>	<p>/</p>

	Race	Neutral	/
	Religion/belief	Neutral	/
	Sexual Orientation	Neutral	/
(2) <u>Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Neutral	/
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Neutral	/

<p>(3) Using the information gathered in stages 2 and 3, please describe how the policy/strategy/service will:</p> <ul style="list-style-type: none"> a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic 	<p>The 'AI Ethics' board will directly contribute to the reduction in the likelihood of bias, misuse, and unintended harms occurring, ensuring AI-assisted tooling contributes positively to the provision of public services for all residents and communities within Rugby Borough.</p>
<p>(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?</p>	<p>No, there is not.</p>
<p>(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?</p> <p>If no Equality Monitoring Data is being collected, why not?</p> <p>For support with this section, please refer to the Equality Monitoring Guidance.</p>	<p>The 'AI Ethics' board will be lead by a published agenda and the minutes will be minuted and share publicly upon request (excluding any sensitive non-public and commercial information)</p> <p>This can then be used to monitor the decisions being made and the eventual impact of these decisions within the Council.</p>

<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.</p>	N/A
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<u>Stage 4 – Action Planning, Review and Monitoring</u>	
<p>(1) Data analysis What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>	N/A

<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																										
<p>(3) Review and Monitoring</p> <p>State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>	<p>No, I will not make any changes.</p>																													

Please annotate your policy with the following statement:

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

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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



Equality Impact Assessment

Service Area	Digital and Communications
Policy/Service being assessed	Creation of a Data, Insights and Automation Function
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	New
EqlA Review Team – List of members	Rebecca Ewers, Thomas D Griffiths, Stuart Mewes
Date of this assessment	18/08/2025
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	<p>The proposed Data, Insights and Automation (DIA) function will provide enhanced skills and capabilities to support and drive Local Government Reorganisation at Rugby Borough Council.</p> <p>Within local government the adoption of Automation and AI-assisted tooling is driving significant increases in efficiency and efficacy, delivering financial and operational benefits across all services.</p> <p>The establishment of a Data, Insights and Automation team will enable the Council to capitalise on these financial and operational benefits whilst delivering an enhanced data-led decision making and insights capability across the Council.</p> <p>The enhanced data-led decision making and insights capability will be expressly beneficial for the Council, working in partnership with our peer Councils in preparation for the upcoming Local Government Reorganisation across Warwickshire.</p>
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<p>The proposed DIA team represents a key 'invest-to-save' opportunity for Council. The skills and capability the team will introduce is pivotal for the successful realisation of the Council's Corporate strategy and delivery of the Annual Delivery Plan.</p> <p>The team will contribute to the improvement of public service provision across Rugby Borough for residents, businesses and communities.</p>
(3) What are the expected outcomes you are hoping to achieve?	<p>It is projected that the DIA team will be able to realise significant financial and operational benefits through the adoption and exploitation of technology across the Council.</p> <p>This will improve the insights and data-driven decision-making capacity at Rugby Borough Council, driving positive change.</p>

<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>There are no significant direct impacts, as this is a new function to complete work which is new to the Council.</p>
<p>(5) Will the policy or decision involve substantial changes in resources?</p>	<p>Yes, the team requires funding of £170,000</p>
<p><u>Stage 2 – Evidence about user population and consultation</u></p>	<p>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>
<p>(1) What does the data tell you about the groups this policy or decision impacts?</p> <p>Possible data sources:</p> <ul style="list-style-type: none"> • national statistics/census data • local statistics • evaluations • analysis of complaints • user feedback • outcomes from consultation/community voice • Council published information, service data • District and Ward Profile – Warwickshire Observatory • Office of National Statistics • Fingertips health profiles • Indices of Multiple Deprivation • RBC Annual Workforce Equality Report 	<p>The team is aware of the demographic breakdown of the residents of the Borough and an estimate of the digital proficiency of the residents based on previous interactions.</p> <p>However, as this function is designed to increase the ease of engagement and interaction and provide enhanced service provision through technology this is unlikely to be an issue.</p> <p>The technological solutions are designed to focus on the most vulnerable residents and adapt to their needs – so there should be a net benefit.</p>

<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>No we have not, yet.</p> <p>Once the team is established and the future pipeline of work and projects is agreed we can begin to engage with a variety of groups and community organisations.</p>		
<p>(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	<p>Once the team is established and the future pipeline of work and projects is agreed we can begin to engage with a variety of groups and community organisations.</p>		
<p><u>Stage 3 – Analysis of impact</u></p>			
<p>(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	<p>Protected Characteristic</p>	<p>Nature of Impact Positive, Neutral, Adverse (explain why)</p>	<p>Extent of impact Low, medium, high</p>
	<p>Age</p>	<p>Positive AI assisted tooling can assist residents of all ages to better access services at a time, location and via a range of media of their choice</p>	<p>Low</p>

	Disability	Positive AI assisted tooling can assist disabled individuals to better access services at a time, location and via a range of media of their choice	Low
	Sex	Neutral	/
	Gender reassignment	Neutral	/
	Marriage/civil partnership	Neutral	/
	Pregnancy/maternity	Neutral	/
	Race	Positive AI assisted tooling can provide near real-time translation of documents allowing non-english speaking residents to better access services at a time, location and via a range of media of their choice.	Low
	Religion/belief	Neutral	/
	Sexual Orientation	Neutral	/
(2) <u>Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty,	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high

geographically disadvantaged communities? If yes, please explain how?	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Neutral	/
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Neutral	/
(3) Using the information gathered in stages 2 and 3, please describe how the policy/strategy/service will: a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic	<p>AI assisted tooling will broaden the range of accessible interaction and engagement between the Council and communities across the Borough. The tools will allow for better access services at a time, location and via a range of media that best suits individuals with a range of disparate needs.</p> <p>The translation and alternative format document provision, support by AI tooling, will allow for a wider range of engagement for individuals who are non-english speaking or are unable to read conventional printed or digital documentation.</p>		
(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?	No, there is not.		

<p>(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?</p> <p>If no Equality Monitoring Data is being collected, why not?</p> <p>For support with this section, please refer to the Equality Monitoring Guidance.</p>	<p>None will be collected.</p>
<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.</p>	<p>N/A</p>

<p><u>Stage 4 – Action Planning, Review and Monitoring</u></p>	
<p>(1) Data analysis</p> <p>What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>	<p>There are none.</p>

<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
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<p>(3) Review and Monitoring</p> <p>State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>	<p>N/A</p>																													

Please annotate your policy with the following statement:

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

Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

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

Rugby Borough Council declared a climate emergency in 2019 and the Council's Corporate Strategy (2025-2035) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions are further defined through the Council's Climate Change Strategy [link](#) and must now be progressed through the decisions which the Council makes.

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

To help you complete this assessment, please see the following guidance on SharePoint [here](#).

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to your Chief Officer for approval.

If you require help, advice and support to complete the form, please contact Ellie Lawson, Climate Change Project Officer (ellie.lawson@rugby.gov.uk), .

SECTION 1: OVERVIEW

Portfolio and Service Area	Digital and Communications
Policy/Service/Change being assessed	Creation of a new Data, Insights and Automation function at Rugby Borough Council
Is this a new or existing Policy/Service/Change?	New
If existing policy/service please state date of last assessment	N/A
Ward Specific Impacts	None.
Summary of assessment Briefly summarise the policy/service/change and potential impacts	Establishment of a Data, Insights and Automation function at Rugby Borough Council to support the Council with Local Government Reorganisation. Supporting savings and efficiency targets within the authority and support officers and elected member with data-led decision-making.
Completed By	Dr. Thomas D Griffiths
Authorised By	
Date of Assessment	18/ 08/ 2025

SECTION 2: GREENHOUSE GAS EMISSIONS

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Scope 1 Emissions Direct emissions from council owned resources, for example through boilers or vehicles.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There is no direct impact	/	/	/
Scope 2 Emissions Indirect emissions occurring at the location energy is produced for council activities. For example, electricity generation for council buildings.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There are no discernible indirect impacts that have a material impact or can be measured in any reasonable manner.	/	/	/

SECTION 3: CLIMATE CHANGE STRATEGY

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Workplaces and the Economy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	/	/	/
Transport	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	/	/	/
Natural Environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	/	/	/
Homes and Energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	/	/	/
Waste, Resources and the Circular Economy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	/	/	/
Climate and Nature Positive Communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	/	/	/
Adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	/	/	/

SECTION 4: REVIEW

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

Review date	01 /09/ 2027
Key points to be considered through review	None identified.
Person responsible for review	Dr Thomas D Griffiths
Authorised by	

AGENDA MANAGEMENT SHEET

Report Title:	Capital Programme 2025/26 - Queen's Diamond Jubilee Centre Section 106 Funding
Name of Committee:	Cabinet
Date of Meeting:	15 September 2025
Report Director:	Chief Officer - Leisure and Wellbeing
Portfolio:	Leisure and Wellbeing
Ward Relevance:	All
Prior Consultation:	GLL, Portfolio Holder, Lib Dem Spokesperson
Contact Officer:	Tom Kittendorf- Chief Officer Leisure & Wellbeing
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	This report relates to the following priority(ies): <input type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input checked="" type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 <input type="checkbox"/> This report does not specifically relate to any Council priorities but
Summary:	The report outlines a capital budget request for the renovation of the gym area and high use wet areas at the Queen's Diamond Jubilee Centre to be funded through identified S106 funds.
Financial Implications:	An addition to the 2025/26 capital programme and appropriate utilisation of Section 106 funding would result in capital improvements, service

development and future utility expenditure reduction. In addition, S106 funding utilisation ensures a full management fee payment by GLL, opposed to the financial reduction for capital schemes as set out in their financial modelling of the leisure contract approved by Council in July 2022.

The Section 106 agreements are specifically related to the provision of activity at the Queen's Diamond Jubilee Centre and therefore cannot be spent on other projects.

Risk Management Implications:

Risk management implications include the financial reduction in contracted leisure management fee should the recommendation and budget request not be approved.

Environmental Implications:

A climate change and environmental impact assessment is attached at Appendix 1. Increased water efficiency in high usage toilet and shower areas.

Legal Implications:

Appropriate use of section 106 funds, as outlined in associated legal agreements.

Equality and Diversity:

An Equality Impact Assessment on this policy was undertaken on 8 August 2025 and will be reviewed on 1 April 2026. The Equality Impact Assessment is attached at Appendix 2. The proposed recommendations have a positive impact in terms of accessibility for all communities, especially for those with disabilities and supports the health and wellbeing of all communities in the area.

Options:

1) To approve the capital budget request of £0.360m to the 2025/26 capital programme and Section 106 expenditure for the capital improvements and service developments at the Queen's Diamond Jubilee Centre.

2) Reject the capital budget request and not have suitable capital projects for the Section 106 expenditure including gym and wet area refresh.

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT a supplementary General Fund Revenue budget of £0.360m for 2025/26 be approved for the enhancement of the Queen's Diamond Jubilee Leisure Centre, to be fully funded through existing Section 106 funding.

**Reasons for
Recommendation:**

This will enable the Council to support the development of service delivery at the Queen's Diamond Jubilee Centre and increase footfall and income generation of the Council's leisure asset.

Ensures appropriate utilisation of the Section 106 funding and would enable the Council to mitigate potential management fee reductions as per the contract.

Cabinet - 15 September 2025

**Capital Programme 2025/26 - Queen's Diamond Jubilee Centre
Section 106 Funding**

Public Report of the Chief Officer - Leisure and Wellbeing

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT A supplementary General Fund Revenue budget of £0.360m for 2025/26 be approved for the enhancement of the Queen's Diamond Jubilee Leisure Centre, to be fully funded through existing Section 106 funding.

1. Introduction

- 1.1 This report sets out capital improvements to be undertaken at The Queen's Diamond Jubilee Centre.
- 1.2 The Queen's Diamond Jubilee Centre is the only leisure centre asset owned by Rugby Borough Council supporting residents to live active healthy lifestyles. The centre welcomes over 500,000 visits per year with swimming lessons and publicly affordable gym memberships.
- 1.3 Since opening the Leisure Centre in 2013, the Council has sought to protect, preserve and develop its asset and ensure appropriate funding is sought through the appropriate collection of Section 106 funding that outlines contributions for leisure from housing developments within the borough.
- 1.4 Through planning policies, there are pre-determined calculations for contributions to leisure and sporting infrastructure including indoor and outdoor sports. This Section 106 funding has been successfully negotiated and collected from developments within the borough for the specific purpose of capital improvement to the Leisure Centre and have varied deadlines for the expenditure of funds.
- 1.5 The Queen's Diamond Jubilee Centre plays a pivotal role for the successful delivery of the Council's Corporate Strategy 2025-35, primarily Health and Wellbeing outcomes that sets out that the Council will:
 - To support people to live healthier, longer and more independent lives
 - Support residents to live well by promoting healthy behaviors and lifestyles
 - Provide access to leisure, cultural and outreach services to reduce isolation

- 1.6 The continual investment into the Council leisure asset ensures that it is an affordable and attractive leisure facility of choice for the residents of the borough to live active lives with a modern and varied offer within the facility. Continual service development and investment supports public perception and ensures it is considered a quality service for leisure activities and are therefore proud of the facility as a high-quality provision.
- 1.7 This report therefore sets out a budget request to the 2025/26 capital programme, totalling £0.360m for projects towards the continued development and improvement of the QDJC during the financial year to be fully funded through Section 106.

2. Section 106 Funding – QDJC

- 2.1 The Council has collected Section 106 developer contributions for the development and improvement of the council leisure centre asset as set out above.
- 2.2 The Council have signed legal agreements, to a value of £360,000, that sets out the provision of capital improvements to the Queen's Diamond Jubilee Centre sports hall, gym and general facility.
- 2.3 Approval of the capital projects outlined would ensure the Council utilises the developer contributions effectively and both develops and maintains the leisure offer that the Council provide for its residents.

3. Capital Improvements

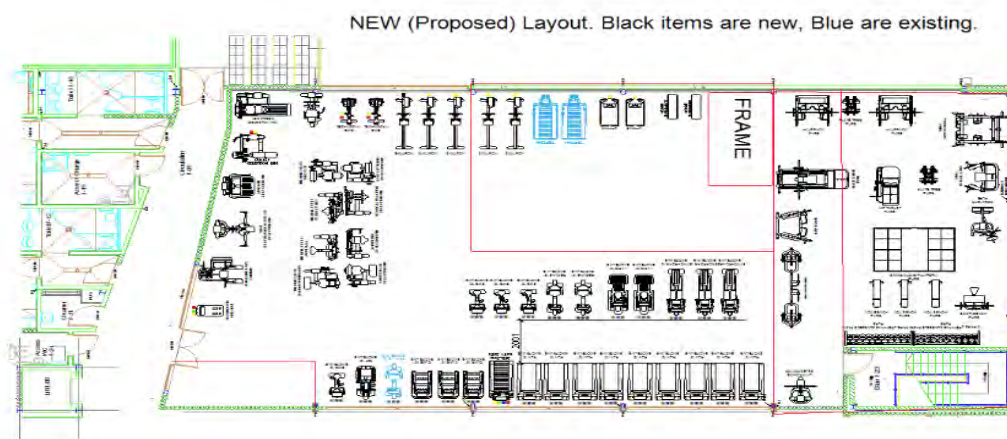
- 3.1 The leisure contract for the delivery of services at The Queens Diamond Jubilee Centre is managed by the Council Sport and Recreation service manager. This includes performance monitoring and contract compliance. In partnership with GLL capital improvement schemes are discussed and brought forward.
- 3.2 Since 2022 capital improvements have included further LED lighting across the site in the swimming pool, the installation of a soft play facility within the existing 6-court sports hall, changes to the Reception area and automatic customer access gates.
- 3.3 As part of the financial profile submitted by GLL, approved as part of the 8 year leisure contract extension, GLL has budgeted to undertake further capital improvement schemes with a subsequent management fee reduction. The potential schemes were reported in the Council report of April 2022 and included the gym and wet change improvements amongst other items.
- 3.4 However, through the appropriate utilisation of the Section 106 specifically collected to improve the asset, the Council will be able to maintain the management fee at the full amount and therefore support the medium-term financial plan. Approval is therefore sought for the expenditure of allocated Section 106 funding as outlined in the legal agreements of the funds.

4. Gym Area Refresh

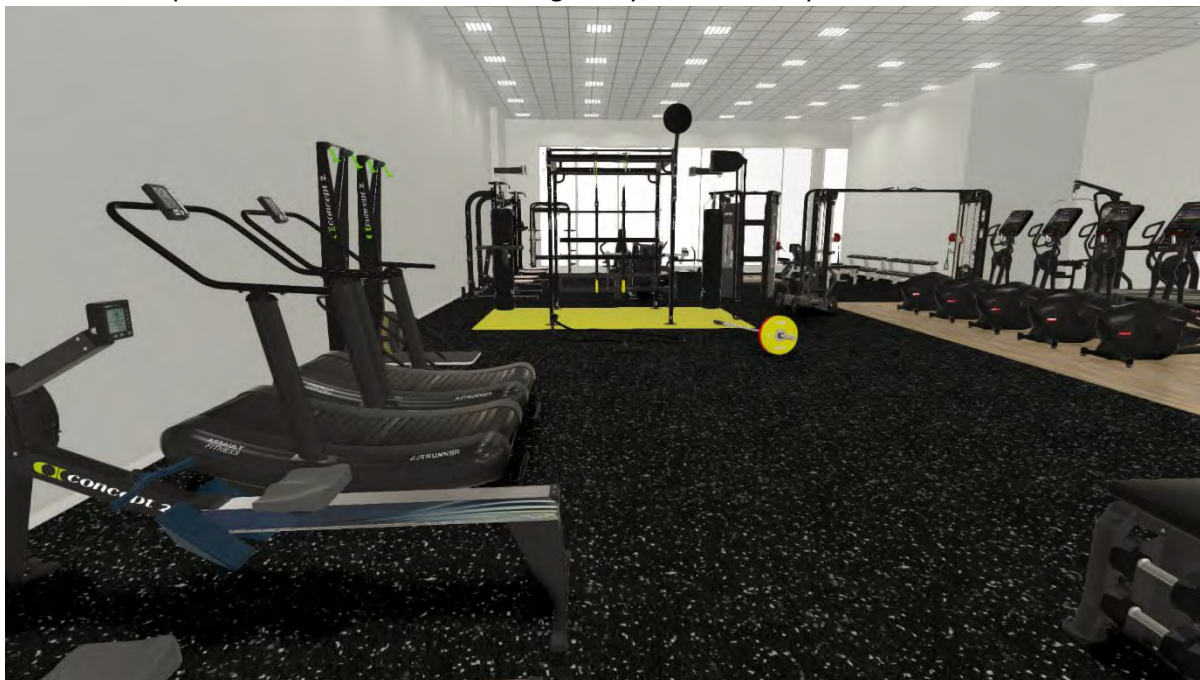
- 4.1 The centre has seen a significant growth in memberships over the past two years, with a live membership base of just under 3,400 Health & Fitness members. With the growing demand for services, it is important that equipment and facilities are updated and fit for purpose, to meet the demand of the community. The majority of the gym stations are now past end of life and require replacement.
- 4.2 The proposed renovation of the main gym area includes the replacement of approximately 60 fitness stations, featuring new Technogym cardio and resistance equipment, as well as a complete upgrade of all functional training and free weights equipment. The project also involves implementing an improved layout to increase the size of the oversubscribed free weights area, expanding the functional training and stretching zones, and replacing worn flooring. Additionally, vibrant Better Gym 2.0 graphics will be installed, along with accessible push-button entrance controls for the gym area.
- 4.3 The proposed renovation of the main gym area is expected to significantly enhance the customer experience, improve accessibility through push-button access to the main gym entrance, and drive increased usage of the centre by the local community.

Main Gym Area Refresh Quote and Example Area

Description	Quotes
Total	£250,000



Visual mock-up of the functional and free-weights layout in Main Gym Area



5. Wet Change Area Refresh

- 5.1 A further impact of the membership base growth the centre has experienced is the amount of usage placed on the wet change area. The centre hosted 215,000 pool visits in 2024 alone, with over 2,200 Swim School members.
- 5.2 To ensure the facilities can manage the growing demand and prevent decline, the wet change area requires investment to ensure it remains fit for purpose.
- 5.3 It is proposed that £110,000 worth of works to the wet change area is completed, including a complete refurbishment of the high-use wet areas, a refresh of the main shower areas in the gym, pool change rooms, and sauna. This includes full re-tiling of the showers and installation of new shower fittings, upgrades to the gym change area, locker refurbishment, and improvements to the basins, taps, and mirrors in the high-use toilet areas.
- 5.4 The proposed works to the wet change area would also be expected to lead to an increase in overall experience satisfaction and also drive an increase in usage of the centre by the local community.
- 5.5 It is anticipated that the centre will see a 12% increase in membership sales, a reduction in cancellations & an increase to average membership length, should the proposed works to the Gym and Wet Change Areas be completed.

6. Project Timeline

- 6.1 To ensure any disruption to leisure centre users is kept to a minimum and to ensure the most effective return on investment, the works would take place before the end of 2025.
- 6.2 The renovation of the gym area would take approximately 2 weeks to complete, with a temporary gym proposed to be placed in the Sports Hall during this time.
- 6.3 Wet area works would take approximately 3 weeks to be completed, with a phased approach to the areas of work being carried out, to ensure showers and toilets are available throughout the project works.

7. Conclusion

- 7.1 As part of the financial profile submitted by GLL, approved as part of the 8 year leisure contract extension, GLL has budgeted to undertake capital improvement schemes with a subsequent management fee reduction.
- 7.2 The capital improvements proposed by GLL would see financial and performance improvements for the Council leisure centre asset. The investment into refreshing the gym and wet change areas will help improve the overall experience and satisfaction of centre visitors, and also drive an increase in usage of the centre by the local community.
- 7.3 The leisure contract financial profile sets out a reduction in management fee where GLL undertake capital improvements.
- 7.4 The utilisation of Section 106 funding specifically collected for the capital improvements to the Queen's Diamond Jubilee Centre will mitigate the reduction of the management fee payment due to be collected from GLL and secure additional income through retained management fee and an increased profit share through an anticipated 12% increase in membership sales.
- 7.5 The proposal ensures appropriate spend of section 106 funding and reduces the risk of having to pay back developer contributions, whilst also supporting the Council's medium term financial plan.
- 7.6 The Section 106 has signed agreements and funding already received by the Council and has been confirmed by relevant officers that the funding can be utilised on the proposed schemes.
- 7.7 Therefore, approval is sought to create additional budget of £360,000 within the Capital Programme 2025/26 for the capital improvement of the Council's leisure centre and to be 100% funded through Section 106.

Name of Meeting: Cabinet

Date of Meeting: 15 September 2025

Subject Matter: Capital Programme 2025/26 - Queen's Diamond Jubilee Centre and Section 106 Funding

Originating Department: Leisure and Wellbeing

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

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

Rugby Borough Council declared a climate emergency in 2019 and the Council's Corporate Strategy (2025-2035) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions are further defined through the Council's Climate Change Strategy [link](#) and must now be progressed through the decisions which the Council makes.

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

To help you complete this assessment, please see the following guidance on SharePoint [here](#).

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to your Chief Officer for approval.

If you require help, advice and support to complete the form, please contact your Chief Officer.

SECTION 1: OVERVIEW

Portfolio and Service Area	Leisure and Wellbeing – Sport and Recreation and Leisure Facilities
Policy/Service/Change being assessed	Capital Refurbishment of Queen's Diamond Jubilee Centre
Is this a new or existing Policy/Service/Change?	New
If existing policy/service please state date of last assessment	
Ward Specific Impacts	All
Summary of assessment Briefly summarise the policy/service/change and potential impacts	Renovation of the gym area and high use wet areas at the Queen's Diamond Jubilee Centre. The renovation will generate waste and have a management plan to ensure this is disposed of correctly and as sustainably as possible, the site is operated by a third party so RBC is not responsible for the operational emissions.
Completed By	Tom Allen
Authorised By	
Date of Assessment	05/08/2025

SECTION 2: GREENHOUSE GAS EMISSIONS

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Scope 1 Emissions Direct emissions from council owned resources, for example through boilers or vehicles.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Scope 2 Emissions Indirect emissions occurring at the location energy is produced for council activities. For example, electricity generation for council buildings.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Not in scope for emissions due to GLL operating the site on behalf of the Council		

SECTION 3: CLIMATE CHANGE STRATEGY

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Workplaces and the Economy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Transport	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Natural Environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Homes and Energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Waste, Resources and the Circular Economy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The renovation of the site will generate a range of waste, including demolition debris, packaging waste, e-waste, and general waste.	<ul style="list-style-type: none"> - Implementation of a waste management plan including reuse, recycling, and responsible disposal. - Provision of onsite sorting facilities to separate recyclables, hazardous materials, and general waste. - Donation of reuseable gym station equipment to other leisure facilities. 	RBC Project Officer	Delivered before March 2026

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Climate and Nature Positive Communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Adaptation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Improved water efficiency, particularly in high-usage areas such as toilets, showers, and locker rooms. These facilities typically see significant daily use by gym patrons and staff, resulting in high water consumption.		RBC Project Officer	Delivered before March 2026

SECTION 4: REVIEW

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

Review date	01/04/2026
Key points to be considered through review	Review of actions
Person responsible for review	Tom Allen
Authorised by	

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Rebecca Ewers
Corporate Equality & Diversity Officer
rebecca.ewers@rugby.gov.uk
01788 533509

Equality Impact Assessment

Service Area	Sport and Recreation and Leisure Facilities
Policy/Service being assessed	Capital Refurbishment of Queen's Diamond Jubilee Centre
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	New
EqlA Review Team – List of members	Tom Allen
Date of this assessment	08/08/2025
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	Request for a budget of £0.360m be added to the 2025/26 capital programme for the enhancement of the Queen’s Diamond Jubilee Leisure Centre, to be fully funded from Section 106 funding.
(2) How does it fit with Rugby Borough Council’s Corporate priorities and your service area priorities?	<p>The Queen’s Diamond Jubilee Centre plays a pivotal role for the successful delivery of the Council’s Corporate Strategy 2025-35, primarily Health and Wellbeing outcomes that sets out that the Council will:</p> <ul style="list-style-type: none"> • To support people to live healthier, longer and more independent lives • Support residents to live well by promoting healthy behaviours and lifestyles • Provide access to leisure, cultural and outreach services to reduce isolation
(3) What are the expected outcomes you are hoping to achieve?	The continual investment into the Council leisure asset ensures that it is an affordable and attractive leisure facility of choice for the residents of the borough to live active lives with a modern and varied offer within the facility. Continual service development and investment supports public perception and ensures it is considered a quality service for leisure activities and are therefore proud of the facility as a high-quality provision
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	Users of The Queen’s Diamond Jubilee Centre Employees Public
(5) Will the policy or decision involve substantial changes in resources?	Yes – budgeted spend of allocated Section 106 funding
<u>Stage 2 – Evidence about user population and consultation</u>	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

<p>(1) What does the data tell you about the groups this policy or decision impacts?</p> <p>Possible data sources:</p> <ul style="list-style-type: none"> • national statistics/census data • local statistics • evaluations • analysis of complaints • user feedback • outcomes from consultation/community voice • Council published information, service data • District and Ward Profile – Warwickshire Observatory • Office of National Statistics • Fingertips health profiles • Indices of Multiple Deprivation • RBC Annual Workforce Equality Report 	<p>Feedback from GLL, the centre's operator, has identified capital interventions at the centre will support the delivery of modern, attractive, accessible facilities that are fit for purpose to meet the needs of the community. The main gym area is now dated, with the majority of fitness equipment over 11 years old and beyond its expected service life. Additionally, the changing areas have seen consistently high levels of use since opening and have received limited investment over time.</p> <p>To ensure the centre can continue to cater to meet growing demand, remain competitive, and avoid a decline in usage or service levels, targeted capital investment is required. These interventions will support the centre's long-term sustainability and ensure it continues to provide accessible health, fitness, and wellbeing opportunities to all members of the community.</p>
<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>Consultation has been undertaken with staff members and a wide range of centre users, including Rugby Sport for the Disabled group, multi-disability users and residents from a range of ethnicities and backgrounds at The Queen's Diamond Jubilee Centre and all responders were supportive of the improvements that could be delivered via these capital interventions and the benefits associated with carrying out these works. Part of the capital interventions include installation of an accessibility push button access to the gym entrance, improving access to the gym area.</p>

(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.			
<u>Stage 3 – Analysis of impact</u>			
<p>(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	Protected Characteristic	Nature of Impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Age	Neutral	Low
	Disability	Positive – improved access to gym for disabled users with introduction of access button	Low
	Sex	Neutral	Low
	Gender reassignment	Neutral	Low
	Marriage/civil partnership	Neutral	Low
	Pregnancy/maternity	Neutral	Low
	Race	Neutral	Low
	Religion/belief	Neutral	Low
	Sexual Orientation	Neutral	Low

(2) <u>Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Positive – improved facilities available at an accessible cost for users from lower socio-economic groups.	Low
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Neutral	Low
(3) Using the information gathered in stages 2 and 3, please describe how the policy/strategy/service will: a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic	The proposed capital works would support the sustainability of access to high quality provision for all residents and users, creating equality of opportunity for all.		
(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?	Accessibility to upper floor gym area and fitness studios is overcome with available lifts for those with mobility concerns, as well as access buttons or motion detected doors. Access to the swimming pools is enabled by a Pool Pod that supports users enter and exit the pool.		

<p>(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?</p> <p>If no Equality Monitoring Data is being collected, why not?</p> <p>For support with this section, please refer to the Equality Monitoring Guidance.</p>	<p>Usage of the centre can be broken down into age, ethnicity, sex and marital status. This data can be used to:</p> <ul style="list-style-type: none"> - Identify groups who are underrepresented in current usage. - Inform Design and Service Delivery - Shape the layout and design of spaces (e.g. inclusive changing facilities, sensory-friendly areas). - Inform scheduling of inclusive sessions - Compare before and after refurbishment to evaluate the impact on usage. - Use data to guide community engagement and consultation, ensuring diverse voices are heard in future design decisions.
<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.</p>	<p>N/A</p>

<p><u>Stage 4 – Action Planning, Review and Monitoring</u></p>	
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<p>(1) Data analysis What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>	None identified at present.																													
<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqIA Action Plan</p> <table border="1" data-bbox="887 644 2130 874"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																										
<p>(3) Review and Monitoring State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>	<p>Following completion of capital refurbishment, consultation with centre users will be taken forward to ensure works have supported sustainability of access to high quality provision for all residents and users.</p>																													

Please annotate your policy with the following statement:

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

AGENDA MANAGEMENT SHEET

Report Title:	Centenary Park Allotment
Name of Committee:	Cabinet
Date of Meeting:	15 September 2025
Report Director:	Chief Officer - Leisure and Wellbeing
Portfolio:	Leisure and Wellbeing
Ward Relevance:	Newbold and Brownsover
Prior Consultation:	Section 106 Legal Agreements, Section 106 officer, Chief Officer Growth and Investment, Finance department
Contact Officer:	Tom Kittendorf- Chief Officer Leisure & Wellbeing
Public or Private:	Public
Report Subject to Call-In:	No
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities: (C) Climate (E) Economy (HC) Health and Communities (O) Organisation	<p>This report relates to the following priority(ies):</p> <p><input checked="" type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C)</p> <p><input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E)</p> <p><input checked="" type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC)</p> <p><input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O)</p> <p>Corporate Strategy 2021-2024</p> <p><input type="checkbox"/> This report does not specifically relate to any Council priorities but</p>
Summary:	The report outlines additional s106 funding to enable phase 2 and 3 of the Centenary Park Allotment capital project to progress.
Financial Implications:	As detailed in the main report.

Risk Management Implications:	Risk management implications include the potential non delivery of capital projects should recommendations and budget requests not be approved.
Environmental Implications:	None arising directly from this report
Legal Implications:	The Council is responsible for ensuring it brings forward appropriate projects and financially commit section 106 funding as outlined within the signed legal agreements.
Equality and Diversity:	An Equalities Impact Assessment has been completed and is attached as Appendix 1.
Options:	<p>1) Approve the capital budget increase and enable the commitment of S106 expenditure as identified.</p> <p>2) Reject the capital budget requests</p>
Recommendation:	<p>IT BE RECOMMENDED TO COUNCIL THAT a supplementary General Fund Revenue budget of £0.105m for 2025/26 be approved for Centenary Park Allotments for the next phase of procurement and construction to be fully funded through Section.106 income.</p> <p>.</p>
Reasons for Recommendation:	The capital budget requests will enable ensure efficient and effective financial processes for the Council to deliver parks and open spaces projects through the appropriate use of section 106 funding.

Cabinet - 15 September 2025

Centenary Park Allotment

Public Report of the Chief Officer - Leisure and Wellbeing

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT a supplementary General Fund Revenue budget of £0.105m for 2025/26 be approved for Centenary Park Allotments for the next phase of procurement and construction to be fully funded through Section.106 income.

1. Executive Summary

- 1.1 This report seeks to approve an increase in the capital budget for the appropriate utilisation and expenditure of section 106 funding related to the Centenary Park Allotment Project.
- 1.2 An initial budget was agreed and set to initiate the capital project in 2023/24 for the completion of surveys and topography reports, and formalising a detailed site architectural drawing with outlined project management requirements.
- 1.3 The creation of a community allotment will see the completion of the Centenary Park Masterplan developed in 2015 through public consultation and community organisation support. The capital project supports the Council deliver its Corporate Strategy objectives including:
 - Rugby Borough Council is a responsible, effective and efficient organisation.
 - Residents live healthy, independent lives with the most vulnerable protected.
 - Link places together with good quality, green infrastructure and improve biodiversity across the borough
 - Make sure residents are proud of their community and their borough.
 - Support residents to lead active lives with high quality, accessible green space and recreational facilities.

- 1.4 Following completion of surveys, architecture design and costed programme of works, it is now the appropriate time to progress the project to procurement and construction stage.
- 1.5 The identified scope of works provided an outline cost of £209,000 if all preferred options were taken, including the quality of internal pathways and hard landscaping.
- 1.6 It is therefore proposed increase the original capital budget and bring forward an additional £105,000 of section 106 funding outlined specifically for the development of allotments within the borough.
- 1.7 Upon approval of the capital budget increase, the Parks and Open Spaces department will move directly to the procurement and construction phase and bring the allotment project to life for the local community.

2. Introduction

- 2.1 In 2023/24 a capital budget request was approved to initiate the development and creation of a new allotment site at Centenary Park, Newbold. The capital budget request sought to formally commit section 106 funding that was outlined for the creation of the allotment site and enable officers to seek formal designs, specification of works and complete initial ground works.
- 2.2 The Green Flag Award winning Centenary Park was created on a former allotment site after the land was returned to the council following the construction of the Western Relief Road.
- 2.3 The Council has a developed masterplan for the whole site in collaboration with a number of organisations, including Newbold-on-Avon Community Partnership, Butterfly Conservation, Warwickshire Wildlife Trust and Newbold Riverside Academy.
- 2.4 The masterplan saw significant improvement to the site with the park area opening in 2016. The site masterplan also outlined the development of community allotments on the council owned land and the project was brought forward for approval and added to the Council's capital programme.
- 2.5 The Centenary Park Allotment can be broken down into four clear phases
- 2.6 **Phase 1:** Initiation, ground clearance, topography survey, asbestos survey, landscape architecture and CDM project management outline.
- 2.7 **Phase 2:** Procurement
- 2.8 **Phase 3:** Construction to final fix
- 2.9 **Phase 4:** Final Fix and Removal from site

- 2.10 An initial capital budget of £70,800 was approved to ensure the appropriate commitment of section 106 funding and being secured against the project in the correct timescales.
- 2.11 Thereafter, the project has commenced with phase 1 development of the community allotment. This has included initial groundworks, landscape architect drawings and specification of works compliant to the Construction, Design and Management Regulations.
- 2.12 Officers have finalised initial preparatory work to the site including site surveys and the production of a suitable scheme that can be created on the site. Following a full project management brief being sought for required works, it is now appropriate to bring the project to Phase 2 and 3 for procurement and construction.
- 2.13 The outlined tender specification provides a detailed breakdown of the project and the necessary financial requirements to bring the project to completion.
- 2.14 Therefore, it is proposed to bring forward additional section 106 funding to the value of £105,000 and progress to a full procurement exercise.
- 2.15 Dependent on quality of final fix and outcome of the procurement exercise, it may be necessary to identify future funding of a final fix for Phase 4. The current aspiration for the site is fully accessible macadam pathways and vehicular access, but alternative method may be available to deliver the project within the existing proposed budget.
- 2.16 This report will enable Phases 2 and 3 to be procured and initiated to ensure the project maintains on track and gives officers the ability to begin engagement for a suitable community association to be considered for the long term management of the site.

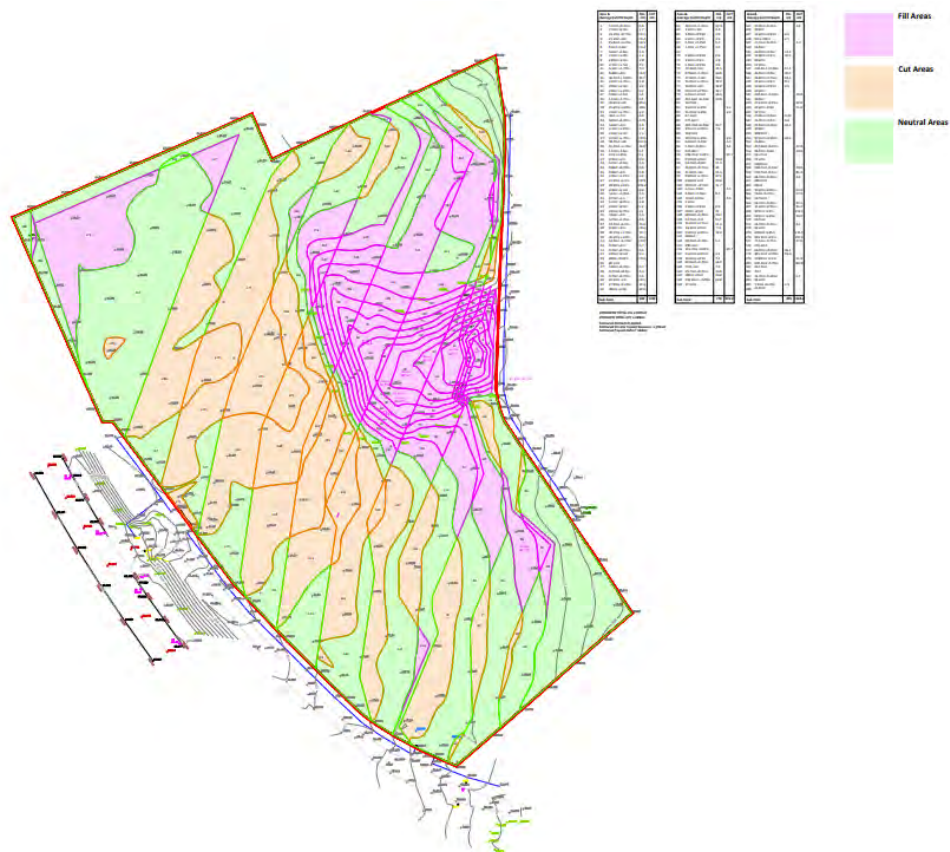
3. Section 106

- 3.1 The Council receives Section 106 contributions as per the planning process for local infrastructure including for parks and open space development and maintenance.
- 3.2 Section 106 contributions are outlined through legal agreements as part of the application for housing development. Projects are identified and contributions sought for specific projects for the benefit of the local residents.
- 3.3 As per the Council's Capital Strategy, it is appropriate for reports to be brought forward for Council approval of the budget expenditure and ensure the Council is an effective and efficient organisation.
- 3.4 The project Phase 2 and 3 as outlined is to be fully funded through the section 106 contributions.

4. Centenary Park – Community Allotment Design and Implementation

4.1 Landscape Architect designs were secured from Kova Landscape Ltd and sets out the topography of the site and an allotment design for the creation of 29 allotment plots, vehicle access and parking and hard landscaping across the site. These can be seen in Figures 1 and 2:

4.2 Figure 1



4.3 Figure 2 – Indicative example of plot allocation



4.4 Scheme Project Plan

4.5 A full project plan and identified works has been developed ready to go to a full procurement exercise. This outlines initial site clearance that is already completed, with project plan for; Earthworks, Topsoiling and Seeding and Hardworks.

4.6 The scheme is indicatively costed at £209,000 including preliminaries, welfare facilities and removal from site.

4.7 The procurement exercise will set out phases 2 and 3 of the project taking the allotment to a 'final fix' stage whereby the final ground works to the car parking and vehicle/service access will need completion dependent on result of procurement exercise.

4.8 It is proposed that the final phase 4 be considered for quality of finish during the procurement exercise for whether any gap funding is required.

4.9 The specification of works for tender is shown in Figure 3.

4.10 Figure 3

Item	Description	Qty (approx)	Unit
1	Preliminaries		
2	Site Clearance		
2.1	Clear site of unwanted material and debris; cut down and dig out any trees, shrubs, and other woody plants such as brambles; woody waste to be removed from site, unwanted inorganic material to be buried at base of tipping areas	-	Item
2.2	Cut grass and other surface vegetation prior to topsoil strip; cuttings to be removed from site	1.2	ha
2.3	Treat roots of perennial weeds (bindweed, ground elder, couch grass and nettle)	1.2	ha
3	Earthworks (minimum topsoil cover)		
3.1	Strip topsoil (average depth 150mm); store on site for re-use	11,729	m2
3.2	Re-grade site through 'cut and fill' works		
	a) Regrade existing soil retained in-situ	4,499	m2
	b) Cut Works - to reduce gradient	1,388	m3
	c) Fill Works (site-won material)	2,037	m3
3.3	E/o above to excavate subsoil to a nominal depth of 90mm in allotment plots	596	m3
3.4	Import subsoil to make up for deficiency on site	255	m3
3.5	Remove surplus excavated subsoil to licensed tip	0	m3
4	Topsoiling & Seeding		
4.1	Spread topsoil (using an estimated 1,759m3 of site-won topsoil)		
	a) Allotment plots; depth 190mm x 6,625m2	1,259	m3
	b) Non plot grass areas; depth 100mm x 3,154m2	315	m3
4.2	Import topsoil to make up for deficiency on site	10	m3
4.3	Cultivate and seed	9,779	m2
5	Hardworks		
5.1	Macadam paving to vehicle access	408	m2
5.2	Macadam paving to parking and waste bays	216	m2
5.3	E/o above for 150mm x 50mm concrete edging	198	m
5.4	Stone access track 3m wide; excavate for, supply and lay 260mm MOT Type 1 stone	1,057	m2
5.5	E/o above for 150mm x 50mm concrete edging	576	m
5.6	Stone access paths 1.5m wide; excavate for, supply and lay 140mm MOT Type 1 stone	190	m2
5.7	E/o above for timber edging	260	m
5.9	Water supply; excavate, supply and install 25mm MDPE water pipe	69	m3
5.10	Water supply standpipes; supply and install	6	no
5.11	Timber marker posts	100	no

Phase 4

- 4.11 Phase 4 will include the completed finish of access tracks and paths throughout the site.
- 4.12 On the project plan, it is anticipated that Phase 4 will not be deliverable within the identified section 106 funding being brought forward. Budgeting of these works will be considered and assessed following the successful tender of Phase 2 and 3 and is not prohibitive to the progression of these larger scale works.

- 4.13 The completion of the paths and access tracks to a higher specification will aid accessibility and long term durability of the site.

5. Community Allotment Association – Newbold

- 5.1 The Council owns a number of allotment sites within the borough that are managed by Community Allotment Associations through Service Level Agreements.
- 5.2 It is now an appropriate time to undertake community engagement for the future management of the allotment to be considered. It is therefore proposed to engage the National Allotment Society and local community groups ahead of capital works progressing through to completion.
- 5.3 It is the expected outcome that the site would be managed and coordinated by an appropriate community allotment association.

6. Conclusion

- 6.1 This report seeks the approval for the commitment of further section 106 funding for the delivery of Phases 2 and 3 and the construction of the community allotment site at Centenary Park, Newbold.
- 6.2 The report further seeks approval to initiate community engagement and discussion with the National Allotment Association for establishing a suitable Allotment Association and enter into a Service Level Agreement for the future management of the site.

Figure 3 – Larger Scale

Name of Meeting: Cabinet
Date of Meeting: 15 September 2025
Subject Matter: Centenary Park Allotment
Originating Department: Leisure and Wellbeing

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Rebecca Ewers
Corporate Equality & Diversity Officer
rebecca.ewers@rugby.gov.uk
01788 533509

Equality Impact Assessment

Service Area	Leisure and Wellbeing
Policy/Service being assessed	Capital Project – Centenary Park Allotment
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	New
EqlA Review Team – List of members	Tom Kittendorf
Date of this assessment	08/08/2025
Signature of responsible officer (to be signed after the EqlA has been completed)	Tom Kittendorf

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	Request for a budget of £0.105m be added to the 2025/26 capital programme for the development of the community allotment site located at Centenary Park, Parkfield Road, Newbold, to be fully funded from Section 106 funding.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<p>Community allotments play a pivotal role for the successful delivery of the Council's Corporate Strategy 2025-35, primarily Health and Wellbeing and Climate outcomes that sets out that the Council will:</p> <ul style="list-style-type: none"> • To support people to live healthier, longer and more independent lives • Support residents to live well by promoting healthy behaviours and lifestyles • Provide access to leisure, cultural and outreach services to reduce isolation <p>Community allotments provide opportunities for local residents to grow their own food and develop otherwise under utilised green spaces.</p> <p>.</p>
(3) What are the expected outcomes you are hoping to achieve?	<p>The development of the site will ensure the Council delivers on its strategic masterplan for the Centenary Park site.</p> <p>The allotment site will provide additional plots for residents local to the area. Allotments are managed by community associations under the guidance of National Allotment Association.</p> <p>The plots will enable residents to grow their own food source and cultivate the current wild area of open space.</p>

<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>Local residents who may be able to access an allotment plot.</p>
<p>(5) Will the policy or decision involve substantial changes in resources?</p>	<p>Yes – budgeted spend of allocated Section 106 funding</p>
<p><u>Stage 2 – Evidence about user population and consultation</u></p>	<p>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>
<p>(1) What does the data tell you about the groups this policy or decision impacts?</p> <p>Possible data sources:</p> <ul style="list-style-type: none"> • national statistics/census data • local statistics • evaluations • analysis of complaints • user feedback • outcomes from consultation/community voice • Council published information, service data • District and Ward Profile – Warwickshire Observatory • Office of National Statistics • Fingertips health profiles • Indices of Multiple Deprivation • RBC Annual Workforce Equality Report 	<p>Community Allotment Associations manage various sites across Rugby.</p> <p>Associations are supported to develop terms of reference and allotment guidance for those who register and assume responsibility of a plot.</p> <p>Allotment Associations are responsible for managing and assigning plots and may use criteria to allocate to local residents as a first priority, ensuring local residents can access an allotment plot without the need to travel by car.</p>

<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>The Centenary Park masterplan underwent consultation regarding its original design and saw the delivery of the new park. The open space was identified and retained as future allotment space.</p> <p>The Council will work with the local community to establish an appropriate Allotment Association and/or engage with other Associations for support.</p>		
<p>(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	<p>As outlined in the report, consultation will begin during construction phase.</p>		
<p><u>Stage 3 – Analysis of impact</u></p>			
<p>(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	<p>Protected Characteristic</p>	<p>Nature of Impact Positive, Neutral, Adverse (explain why)</p>	<p>Extent of impact Low, medium, high</p>
	<p>Age</p>	<p>Neutral</p>	<p>Low</p>
	<p>Disability</p>	<p>Neutral</p>	<p>Low</p>
	<p>Sex</p>	<p>Neutral</p>	<p>Low</p>
	<p>Gender reassignment</p>	<p>Neutral</p>	<p>Low</p>
	<p>Marriage/civil partnership</p>	<p>Neutral</p>	<p>Low</p>
	<p>Pregnancy/maternity</p>	<p>Neutral</p>	<p>Low</p>

	Race	Neutral	Low
	Religion/belief	Neutral	Low
	Sexual Orientation	Neutral	Low
(2) <u>Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Positive – improved facilities available to local residents of Newbold and Brownsover	Low
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Neutral	Low

<p>(3) Using the information gathered in stages 2 and 3, please describe how the policy/strategy/service will:</p> <ul style="list-style-type: none"> a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic 	<p>The proposed capital works would support the sustainability of access to high quality provision for all residents and users, creating equality of opportunity for all.</p>
<p>(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?</p>	<p>The site is a rural environment and whilst accessibility is considered during design stage, the site does have natural contours and gradients that may lead to difficulty traversing the entire site. This is considered within the specification and outlined as cutting and filling works.</p>
<p>(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?</p> <p>If no Equality Monitoring Data is being collected, why not?</p> <p>For support with this section, please refer to the Equality Monitoring Guidance.</p>	<p>Upon completion and introduction of the allotment site, it will be possible to track the users of the site through support of the Community Association.</p>

<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.</p>	N/A
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<p><u>Stage 4 – Action Planning, Review and Monitoring</u></p>	
<p>(1) Data analysis What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>	None identified at present.

<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqIA Action Plan</p> <table border="1"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																										
<p>(3) Review and Monitoring</p> <p>State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>	<p>Following completion of capital refurbishment, consultation with centre users will be taken forward to ensure works have supported sustainability of access to high quality provision for all residents and users.</p>																													

Please annotate your policy with the following statement:

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

Agenda No 15

AGENDA MANAGEMENT SHEET

Report Title:	Finance Quarter One 2025/26 General Fund Revenue & Capital Monitoring
Name of Committee:	Cabinet
Date of Meeting:	15 September 2025
Report Director:	Chief Officer - Finance and Performance
Portfolio:	Finance and Performance, Legal and Governance
Ward Relevance:	All Wards
Prior Consultation:	Leadership team
Contact Officer:	Lisa Marshall, Lead Accountant, lisa.marshall@rugby.gov.uk
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	<p>This report relates to the following priority(ies):</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives.<input checked="" type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.<input checked="" type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.<input checked="" type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough. <p>Corporate Strategy 2025-2035</p> <p><input type="checkbox"/> This report does not specifically relate to any Council priorities but supports all of them</p>
Summary:	This report sets out the 2025/26 Quarter One General Fund financial position for both revenue and capital and other adjustments for approval as required by Financial Standing Orders
Financial Implications:	As detailed in the main body of the report

Risk Management/Health and Safety Implications:	This report is intended to give Cabinet an overview of the Council's General Fund forecast spending for 2025/26 to inform future decision-making.
Environmental Implications:	There are no environmental implications arising from this report.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	No new or existing policy or procedures has been recommended and equalities impact assessment is required for this report.
Options:	Members can elect to approve, amend or reject the budget virement and budget transfer requests listed at recommendations 2 and 3.
Recommendation:	<p>(1) The Council's General Fund financial position for 2025/26 be considered; and</p> <p>(2) IT BE RECOMMENDED TO COUNCIL THAT General Fund virements totalling £0.212m be approved.</p>
Reasons for Recommendation:	A strong financial management framework, including oversight by Members and all responsible officers is an essential part of delivering the Council's priorities and statutory duties.

Cabinet - 15 September 2025

**Finance Quarter One 2025/26 General Fund Revenue & Capital
Monitoring**

Public Report of the Chief Officer - Finance and Performance

RECOMMENDATION

- (1) The Council's General Fund financial position for 2025/26 be considered;
and
- (2) IT BE RECOMMENDED TO COUNCIL THAT General Fund virements
totalling £0.212m be approved.

1. Executive Summary

1.1. As part of the Council's financial reporting requirements, the purpose of this report is to inform Cabinet of the forecast year-end outturn position for 2025/26 of the General Fund, as at 30 June 2025. Separate reports have been prepared for the Housing Revenue Account and Performance (previously, all three areas were included in a single report).

1.2. The key findings of this report are as follows:

- **General Fund Revenue** – in the General Fund there is a forecast pressure for 2025/26 of £0.141m. This can be further analysed as a £0.522m pressure across services, which is partially offset by a (£0.381m) saving in the net cost of borrowing.
- **General Fund Capital Programme** – the budget for the Capital Programme is £6.427m; this is currently forecast as a balanced position for 2025/26.
- **Budget Virements** – there are £0.212m of budget virements for which approval is sought, see section 6 for more details.

2. Background

2.1. Local Authorities have a requirement to account separately for core operational services and the provision of dwellings. This is achieved by creating two reporting functions; the General Fund and the Housing Revenue Account.

2.2. The General Fund is the main revenue account of the local authority, which includes day-to-day income and expenditure on the provision of services. Activities

within the General Fund include waste and recycling, parks and recreation and regulatory services.

2.3. The Council takes a multiyear approach to its budget planning and monitoring, recognising the two are inextricably linked. At three-month intervals officers work with Finance Business Partners to provide the latest forecast year-end outturn expectations for each service area. This report offers the latest outlook based on the information available as at 30 June 2025 (i.e. the end of Quarter One of the 2025/26 financial year). Due to the Council's Committee timetable, the September Cabinet meeting is the earliest opportunity to put the Quarter One report before members.

2.4. Throughout the report, pressures and savings are referred to. A pressure is an instance whereby forecast costs have exceeded budget or forecast income has not met target - these are shown as a 'positive' value. A saving occurs where forecast expenditure is lower than budget or forecast income is higher than the target - these are displayed as a 'negative' value, using brackets.

3. General Fund (GF)

3.1. GF Operating Position (Appendix 1)

3.2. The 2025/26 General Fund year-end outturn revenue forecast position as at the end of Quarter One is summarised below.

Table One: General Fund 2025/26 Forecast

Type	Budget 2025/26 £000	Year-End Forecast Outturn 2025/26 £000	Variance to Budget 2025/26 £000
Cost of General Fund Services	24,784	25,104	522
Corporate Items	(1,961)	(2,139)	(381)
Total	22,823	22,965	141

3.3. The main contributing factors (i.e. those over £0.100m) to the pressures are shown below. Further details of portfolio variances can be found in Appendix 1.

3.4. Operations & Traded Services is reporting a pressure of **£0.135m**

- £0.102m – Refuse Service Staffing Costs – Current staffing shortages are impacting the ability to provide regulatory bin collections services alongside high levels of sickness within the Waste & Recycling services team which are placing further strain on day-to-day operations. Vacant roles are being filled through the use of agency staff or overtime for employed roles to maintain service continuity. Services are working with HR to help manage sickness and absence levels as well as exploring initiatives to deliver efficiencies across working practices.

3.5. Communities & Homes, Regulation & Safety is reporting a pressure of **£0.155m**

- £0.097m – Staff & Agency Costs – Vacancies within the Housing Advice and Benefits team have persisted throughout Quarter One due to the difficulty in recruiting experienced Housing Benefit staff due to the national transition over to the Universal Credit scheme. As a result, savings from vacancies have been offset by agency costs in order to keep up with the workload and to allow the team to satisfy their statutory duties. If people fall into crisis as a result of delays in administering claims, then this could potentially increase homelessness within the borough. A review of agency staffing is being undertaken to identify areas where costs can be reduced.

3.6. Partnership & Wellbeing is reporting a pressure of **£0.235m**

- £0.145m – Rugby Art Gallery Business Rates – A check and challenge was submitted for the 2017 business rates listing which was successful and resulted in the Rugby Art Gallery Museum being revalued to £1. The Council was reimbursed for this in 2023/24, and it was decided to remove the business rates budget from the service with the intention that the Art Gallery will be revalued to £1 in future years. Another claim has been submitted for the 2023 listing in 2024/25, and we still await the outcome. Upon success of the check and challenge, the Council will be reimbursed with business rates costs that were paid up until the check and challenge is complete. Until confirmation that the check and challenge has been successful, it is prudent to show the amount as a pressure in the Council's budget monitoring reports.
- £0.090m – Sport & Recreation Income – Vacancies covering permanent and casual staff have played a part in the income shortfall across On-Track, Play and Recreation and Sports Development. There is an ongoing recruitment campaign to fill the vacancies within the service. The Service is currently embarking on identifying additional income opportunities. This could include corporate sponsorship and additional grant funding.

3.7. Digital & Communications, Growth & Investment is reporting a saving of **(£0.105m)**

- (£0.149m) – Staff Costs – Vacancies within the Digital & Communications portfolio have persisted throughout Quarter One with professional roles proving a challenge to fill. A number of these roles are currently out for active recruitment, and it is hoped these would be filled during Quarter Two.

3.8. Corporate Items is reporting a saving of **(£0.381m)**

- (£0.381m) – Net Cost of Borrowing – The pressures on General Fund services are being offset by a saving in the net cost of borrowing. Interest rates were budgeted at a prudent and responsible level, as market interest rates are expected to remain at an elevated level. The Council has continued to see a benefit in Quarter One, but this benefit cannot be relied on in future periods - the expectation remains that at some point interest rates will begin to fall further.

4. Staffing and Agency Forecasts

4.1. With the introduction of the new style of reporting there will be a quarterly focus on key areas, with it being early in the reporting cycle there is limited data available to officers. For this report staffing and agency has been selected as it has been a key topic for a number of years now. Below is a summary of the latest reported position by portfolio.

Table Two: General Fund Salaries Vs Agency

Portfolio	Staffing Variance (£000s)	Agency Variance (£000s)	Net Position between Staffing & Agency Costs (£000s)
Finance Performance, Legal & Governance	(117)	119	2
Communities & Homes, Regulation & safety	(198)	244	46
Growth & Investment, Digital & Communications	(204)	38	(167)
Operations & Traded Services	(114)	213	98
Partnerships & Wellbeing	(79)	-	(79)
Organisational Change	(285)	35	(250)
Chief Executive	44	-	44
Total	(953)	648	(305)

4.2. The total General Fund staffing budget for 2025/26 is £21.395m compared to a forecast of £20.442m resulting in a forecast underspend of £0.953m. This variance is due to the high number of vacant positions across the organisation.

4.3. The total General Fund agency budget for 2025/26 is £0.395m compared to a forecast of £1.043m resulting in a forecast overspend of £0.648m. This variance is mainly due to agency staff covering vacant roles, although it also includes agency staff deployed to cover staff sickness absences to ensure continuity of service delivery.

4.4. In 2025/26 a number of approaches have been used to provide consistency in reporting. As a default, all vacant positions have been forecast to be vacant for a period of three months. This takes into account the average notice period for staff and then the recruitment process to on board a new member of the team. There is sometimes a requirement for agency support for vacant posts and also posts for officers on long term sick. It has been agreed by leadership time that this will be closely managed and that there will be an effort to keep both the costs and the length of contracts to a minimum. It is likely that the forecasts will change each month. This will be reported monthly to leadership team and the impact of this will feature in future months.

5. General Fund Savings Programme (Appendix 1)

5.1. The Councils 2025/26 savings programme totals (£0.217m). This financial year each portfolio was set a 2% efficiency saving to be achieved either through additional income or the permanent removal of expenditure budgets. Although 2% of the budget equates to £0.514m the remaining £0.217m will be delivered to achieve pre-approved savings from previous years that have traditionally been delivered on a temporary basis. Whilst there are specific amounts allocated to each portfolio, this is a collective effort between portfolios. At the end of Quarter One, 100% of the savings are forecast to be delivered by the end of 2025/26.

Table Three: General Fund Savings Programme

Type	Target £000	£000	£000	£000
Savings Target	(217)	(217)	-	-

5.2. The impact of partial or full non-delivery of the savings programme would mean that the Council's reserve balances may need to be used to fund the pressures, or Council could be asked to approve additional savings proposals to ensure a balanced Medium Term Financial Plan. Progress on the savings programme will continue to be reported throughout the 2025/26 financial year.

6. Budget Virement Requests

6.1. Details of the budget virements, where approval is sought are set out below.

Table Four: Budget Virement Requests

Service (from)	Service (to)	Amount £000	Details
Borough Elections	Corporate Savings (One-Off)	140	Planned election budget not required due to fallow year (2025/26 only)
Grounds Maintenance	Savings Delivery Programme	48	A vacant post has been disestablished (permanent)
Financial Service	IT Services	24	To realign software costs to where the expenditure has been incurred (permanent)
Total		212	

6.2. The below budget virement has been approved by the Chief Officer for Finance and Performance under their delegated powers.

Table Five: Budget Virement Approved under Delegated Powers

Service (from)	Service (to)	Amount £000	Details
Customer Service Centre	Corporate Savings (One-Off)	14	Salary underspend due to vacant post given towards the Corporate Savings Target (2025/26 only)
Total		14	

7. General Fund Capital Programme (Appendix 1)

7.1. The approved General Fund capital programme is £6.427m. At the end of Quarter One there are no variances to report against the proposed budget.

Table Six: General Fund Capital Programme

Type	Capital Budget 2025/26 £000	Q1 Forecast £000	Q1 Variance to Budget £000
GF Capital	6,427	6,427	0
Total	6,427	6,427	0

7.2. As the financial year progresses, the capital programme will continue to be assessed to ensure the appropriate forecast are put in place and to identify any potential slippage into future years.

7.3. A detailed summary of all the General Fund Capital programme for 2025/26 is shown in Appendix 1.

8. Significant Updates Since 30 June

8.1. The information presented in the above report is based on Quarter One, ending 30 June 2025. On 23 July the 2025/26 pay settlement for Local Government was approved at 3.2% for all staff on a pro rata basis. For forecasting purposes 4% was used as a forecast as intelligence from officers expected that the budgeted 2.5% was not going to be sufficient. The forecast adjustment for the Qtr2 report will be in the region of £0.190m saving against the previous forecast.

8.2. As reported in paragraph 3.7, the Council has a business rates appeal lodged with the Valuation Office, officers are still waiting on the results of this, but it is anticipated that the appeal will be successful and the council will receive a refund of £0.145m

8.3. Although not an official forecast, the impact of the above is as follows.

Table Seven: Significant Update Adjustment Impact

Type	Variance to Budget £000	Potential adjustments £000	Revised Variance £000
Cost of General Fund Services	522	(335)	187
Corporate Items	(381)	-	(381)
Total	141	(335)	(194)

Name of Meeting: Cabinet

Date of Meeting: 15 September 2025

Subject Matter: Finance Quarter One 2025/26 General Fund Revenue & Capital Monitoring

Originating Department: Finance and Performance

DO ANY BACKGROUND PAPERS APPLY

☐ YES

☐ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Appendix 1 - General Fund Dashboard - Quarter 1 2025-26

1) Revenue Forecasts

Portfolio	Current Net Budget	Exp to date plus commitments	Forecast	Pending Supplementary Budget/ Virement	Total Variance Q1	Variance as a % of budget
	£000	£000	£000	£000	£000	
Finance, Performance, Legal & Governance	4,405	993	4,328	(164)	87	2%
Communities and Homes, Regulation and Safety	6,005	2,854	6,159		155	3%
Growth and Investment, Digital and Communications	5,219	1,293	5,100	10	(129)	-2%
Operations and Traded Services	4,425	508	4,511	(48)	135	3%
Partnerships and Wellbeing	4,244	851	4,479		235	6%
Organisational Change	178	114	135		(42)	-24%
Chief Executive	310	95	391		81	26%
Total- Services	24,784	6,707	25,104	(203)	522	2%
Corporate Items	(1,961)	692	(2,139)	203	(381)	19%
Grand Total	22,823	7,399	22,965	(0)	141	1%

2) Reserve Summary

Name of reserve	Balance at 01/04/25	Forecast contribution (to)/from 25/26	Balance at 31/03/26	Forecast contribution (to)/from 26/27	Balance at 31/03/27	Balance at 31/03/28	Balance at 31/03/29
	£000	£000	£000	£000	£000	£000	£000
Gen Fund Revenue Acc	(2,250)		(2,250)	0	(2,250)	(2,250)	(2,250)
Business Rates Equalisation Reserve	(20,734)	2,648	(18,086)	0	(18,086)	(18,086)	(18,086)
Budget Stability Reserve	(2,410)	300	(2,110)	0	(2,110)	(2,110)	(2,110)
Town Centre Strategy Reserve	(4,603)	1,905	(2,698)	466	(2,232)	(1,807)	(1,375)
Other corporate reserves	(2,385)	221	(2,164)	103	(2,061)	(2,020)	(1,917)
Total corporate reserves	(32,380)	5,073	(27,307)	569	(26,738)	(26,273)	(25,738)
Finance, Performance, Legal & Governance	0	0	0	0	0	0	0
Communities and Homes, Regulation and Safety	(595)	0	(595)	0	(595)	(595)	(595)
Growth and Investment, Digital and Communications	(33)	33	0	0	0	0	0
Operations and Traded Services	0	0	0	0	0	0	0
Partnerships and Wellbeing	(91)	0	(91)	0	(91)	(91)	(91)
Organisational Change	0	0	0	0	0	0	0
Chief Executive	(2,801)	50	(2,751)	0	(2,751)	(2,751)	(2,751)
Total Portfolio earmarked reserves	(3,519)	83	(3,436)	0	(3,436)	(3,436)	(3,436)
Total Reserves	(35,900)	5,156	(30,744)	569	(30,175)	(29,710)	(29,175)

3) Capital Summary

Portfolio	Current Budget	Exp to date plus commitments	Forecast	Pending Reprofitting Requests	Total Variance
	£000	£000	£000	£000	£000
Finance, Performance, Legal & Governance	107	18	107		0
Communities and Homes, Regulation and Safety	1,181	(327)	1,181		0
Growth and Investment, Digital and Communications	267	(17)	267		0
Operations and Traded Services	3,374	42	3,374		(0)
Partnerships and Wellbeing	1,498	38	1,498		0
Organisational Change	0	0	0		0
Chief Executive	0	0	0		0
Corporate items					
Grand Total	6,427	(247)	6,427	0	(0)

4) Head Count

Portfolio	Vacant FTE's
Finance, Performance, Legal & Governance	(10.11)
Communities and Homes, Regulation and Safety	(7.87)
Growth and Investment, Digital and Communications	(10.00)
Operations and Traded Services	(15.00)
Partnerships and Wellbeing	(1.75)
Organisational Change	(5.00)
Chief Executive	0.00
Total	-49.73

5) Delivery of new savings & income targets

PORTFOLIO	Total	Red	Amber	Green
	£000s	£000s	£000s	£000s
Finance, Performance, Legal & Governance	88			88
Growth and Investment, Digital and Communications	105			105
Communities and Homes, Regulation and Safety	119			119
Operation and Traded Services	108			108
Partnerships and Wellbeing	67			67
Organisational Change				
Chief Executive	27			27
Corporate Items				
TOTAL GF	514	0	0	514

Appendix 1 - General Fund Dashboard - Quarter 1 2025/26									
6) Revenue Commentary									
PORTFOLIO	Total Q1 Variance to Budget	Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Legal & Governance, Finance & Performance	#REF!	(79)	Saving	Expenditure	Finance & Performance	Salaries	(£50,000) Financial Services - Saving is due vacant posts FTE1 - 3 x Finance Business Partner. FTE 1-Senior ICT Officer, 1x FTE1- Payments Officer, 1x FTE - Payments Officer,FTE1 - Team Leader Accounts Payable & Procurement. (£29,000) Corporate Assurance - 1x FTE1 Change Officer post remains open . 1x FTE1 Assurance Manager post will not be filled in this financial year, however, this post is being covered by CMAP.	Financial Services - Forecast outturn figure is based on the assumption that vacant posts will remain vacant for three more months, then filled. Impact of posts being vacant from Apr-Sept will mean an inevitable underspend at year end Corporate Assurance - CMAP will be providing management support so there will no impact on service delivery. Whilst the change post is being reviewed external support will be procured.	Financial Services - Finance vacancies remains unfilled Corporate Assurance - none at this stage
		99	Pressure	Expenditure	Finance & Performance / Legal & Governance	Agency Staff	Finance and Performance £32,000 Council Tax & Business Rates Collection - Agency staff brought in to cover vacant posts and to reduce the waiting time currently experienced by users of the service. £51,000 Financial Services - Agency staff brought in to cover vacant posts and reduce the waiting time for service users Legal and Governance £16,000 Democratic Services - Agency staff to cover the vacant roles within Legal Services	Finance and Performance Council Tax & Business Rates Collection - This has allowed the team to maintain our staffing levels and reduce waiting times for users of the service. Financial Services - Forecast outturn figure is based on the assumption that vacant posts will remain vacant for three more months, then filled. Impact of posts being vacant from Apr-Sept will mean an inevitable overspend on agency at year end Legal and Governance Democratic Services - Agency cover to fill up the vacant position	Finance and Performance Council Tax & Business Rates Collection - Will recruit to the permanent post. This will be taken in consideration with the impact of the Revenues and Benefits team merger from July 2025 Financial Services - Re-advertise Finance Manager vacancy Advertise FBP vacancies Restructure AP team and advertise vacant posts Legal and Governance Democratic Services - Cost will be monitored closely
		47	Pressure	Expenditure	Finance & Performance / Legal & Governance	Consultancy Costs	£28,000 Financial services - External support commissioned to undertake review of Agresso system and provide technical support £19,000 Corporate Assurance - This is covering the loss of resource from the vacant Change Officer. However the costs of the external suppliers and the activity will be driven by business need and the budget available	Financial services - The review will help to put an action plan together to ensure the organisation is using the system to the best of its abilities, this will create time gains Corporate Assurance - With the external partner (CMAP) only beginning work with RBC in April over the next few months a revised audit plan is being formulated and will be presented to Audit and Ethics Committee in September	Financial services - Develop a clear plan for absorbing 25/26 External support costs within existing Financial Services budget Corporate Assurance - The revised audit plan will identify the requirements for the organisation
Regulation & Safety, Communities & Homes	155	(147)	Saving	Expenditure	Housing Advice & Benefit Team	Salaries	The team has five vacancies at present being filled by agency staff. Cost is covered by grant and salary saving. 2x Benefits officer post - £56,000 saving 2x Homelessness Prevention officers - £41,000 saving 1x Next Steps Accommodation officer - £31,000 saving	After two rounds of unsuccessful recruitment officers are now reviewing the posts as career graded posts to increase the number of applications but also removing the need for housing experience as officers plan to grow and develop permanent staff	There is a spend to save element as the new recruits will need help and support and the service will still need full time cover - this will be covered by homeless team grant funding
		244	Pressure	Expenditure	Communities & Homes - Housing Advice & Benefits Team	Agency Staff	1x Cover for vacant Benefits Officer posts - £31,000 1x Cover for vacant Housing Options Officer. £67,000 1x Cover for recently filled Benefits Officer role. £16,000 1x Cover for vacant Bens Officer post. £14,000 Additional 1x Benefits Subsidy & Systems officer. Role not in structure, continues to support team. Will be moving to new Revs + Bens team cost centre. £4,100 Additional 1x Benefits Officer to help with HB/CTR backlog. £11,400 Planned additions: Housing Reviews and Quality Assurance Officer - 3 month post. DK to confirm where this is being funded form. £17,000. Enabling Strategy Officer Post - 6 month. To cover Mat leave inclusive of overheads. Net effect £13,000. Unaccrued Agency costs from FY24/25 amounting to £32,0000 falling in this years accounts.	The additional support of agency staff across the service along with the cost pressure arising form unaccrued agency work relating to FY2425 will have a net impact of £97000 related staffing.	Vacant Benefits officer role - We have done two rounds of recruitment and now looking at amending the job profiles to take on people with limited to no experience as a trainee / apprentice style job role. Agency spend to be covered by Grants & Funds: Additional Benefits Officer post - £61,568 (To be covered by Asylum Dispersal fund) Early intervention Officer - 6 Month post. This will be funded by the homeless prevention grant. £31,850 The agency accrual process will also be reviewed in light of the pressures faced this financial year for costs relating to last year.

PORTFOLIO	Total Q1 Variance to Budget	Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Digital & Communications, Growth & Investment	#REF!	(149)	Saving	Expenditure	Digital and Communications	Staff Costs	£14,000 Communications Team - 1 x Communications Officer vacant. £83,000 ICT Services - 1 x Service Desk analyst, 1 x Systems Development Officer 1 x Senior Spatial Data Officer, 1 x IT Trainer and 1 x ICT Apprentice. £52,000 Customer Support Services - 1 x CRM Analyst & Customer Service Experience Lead , 1 x Customer Service Advisor and 1 x Customer Service Coach.	Communications Team - vacant post due to be advertised late summer ICT Services - Service Desk and Development officer roles are currently out to recruitment. Working with Development and Growth in regard to the transfer of the Senior Spatial Data Officer and GIS Specialist (post currently filled). Trainer and Apprentice to be reviewed following recruitment of the two roles aforementioned. Customer Support Services - CRM Analyst readvertised and closes July. 1 x CSA role filled and will start in July. Customer Services Coach is currently advertised internally and closes in July.	Communications Team - vacant post expected to be filled late 2025. ICT Services - Recruitment process underway for vacant posts. Council approval being requested to transfer Senior Spatial Officer to Development & Growth Customer Support Services - 1 x CSA filled and starts in July. 1 x CSA advertised and closes in August. Customer Services Coach is currently advertised internally and closes in July, this post is being considered for transferal to Property Repairs Services. Previous attempts at filling roles using Agency workers has proved unsuccessful.
		59	Pressure	Expenditure	ICT Services	Consultancy Costs	ICT Services - Consultancy costs have been committed to provide backfill whilst recruitment is undertaken to fill vacant posts within the department.	Some budget pressure offset against savings in Direct Employment Costs.	Service working with HR to minimise the impact by advertising vacancies and recruit to vacant roles as soon as possible.
Operations and Traded Services	#REF!	102	Pressure	Expenditure	Operations & Traded Portfolio	Salaries	£253,000 Savings for Salaries, National Insurance and Pension contributions are offset against pressures of £162,000 for Overtime and £193,000 for Agency	Current staffing shortages are impacting our ability to provide regulatory bin collection services. Vacant roles must be filled either through agency staff or overtime to maintain service continuity. Additionally, high levels of sickness within the Waste and Recycling Services team are placing further strain on operations. The team are recruiting to these vacant positions as soon as possible to reduce reliance on temporary measures and ensure long term service stability.	Services are advertising all vacant positions and working with HR to address current high sickness levels within waste & recycling services
		52	Pressure	Expenditure	Operations & Traded Portfolio	Other Running Expenses	£120k Waste & Recycling Pressure - Sherbourne Recycling Facility Gate Fees. £47k WSU Depot Pressure - Consultancy Costs £12k Waste & Recycling Pressure - External contractors (£128k) Trade Waste Saving - Other Running Expenses	Sherbourne Recycling Facility gate Fees are likely to add additional pressure throughout the financial year due to gate fee increases and additional tonnage for recycling. Some of this pressure will be offset against Recycling Credits and expected Recylate income. Consultancy costs for WSU Depot are likely to trend until the end of summer. External Contractors pressure is likely to trend until a new contract is secured with 3rd party contractors for haulage of recycling waste to Sherbourne Recycling Facility. Trade Waste savings are expected on cost of disposal following review of service fees that resulted in the loss of some customers. Some saving has been offset against loss of income.	Sherbourne Recycling Facility - service will be enhancing communication regarding recycling in an effort to reduce contamination rates and lower associated costs. Consultancy costs - are not expected to continue past summer 2025 when a full operational review should be completed. External Contractors -Currently offering out to tender the contract for 3rd party contractors to secure best service and rates. This should also result in a lower price per load than current. Trade Waste - although a temporary loss of some customers has been experience, following an expected full review of current rounds to ensure efficiencies, the service is planning an advertising campaign to secure new customers. The service is also currently experiencing a return of some of the previous lost clients.

PORTFOLIO	Total Q1 Variance to Budget	Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Partnerships and Wellbeing	235	145	Pressure	Expenditure	Rugby Art Gallery & Museum	Rates	A check and challenge was submitted for the 2017 listing which was successful and resulted in the RAGM being revalued to £1, however the 2023 listing meant the building was revalued back up resulting in a new Business Rates bill.	Due to the 2023 valuations listing the RAGM was put back to its original value meaning the Council was liable for business rates in 2024/25 resulting in a variance due to the budget being removed following the successful appeal of the 2017 listing.	There is currently an active check and challenge in with the VOA office, if successful the rebate will be paid back into the Budget Stability reserve.
		90	Pressure	Income	Sport & Recreation	Reimbursements	Income pressure relating to delivery of school and community delivery	Pressure will continue due to the inability to generate level of income without increased staffing provision	There are currently no viable options to cover the shortfall
Chief Executive Office	81	68	Pressure	Expenditure	Chief Executive	Salaries	Variance relates to additional costs associated with recruitment and increased salary costs against the budgeted position	Costs have already been incurred, so this will remain as a pressure for 2025/26	It will be necessary to identify efficiencies in other staffing budgets across the Council to absorb this pressure
Corporate Items	(381)	(381)	Saving	Income	Council	Net cost of Borrowing	We are anticipating higher interest earnings from our investments than originally budgeted, as market interest rates are expected to remain elevated and decline more gradually than forecasted, based on the latest MUFG projections. Our updated estimate reflects a prudent approach that factors in this slower rate trajectory.	This benefit can not be relied upon in future periods as the expectation remains that at some point interest rates will begin to fall.	Keep under review

7) Capital variance narrative							
PORTFOLIO	Scheme	Current Budget	Expenditure plus commitments £000	Current Forecast £000	Pending Reprofiting Requests £000	Variance £000	Narrative
Finance, Performance, Legal & Governance	Income Management System	30	0	30	0	0	Upgrade of the income management system
	Financial Management System Upgrade	77	18	77	0	0	Upgrade of the finance system; scheme is currently in progress
		107	18	107	0	0	
Communities and Homes, Regulation and Safety	Great Central Walk Bridge	31	(279)	31	0	0	This scheme was created for the refurbishment of bridges on the old railway line.
	Disabled Facilities Grant	768	0	768	0	0	This grant will be passed on in full to HEART (Nuneaton and Bedworth Borough Council) for allocating out the funding.
	Rainsbrook Cemetery preparation	302	(52)	302	0	0	Most of the Cemetery construction was done in 2024/25. The remainder of the scheme is expected to complete in 2025/26
	Memorial Safety	80	0	80	0	0	This scheme is on the capital programme to allow for Headstone refurbishments to take place in Cemeteries to make them safe.
		1,181	(329)	1,181	0	0	
Growth and Investment, Digital and Communications	ICT Renewal Programme	114	7	114	0	0	This scheme is the annual ICT renewal programme for the replacement of client devices e.g. Laptops. A year end journal will allocate funds to the servcies that have used this throughtout the financial year.
	ICT refresh programme - Infrastructure	90	(2)	90	0	0	This scheme is the annual ICT renewal programme for the replacement of physical and virtual servicers, firewalls, backup and business continuity systems.
	ICT refresh programme - AV equipment	18	3	18	0	0	This scheme is the annual ICT renewal programme for the replacement of equipment within meeting rooms, the Council Chamber and other work spaces which require IT equipment e.g. Microsoft Teams devices.
	Digitalisation and Development Programme	45	3	45	0	0	This scheme was created to drive digitalisation across the organisation.
		267	(17)	267	0	0	
Operations and Traded Services	Street Furniture	42	1	42	0	0	This scheme was created to allow for an annual refresh of bins, benches, bus shelters and other items within our Borough.
	Purchase of Waste Bins	88	21	88	0	0	This scheme is for the acquisition of domestic refuse bins for new housing developments. Most of the funds are financed through S106 contributions and other developer income. A year end journal will allocate Section 106 funds.
	Food Waste Caddies & Bins	419	0	419	0	0	Caddies for new mandatory Food Waste Service, starting in 26/27
	WSU Depot Yard Re-Configuration	718	0	718	0	(0)	WSU depot reconfiguration- in progress and expected to be complete by year end
	Purchase of Vehicles	842	20	842	0	0	Vehicle replacement programme for GF
	Food Waste Vehicles	1,265	0	1,265	0	0	Vehicles for new mandatory Food Waste service, starting in 26/27
		3,374	42	3,374	0	(0)	
Partnerships and Wellbeing	Open Spaces Refurbishment - Safety Improvements	168	19	168	0	0	
	Park Connector Network	70	0	70	0	0	
	New Bilton Recreation Ground Refurbishment	140	(7)	140	0	0	
	Open Spaces Refurbishment - Charwelton Drive	142	(6)	142	0	0	
	Alwyn Road Changing Rooms	324	13	324	0	0	Outline planning permission has been approved and the scheme is progressing. This is being funded via Section 106 and a third party contribution
	Alwyn Road Sports Pitches refurbishment	71	0	71	0	0	This is being done in line with the changing rooms refurbishment scheme and is funded via Section 106
	Open spaces refurbishment - Bawnmore rd play area	300	2	300	0	0	
	Betony Road Play Area	90	0	90	0	0	
	Cawston Green Gym	44	0	44	0	0	
	Centenary Park Allotments Newbold	71	0	71	0	0	
	Brindley Road/Lennon Close Play Areas and Hillmorton Recreation Ground	78	10	78	0	0	
		1,498	29	1,498	0	0	
General Fund Total		6,427	(256)	6,427	0	(0)	

Appendix 1 - General Fund Dashboard - Quarter 1 2025-26

1) Revenue Forecasts

Portfolio	Current Net Budget	Exp to date plus commitments	Forecast	Pending Supplementary Budget/ Virement	Total Variance Q1	Variance as a % of budget
	£000	£000	£000	£000	£000	
Finance, Performance, Legal & Governance	4,405	993	4,328	(164)	87	2%
Communities and Homes, Regulation and Safety	6,005	2,854	6,159		155	3%
Growth and Investment, Digital and Communications	5,219	1,293	5,100	10	(129)	-2%
Operations and Traded Services	4,425	508	4,511	(48)	135	3%
Partnerships and Wellbeing	4,244	851	4,479		235	6%
Organisational Change	178	114	135		(42)	-24%
Chief Executive	310	95	391		81	26%
Total- Services	24,784	6,707	25,104	(203)	522	2%
Corporate Items	(1,961)	692	(2,139)	203	(381)	19%
Grand Total	22,823	7,399	22,965	(0)	141	1%

2) Reserve Summary

Name of reserve	Balance at 01/04/25	Forecast contribution (to)/from 25/26	Balance at 31/03/26	Forecast contribution (to)/from 26/27	Balance at 31/03/27	Balance at 31/03/28	Balance at 31/03/29
	£000	£000	£000	£000	£000	£000	£000
Gen Fund Revenue Acc	(2,250)		(2,250)	0	(2,250)	(2,250)	(2,250)
Business Rates Equalisation Reserve	(20,734)	2,648	(18,086)	0	(18,086)	(18,086)	(18,086)
Budget Stability Reserve	(2,410)	454	(1,956)	0	(1,956)	(1,956)	(1,956)
Town Centre Strategy Reserve	(4,603)	1,905	(2,698)	466	(2,232)	(1,807)	(1,375)
Other corporate reserves	(2,385)	221	(2,164)	103	(2,061)	(2,020)	(1,917)
Total corporate reserves	(32,380)	5,227	(27,153)	569	(26,584)	(26,119)	(25,584)
Finance, Performance, Legal & Governance	0	0	0	0	0	0	0
Communities and Homes, Regulation and Safety	(595)	0	(595)	0	(595)	(595)	(595)
Growth and Investment, Digital and Communications	(33)	33	0	0	0	0	0
Operations and Traded Services	0	0	0	0	0	0	0
Partnerships and Wellbeing	(91)	0	(91)	0	(91)	(91)	(91)
Organisational Change	0	0	0	0	0	0	0
Chief Executive	(2,801)	50	(2,751)	0	(2,751)	(2,751)	(2,751)
Total Portfolio earmarked reserves	(3,519)	83	(3,436)	0	(3,436)	(3,436)	(3,436)
Total Reserves	(35,900)	5,310	(30,590)	569	(30,021)	(29,556)	(29,021)

3) Capital Summary

Portfolio	Current Budget	Exp to date plus commitments	Forecast	Pending Reprofiting Requests	Total Variance
	£000	£000	£000	£000	£000
Finance, Performance, Legal & Governance	107	18	107		0
Communities and Homes, Regulation and Safety	1,181	(327)	1,181		0
Growth and Investment, Digital and Communications	267	(17)	267		0
Operations and Traded Services	3,374	42	3,374		(0)
Partnerships and Wellbeing	1,498	38	1,498		0
Organisational Change	0	0	0		0
Chief Executive	0	0	0		0
Corporate items					
Grand Total	6,427	(247)	6,427	0	(0)

4) Head Count

Portfolio	Budgeted FTE's	Actual FTE's at Q1	Vacant FTE's
Finance, Performance, Legal & Governance	55.09	44.98	(10.11)
Communities and Homes, Regulation and Safety	96.03	88.16	(7.87)
Growth and Investment, Digital and Communications	79.93	64.93	(15.00)
Operations and Traded Services	140.78	125.78	(15.00)
Partnerships and Wellbeing	54.18	52.43	(1.75)
Organisational Change	12.40	7.40	(5.00)
Chief Executive	2.00	2.00	0.00
Total	440.41	385.68	-54.73

5) Delivery of new savings & income targets

PORTFOLIO	Total	Red	Amber	Green
	£000s	£000s	£000s	£000s
Finance, Performance, Legal & Governance	88			88
Growth and Investment, Digital and Communications	105			105
Communities and Homes, Regulation and Safety	119			119
Operation and Traded Services	108			108
Partnerships and Wellbeing	67			67
Organisational Change				
Chief Executive	27			27
Corporate Items				
TOTAL GF	514	0	0	514

Appendix 1 - General Fund Dashboard - Quarter 1 2025/26									
6) Revenue Commentary									
PORTFOLIO	Total Q1 Variance to Budget	Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Legal & Governance, Finance & Performance	87	(79)	Saving	Expenditure	Finance & Performance	Salaries	<p>(£50,000) Financial Services - Saving is due vacant posts FTE1 - 3 x Finance Business Partner. FTE 1-Senior ICT Officer, 1x FTE1- Payments Officer, 1x FTE - Payments Officer,FTE1 - Team Leader Accounts Payable & Procurement.</p> <p>(£29,000) Corporate Assurance - 1x FTE1 Change Officer post remains open . 1x FTE1 Assurance Manager post will not be filled in this financial year, however, this post is being covered by CMAP.</p>	<p>Financial Services - Forecast outturn figure is based on the assumption that vacant posts will remain vacant for three more months, then filled. Impact of posts being vacant from Apr-Sept will mean an inevitable underspend at year end</p> <p>Corporate Assurance - CMAP will be providing management support so there will no impact on service delivery. Whilst the change post is being reviewed external support will be procured.</p>	<p>Financial Services - Finance vacancies remains unfilled</p> <p>Corporate Assurance - none at this stage</p>
		99	Pressure	Expenditure	Finance & Performance / Legal & Governance	Agency Staff	<p>Finance and Performance £32,000 Council Tax & Business Rates Collection - Agency staff brought in to cover vacant posts and to reduce the waiting time currently experienced by users of the service. £51,000 Financial Services - Agency staff brought in to cover vacant posts and reduce the waiting time for service users</p> <p>Legal and Governance £16,000 Democratic Services - Agency staff to cover the vacant roles within Legal Services</p>	<p>Finance and Performance Council Tax & Business Rates Collection - This has allowed the team to maintain our staffing levels and reduce waiting times for users of the service. Financial Services - Forecast outturn figure is based on the assumption that vacant posts will remain vacant for three more months, then filled. Impact of posts being vacant from Apr-Sept will mean an inevitable overspend on agency at year end</p> <p>Legal and Governance Democratic Services - Agency cover to fill up the vacant position</p>	<p>Finance and Performance Council Tax & Business Rates Collection - Will recruit to the permanent post. This will be taken in consideration with the impact of the Revenues and Benefits team merger from July 2025 Financial Services - Re-advertise Finance Manager vacancy Advertise FBP vacancies Restructure AP team and advertise vacant posts</p> <p>Legal and Governance Democratic Services - Cost will be monitored closely</p>
		47	Pressure	Expenditure	Finance & Performance / Legal & Governance	Consultancy Costs	<p>£28,000 Financial services - External support commissioned to undertake review of Agresso system and provide technical support</p> <p>£19,000 Corporate Assurance - This is covering the loss of resource from the vacant Change Officer. However the costs of the external suppliers and the activity will be driven by business need and the budget available</p>	<p>Financial services - The review will help to put an action plan together to ensure the organisation is using the system to the best of its abilities, this will create time gains</p> <p>Corporate Assurance - With the external partner (CMAP) only beginning work with RBC in April over the next few months a revised audit plan is being formulated and will be presented to Audit and Ethics Committee in September</p>	<p>Financial services - Develop a clear plan for absorbing 25/26 External support costs within existing Financial Services budget</p> <p>Corporate Assurance - The revised audit plan will identify the requirements for the organisation</p>
Regulation & Safety, Communities & Homes	155	(147)	Saving	Expenditure	Housing Advice & Benefit Team	Salaries	<p>The team has five vacancies at present being filled by agency staff. Cost is covered by grant and salary saving.</p> <p>2x Benefits officer post - £56,000 saving 2x Homelessness Prevention officers - £41,000 saving 1x Next Steps Accommodation officer - £31,000 saving</p>	<p>After two rounds of unsuccessful recruitment officers are now reviewing the posts as career graded posts to increase the number of applications but also removing the need for housing experience as officers plan to grow and develop permanent staff</p>	<p>There is a spend to save element as the new recruits will need help and support and the service will still need full time cover - this will be covered by homeless team grant funding</p>
		244	Pressure	Expenditure	Communities & Homes - Housing Advice & Benefits Team	Agency Staff	<p>1x Cover for vacant Benefits Officer posts - £31,000 1x Cover for vacant Housing Options Officer. £67,000 1x Cover for recently filled Benefits Officer role. £16,000 1x Cover for vacant Bens Officer post. £14,000</p> <p>Additional 1x Benefits Subsidy & Systems officer. Role not in structure, continues to support team. Will be moving to new Revs + Bens team cost centre. £4,100 Additional 1x Benefits Officer to help with HB/CTR backlog. £11,400</p> <p>Planned additions: Housing Reviews and Quality Assurance Officer - 3 month post. DK to confirm where this is being funded form. £17,000. Enabling Strategy Officer Post - 6 month. To cover Mat leave inclusive of overheads. Net effect £13,000. Unaccrued Agency costs from FY24/25 amounting to £32,0000 falling in this years accounts.</p>	<p>The additional support of agency staff across the service along with the cost pressure arising form unaccrued agency work relating to FY2425 will have a net impact of £97000 related staffing.</p>	<p>Vacant Benefits officer role - We have done two rounds of recruitment and now looking at amending the job profiles to take on people with limited to no experience as a trainee / apprentice style job role.</p> <p>Agency spend to be covered by Grants & Funds: Additional Benefits Officer post - £61,568 (To be covered by Asylum Dispersal fund)</p> <p>Early intervention Officer - 6 Month post. This will be funded by the homeless prevention grant. £31,850</p> <p>The agency accrual process will also be reviewed in light of the pressures faced this financial year for costs relating to last year.</p>

PORTFOLIO	Total Q1 Variance to Budget	Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Digital & Communications, Growth & Investment	(129)	(149)	Saving	Expenditure	Digital and Communications	Staff Costs	£14,000 Communications Team - 1 x Communications Officer vacant. £83,000 ICT Services - 1 x Service Desk analyst, 1 x Systems Development Officer 1 x Senior Spatial Data Officer, 1 x IT Trainer and 1 x ICT Apprentice. £52,000 Customer Support Services - 1 x CRM Analyst & Customer Service Experience Lead , 1 x Customer Service Advisor and 1 x Customer Service Coach.	Communications Team - vacant post due to be advertised late summer ICT Services - Service Desk and Development officer roles are currently out to recruitment. Working with Development and Growth in regard to the transfer of the Senior Spatial Data Officer and GIS Specialist (post currently filled). Trainer and Apprentice to be reviewed following recruitment of the two roles aforementioned. Customer Support Services - CRM Analyst readvertised and closes July. 1 x CSA role filled and will start in July. Customer Services Coach is currently advertised internally and closes in July.	Communications Team - vacant post expected to be filled late 2025. ICT Services - Recruitment process underway for vacant posts. Council approval being requested to transfer Senior Spatial Officer to Development & Growth Customer Support Services - 1 x CSA filled and starts in July. 1 x CSA advertised and closes in August. Customer Services Coach is currently advertised internally and closes in July, this post is being considered for transferal to Property Repairs Services. Previous attempts at filling roles using Agency workers has proved unsuccessful.
		59	Pressure	Expenditure	ICT Services	Consultancy Costs	ICT Services - Consultancy costs have been committed to provide backfill whilst recruitment is undertaken to fill vacant posts within the department.	Some budget pressure offset against savings in Direct Employment Costs.	Service working with HR to minimise the impact by advertising vacancies and recruit to vacant roles as soon as possible.
Operations and Traded Services	135	102	Pressure	Expenditure	Operations & Traded Portfolio	Salaries	£253,000 Savings for Salaries, National Insurance and Pension contributions are offset against pressures of £162,000 for Overtime and £193,000 for Agency	Current staffing shortages are impacting our ability to provide regulatory bin collection services. Vacant roles must be filled either through agency staff or overtime to maintain service continuity. Additionally, high levels of sickness within the Waste and Recycling Services team are placing further strain on operations. The team are recruiting to these vacant positions as soon as possible to reduce reliance on temporary measures and ensure long term service stability.	Services are advertising all vacant positions and working with HR to address current high sickness levels within waste & recycling services
		52	Pressure	Expenditure	Operations & Traded Portfolio	Other Running Expenses	£120k Waste & Recycling Pressure - Sherbourne Recycling Facility Gate Fees. £47k WSU Depot Pressure - Consultancy Costs £12k Waste & Recycling Pressure - External contractors (£128k) Trade Waste Saving - Other Running Expenses	Sherbourne Recycling Facility gate Fees are likely to add additional pressure throughout the financial year due to gate fee increases and additional tonnage for recycling. Some of this pressure will be offset against Recycling Credits and expected Recylate income. Consultancy costs for WSU Depot are likely to trend until the end of summer. External Contractors pressure is likely to trend until a new contract is secured with 3rd party contractors for haulage of recycling waste to Sherbourne Recycling Facility. Trade Waste savings are expected on cost of disposal following review of service fees that resulted in the loss of some customers. Some saving has been offset against loss of income.	Sherbourne Recycling Facility - service will be enhancing communication regarding recycling in an effort to reduce contamination rates and lower associated costs. Consultancy costs - are not expected to continue past summer 2025 when a full operational review should be completed. External Contractors -Currently offering out to tender the contract for 3rd party contractors to secure best service and rates. This should also result in a lower price per load than current. Trade Waste - although a temporary loss of some customers has been experience, following an expected full review of current rounds to ensure efficiencies, the service is planning an advertising campaign to secure new customers. The service is also currently experiencing a return of some of the previous lost clients.

PORTFOLIO	Total Q1 Variance to Budget	Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Partnerships and Wellbeing	235	145	Pressure	Expenditure	Rugby Art Gallery & Museum	Rates	A check and challenge was submitted for the 2017 listing which was successful and resulted in the RAGM being revalued to £1, however the 2023 listing meant the building was revalued back up resulting in a new Business Rates bill.	Due to the 2023 valuations listing the RAGM was put back to its original value meaning the Council was liable for business rates in 2024/25 resulting in a variance due to the budget being removed following the successful appeal of the 2017 listing.	There is currently an active check and challenge in with the VOA office, if successful the rebate will be paid back into the Budget Stability reserve.
		90	Pressure	Income	Sport & Recreation	Reimbursements	Income pressure relating to delivery of school and community delivery	Pressure will continue due to the inability to generate level of income without increased staffing provision	There are currently no viable options to cover the shortfall
Chief Executive Office	81	68	Pressure	Expenditure	Chief Executive	Salaries	Variance relates to additional costs associated with recruitment and increased salary costs against the budgeted position	Costs have already been incurred, so this will remain as a pressure for 2025/26	It will be necessary to identify efficiencies in other staffing budgets across the Council to absorb this pressure
Corporate Items	(381)	(381)	Saving	Income	Council	Net cost of Borrowing	We are anticipating higher interest earnings from our investments than originally budgeted, as market interest rates are expected to remain elevated and decline more gradually than forecasted, based on the latest MUFG projections. Our updated estimate reflects a prudent approach that factors in this slower rate trajectory.	This benefit can not be relied upon in future periods as the expectation remains that at some point interest rates will begin to fall.	Keep under review

7) Capital variance narrative							
PORTFOLIO	Scheme	Current Budget	Expenditure plus commitments £000	Current Forecast £000	Pending Reprofiting Requests £000	Variance £000	Narrative
Finance, Performance, Legal & Governance	Income Management System	30	0	30	0	0	Upgrade of the income management system
	Financial Management System Upgrade	77	18	77	0	0	Upgrade of the finance system; scheme is currently in progress
		107	18	107	0	0	
Communities and Homes, Regulation and Safety	Great Central Walk Bridge	31	(279)	31	0	0	This scheme was created for the refurbishment of bridges on the old railway line.
	Disabled Facilities Grant	768	0	768	0	0	This grant will be passed on in full to HEART (Nuneaton and Bedworth Borough Council) for allocating out the funding.
	Rainsbrook Cemetery preparation	302	(52)	302	0	0	Most of the Cemetery construction was done in 2024/25. The remainder of the scheme is expected to complete in 2025/26
	Memorial Safety	80	0	80	0	0	This scheme is on the capital programme to allow for Headstone refurbishments to take place in Cemeteries to make them safe.
		1,181	(329)	1,181	0	0	
Growth and Investment, Digital and Communications	ICT Renewal Programme	114	7	114	0	0	This scheme is the annual ICT renewal programme for the replacement of client devices e.g. Laptops. A year end journal will allocate funds to the servcies that have used this throughtout the financial year.
	ICT refresh programme - Infrastructure	90	(2)	90	0	0	This scheme is the annual ICT renewal programme for the replacement of physical and virtual servicers, firewalls, backup and business continuity systems.
	ICT refresh programme - AV equipment	18	3	18	0	0	This scheme is the annual ICT renewal programme for the replacement of equipment within meeting rooms, the Council Chamber and other work spaces which require IT equipment e.g. Microsoft Teams devices.
	Digitalisation and Development Programme	45	3	45	0	0	This scheme was created to drive digitalisation across the organisation.
		267	(17)	267	0	0	
Operations and Traded Services	Street Furniture	42	1	42	0	0	This scheme was created to allow for an annual refresh of bins, benches, bus shelters and other items within our Borough.
	Purchase of Waste Bins	88	21	88	0	0	This scheme is for the acquisition of domestic refuse bins for new housing developments. Most of the funds are financed through S106 contributions and other developer income. A year end journal will allocate Section 106 funds.
	Food Waste Caddies & Bins	419	0	419	0	0	Caddies for new mandatory Food Waste Service, starting in 26/27
	WSU Depot Yard Re-Configuration	718	0	718	0	(0)	WSU depot reconfiguration- in progress and expected to be complete by year end
	Purchase of Vehicles	842	20	842	0	0	Vehicle replacement programme for GF
	Food Waste Vehicles	1,265	0	1,265	0	0	Vehicles for new mandatory Food Waste service, starting in 26/27
		3,374	42	3,374	0	(0)	
Partnerships and Wellbeing	Open Spaces Refurbishment - Safety Improvements	168	19	168	0	0	No expected variance
	Park Connector Network	70	0	70	0	0	No expected variance
	New Bilton Recreation Ground Refurbishment	140	(7)	140	0	0	No expected variance
	Open Spaces Refurbishment - Charwelton Drive	142	(6)	142	0	0	No expected variance
	Alwyn Road Changing Rooms	324	13	324	0	0	Outline planning permission has been approved and the scheme is progressing. This is being funded via Section 106 and a third party contribution
	Alwyn Road Sports Pitches refurbishment	71	0	71	0	0	This is being done in line with the changing rooms refurbishment scheme and is funded via Section 106
	Open spaces refurbishment - Bawnmore rd play area	300	2	300	0	0	No expected variance
	Betony Road Play Area	90	0	90	0	0	No expected variance
	Cawston Green Gym	44	0	44	0	0	No expected variance
	Centenary Park Allotments Newbold	71	0	71	0	0	No expected variance
	Brindley Road/Lennon Close Play Areas and Hillmorton Recreation Ground	78	10	78	0	0	No expected variance
		1,498	29	1,498	0	0	
General Fund Total		6,427	(256)	6,427	0	(0)	

Appendix 2 - Housing Revenue Account (HRA) Dashboard - Quarter 1 2025/26

1) Revenue Summary						
Service	Current Budget	Total Income/ Expenditure	Forecast	Pending Supplementary Budget /irement	Pending Reserve Movement Requests	Total Variance
	£000	£000	£000	£000	£000	£000
Rent income from dwellings	(19,229)	(0)	(19,229)	0	0	0
Rent income from land and buildings	(129)	(0)	(129)	0	0	0
Charges for services	(1,212)	0	(1,212)	0	0	0
Contributions towards expenditure	(153)	(29)	(152)	0	0	1
Total Income	(20,722)	(29)	(20,722)	0	0	0
Transfer to Housing Repairs Account	5,874	1,937	6,861	0	0	988
Supervision & Management	0	0	0	0	0	0
Supervision & Management	1,128	105	971	0	0	(157)
Supervision & Management	2,068	387	1,881	0	0	(187)
Supervision & Management	3,658	0	3,658	0	0	0
Supervision & Management adj for CDC	(318)	0	(318)	0	0	0
Supervision & Management	0	(0)	0	0	0	0
Supervision & Management	4	4	4	0	0	0
Supervision & Management	664	133	508	0	0	(156)
Supervision & Management	0	0	0	0	0	0
Supervision & Management adj for income		0		0	0	0
Supervision & Management	7,205	628	6,704	0	0	(502)
Rent, rates, taxes and other charges	0	(53)	0	0	0	0
Depreciation and impairment	3,368	0	3,368	0	0	0
Debt management costs	0	0	0	0	0	0
Provision for bad or doubtful debts	69	0	69	0	0	0
Total Expenditure	16,515	2,513	17,002	0	0	485
HRA share of Corporate/Democratic Core Costs	318	0	318	0	0	0
Net cost of HRA services	(3,888)	2,484	(3,403)	0	0	486
Interest payable and similar charges	1,105	0	1,104	0	0	(1)
Interest and Investment Income	(1,063)	0	(1,063)	0	0	0
Net Operating expenditure	(3,846)	2,484	(3,361)	0	0	485
Contributions to (+) / from (-) reserves	50	0	50	0	0	0
Revenue Contributions to Capital Expenditure	3,796	0	3,311	0	0	(485)
(Surplus) / Deficit for the Year on HRA Services	(0)	2,484	0	0	0	(0)

3) Reserves & Balances							
Name of reserve / balance	Balance as at 1/04/25	Forecast contribution (to)/from	Forecast balance as at 31/03/26	Forecast contribution (to)/from	Forecast balance as at 31/03/27	Forecast contribution (to)/from	Forecast balance as at 31/03/28
	£000	£000	£000	£000	£000	£000	£000
Housing Revenue Account Balances	(4,085)	0	(4,085)	0	(4,085)	0	(4,085)
HRA Capital Balances	(17,621)	10,631	(6,990)	(3,953)	(10,943)	(4,225)	(15,168)
HRA Major Repairs Reserve	(6,127)	(756)	(6,883)	(412)	(7,295)	(512)	(7,807)
Housing Repairs Account	0	0	0	0	0	0	0
HRA Climate Change Reserve	(1,512)	601	(911)	0	(911)	0	(911)
HRA - Transformation Reserve	(227)	0	(227)	0	(227)	0	(227)
Sheltered Housing Rent Reserve	(456)	(49)	(505)	(51)	(556)	(53)	(609)
Right to buy Capital Receipts	(12,023)	2,350	(9,673)	424	(9,249)	0	(9,249)
	(42,051)	12,777	(29,273)	(3,992)	(33,265)	(4,790)	(38,055)

2) Head Count- Vacancies (HRA)			
Service	Budgeted FTE's 25/26	Actual FTE's at Q1	Vacant FTE's at Q1
Housing	48.80	31.80	(17.00)
Property Repairs Service	50.23	48.42	(1.81)
	99.03	80.22	(18.81)

5) Revenue variance narrative									
Service	Q1 Variance £000	Item variances to budget	Pressure/(S aving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Housing Repairs Account	988	979	Pressure	Expenditure	Unplanned Maintenance and Repair (UMR00)	External Contractor & Operator	Forecasted overspend due custom of raising invoices at a nil value instead of applying an estimate	A continuation of the current process will result in a cost pressure against the overall HRA budget	Going forward, the team will be utilising the NatFed schedule of rates, to forecast costs and support the effective management of budgets. The schedule of rates is a widely used industry standard for pricing maintenance and repairs works, particularly in social housing. The exception to this is specialist works - the team are going back through to find and record the quotes (which are being obtained). The practice of nil value jobs is to cease immediately to permit effective management of day to day budgets and accruals. Audit are to advise on any additional improvements to processes.
		(217)	Savings	Expenditure	Void works	R&M External Contractors	Forecasted underspend based on run-rate. Further information to be provided by service manager	Based on the current run rate, the Void works service R&M External contractors' cost are on a trajectory to be underspent at year end, however spend over the coming periods cannot be predicted as this is demand led.	Any underspend realised at year-end against this budget may be utilised and offset against overspends in other budget lines.
		50	Pressure	Expenditure	Housing Planned Maintenance (UMR30)	Gas Heating Systems	Tanser Court temporary boiler rental costs are running at £4.3k per month. Monthly servicing and repair costs are £35k per month. Monthly chargeable works are averaging £700 per month and audits are £850 per month. Potential overspend of £50k due to Tanser Court	The impact will be an overspend as there is no movement on the new communal boiler installation. A decision is being worked on as to whether to replace the system with a more sustainable installation such as ground source heat pumps instead of fossil fuel (gas).	The decision sits with the Asset Maintenance Manager and until a viable scheme is decided upon, the rental costs will continue for the temporary gas boiler.
		132	Pressure	Expenditure	Housing Planned Maintenance (UMR30)	Electrical Maintenance	Average monthly electrical response repair work is running at approximately £31.75k. This is a responsive repair budget, so the outturn is only estimated. Possible overspend	This is a responsive repair budget and the budget amount for 2025/2026 has been based on previous year's spend. Work cannot be predicted to a finite amount. The current spend aggregated to 12 months shows an upward trend in response repairs, hence the potential overspend	Ongoing monthly analysis of spend will be ongoing but unfortunately there cannot be anything put in place to mitigate responsive repair costs.
Supervision & Management	(502)	(157)	Saving	Expenditure	Sheltered Housing (AGP)	Salaries	13 ILC roles budgeted but should only be 12 ILC posts. 8 perm ILCs currently in post. Posts being kept vacant pending a review of the service. Using the spare budget to fund a Tenancy Support Temp (Grade D) - currently in post and have advertised for a Temp Housing. Several Independent Living Officer positions are vacant pending a review of the service.	Represents a saving although the positions could require support from other agency recruitment elsewhere in the service as well as agency staff covering these roles.	Service review to commence shortly
		(186)	Saving	Expenditure	Housing Management (MAN22)	Salaries	Possible duplication of Housing Officer role and a vacant Tenancy support assistant role which has budget remaining but prevented from recruiting as is FTC. £200k agency staff budget being utilised by Lead Officer for HM & Support, Lead Officer, IT officer and Tenancy Support Admin which have been forecasted to £82k based on run rate.	Saving to the service	Forecasted underspend may be used to support the service short term.
		(141)	Saving	Expenditure	Control Centre	Salaries	There should be 12 Control Centre Operator posts, but establishment budget assumes 13, and currently 5 in post. The 6/7 vacancies are being covered by agency staff.	Significant agency staff spending	Service is under review

4) Capital Summary						
Service	Current Budget	Total Expenditure	Forecast	Pending Supplementary Budget/ Virement/ Reprofilling	Total Variance	Narrative
	£000	£000	£000	£000	£000	
Navigation Way (formerly Biart Place)- Construction	5,567	1,698	6,836	1,088	181	The pressure on this Housing scheme mainly relates to compensation events (i.e. events outside of the contract) due on the main construction contract. The value of known events at Q1 payable during 2025/26 is circa £150k. As the scheme progresses the risk of these events occurring is expected to reduce. The variance expected across the whole scheme is circa 2%
Housing Management System	77	0	60		(17)	
Fire Risk Prevention Works	100	8	100		0	Current spend on Consultancy fees linked to housing management system will be transferred to this budget.
Rewiring	160	11	160		0	
Lifeline Renewal Programme	60	13	30		(30)	Good progress has been made with the upgrading of equipment from analogue to digital, therefore it not anticipated that all the budget will be required.
Finlock Gutter Improvements	100	0	100		0	
Rebuilding Retaining Walls	50	(22)	50		0	
Replacement Footpaths	100	(55)	100		0	
Driveways	25	(15)	25		0	
Fire Risk Prevention works voids	70	9	70		0	
Rewiring Unplanned Renewals	177	27	177		0	
Fire Risk Unplanned Renewals	60	0	60		0	
Roofing unplanned renewals	50	0	50		0	
Disabled Adaptations	250	20	250		0	
Kitchen Modifications	1,510	232	1,510		0	
Kitchen Modifications Voids	200	0	200		0	
Kitchens non voids	52	(7)	52		0	
Heating Upgrades	20	6	20		0	
Bathroom Modifications	90	0	90		0	
Bathroom Modifications - voids	100	11	100		0	
Bathrooms non voids	50	(9)	50		0	
Carbon Management Plan (HRA)	59	(29)	59		0	
Purchase of Council Houses	6,740	247	6,740		0	Housing acquisition opportunities that arise and align with required demand will continue to be pursued throughout the remainder of the financial year. Therefore, the estimated spend is likely to increase but cannot be forecast currently due to the nature of property acquisitions and changes in need demand.
Rugby Gateway - Cala Homes	0	(3)	0		0	
Rounds Gardens demolition	338	1	338		0	The remaining works on this demolition element of the Housing scheme are due to complete in 2025/26
Rounds Gardens- Design and Legal Fees	1,252	7	1,252		0	Feasibility design work is currently ongoing for this Housing scheme
Overall Total	17,257	2,151	18,479	1,088	134	

AGENDA MANAGEMENT SHEET

Report Title: Performance Report 2025/26 Quarter One

Name of Committee: Cabinet

Date of Meeting: 15 September 2025

Report Director: Chief Officer - Finance and Performance

Portfolio: Finance and Performance, Legal and Governance

Ward Relevance: All Wards

Prior Consultation:

Contact Officer: Jean Stevenson, Technical Accountant
jean.stevenson@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

Corporate Priorities: This report relates to the following priority(ies):
☒ A Healthier Rugby – To support people to live healthier, longer, and more independent lives.
☒ A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.
☒ A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.
☒ A Fairer Rugby – To reduce inequalities and improve housing across the Borough.
[Corporate Strategy 2025-2035](#)
☐ This report does not specifically relate to any Council priorities but

Summary: This report sets out 2025/26 Quarter One performance data

Financial Implications: There are no direct financial implications

Risk Management/Health and Safety Implications: This report is intended to give Cabinet an overview of the Council's performance data.

Environmental Implications:	There are no environmental implications arising from this report.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	No new or existing policy or procedures has been recommended and equalities impact assessment is required for this report.
Options:	None
Recommendation:	The Council's Performance Report for 2025/26 Quarter One be considered.
Reasons for Recommendation:	This is the first quarters performance information for the year, it is factual as it is the reported performance as identified by officers

Agenda No 12

Cabinet - 15 September 2025

Performance Report 2025/26 Quarter One

Public Report of the Chief Officer - Finance and Performance

Recommendation

The Council's Performance Report for 2025/26 Quarter One be noted.

1. Executive Summary

- 1.1. This report summaries the performance of the Council against key performance indicators (KPIs) and key statistics for Quarter One of 2025/26. It provides a snapshot of key achievements and areas that require improvement across the various service areas.
- 1.2. Following on from previous years, the reporting of the measures has been produced using an interactive PowerBI dashboard, details of the performance against the measures can be accessed on the Council's website .
- 1.3. As this is the first report for the 2025/26 year it is too early to conclude the direction of travel on the measures reported.

2. Overall Performance – Key Performance Indicators (KPIs)

- 2.1. There are 71 KPIs listed on the Council's 2025/26 performance dashboard. Of those indicators where performance data was submitted for Quarter One, 38% were green (target met / exceeded), 8% were amber (target narrowly missed) and 11% were red (target significantly missed).
- 2.2. In addition, there were thirty KPIs which are measured for which no data was provided for Quarter One. This represents around 42% of the total quarterly KPIs, of this total twenty-seven relate to annually collected measures for which the data will not be available until after 31 March 2026 with the remaining being data that is not yet available.
- 2.3. The performance dashboard for Quarter One can be viewed and interrogated using this link: [performance dashboard 2025/26](#)
- 2.4. The dashboard has had minor enhancements from the previous year but is largely the same as 2024/25 to support analysis. Officers have also retained the previous years dashboard online.

- 2.5. With the limited data available for 2025/26 analysis is limited, as part of the half year report that is presented to Cabinet a detailed review will be carried out and this will include analysis to performance over multiple years. (were relevant). Between reporting months officers will provide detailed narrative on how the KPIs measured as red will be delivered.

3. Key Statistics

- 3.1. There are 69 key stats on the dashboard, although not measures of performance they are areas of the business that it is assessed as being key to report to Cabinet as well as publish online. The information can be accessed using the link above and selecting the statistics section.
- 3.2. Working slightly differently to KPIs, as areas of the business become more focused or less of a priority the areas measured will adapt which may mean that the information collected changes regularly.

Name of Meeting: Cabinet

Date of Meeting: 15 September 2025

Subject Matter: Performance report 2025/26 – Quarter One.

Originating Department: Finance and Performance

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

AGENDA MANAGEMENT SHEET

Report Title:	Equality & Diversity Strategy 2025-2028
Name of Committee:	Cabinet
Date of Meeting:	15 September 2025
Report Director:	Chief Officer - Legal and Governance
Portfolio:	Partnerships and Wellbeing
Ward Relevance:	
Prior Consultation:	Internal consultation with Equality and Diversity (E and D) Working Group, Leadership Team and all staff were given an opportunity to feedback. External consultation completed with key external partners.
Contact Officer:	Rebecca Ewers, Corporate Equality & Diversity Officer
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	<p>This report relates to the following priority(ies):</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives.<input checked="" type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.<input checked="" type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.<input checked="" type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough. <p>Corporate Strategy 2025-2035</p> <p><input type="checkbox"/> This report does not specifically relate to any Council priorities but</p>
Summary:	This report sets out a refreshed Equality & Diversity Strategy to be adopted by Council for 2025 – 2028.

Financial Implications:	The strategy outlines plans to carry out Access Audits of all buildings, this would lead to recommendations of potential changes to Council owned buildings that would have a cost implication. Individually costed projects would be presented to Cabinet/Council for approval as appropriate.
Risk Management/Health and Safety Implications:	<p>Reducing the Council's risk of reputational damage through incidents of discrimination, harassment and victimisation.</p> <p>An up-to-date strategy reduces the legal risk of challenges to the Council under the Equality Act.</p>
Environmental Implications:	None arising from this report. However there may be environmental implications considered with regards individually costed capital projects as and when brought forward for consideration.
Legal Implications:	A robust, up-to-date strategy ensures that the Council continues to meet its duty in line with the Equality Act
Equality and Diversity:	An Equality Impact Assessment has been completed and is attached at Appendix 3. This strategy stands to have a large positive impact on equality in the borough through the promotion of inclusive practice.
Options:	<p>(1) To approve the new Equality & Diversity Strategy</p> <p>(2) To return the Strategy with requests for changes</p>
Recommendation:	The Equality & Diversity Strategy 2025-2028, as at Appendix 1 to the report, be approved.
Reasons for Recommendation:	The current Strategy was for 2020-2024. The Council is in need of a new strategy; the proposed strategy has been developed using evidence gathered on current practices and with thorough consultation.

Cabinet - 15 September 2025

Equality & Diversity Strategy 2025-2028

Public Report of the Chief Officer - Legal and Governance

Recommendation

The Equality & Diversity Strategy 2025-2028, as at Appendix 1 to the report, be approved.

1. Introduction

- 1.1 Rugby Borough Council has a long-standing commitment to placing equality, diversity and inclusion at the heart of all its activity.
- 1.2 The Council is a Disability Confident Employer and has recently achieved the Armed Forces Covenant Silver Award; having developed a robust recruitment, selection and interview process to increase equal opportunities for all. The new Strategy commits to building on this and ensuring equality of opportunity throughout the employee lifecycle.
- 1.3 The Council works to promote equality, diversity and inclusion throughout its communities, through the delivery of services and through its role as an employer. By understanding customers and their individual needs, the Council can better provide services and ensure that all residents are able to access the services provided.
- 1.4 The updated Equality & Diversity objectives 2025-2028 support the Council in driving its equality and diversity aspirations and link directly to delivering its Corporate Strategy.
- 1.5 The updated Equality and Diversity Strategy creates clarity in roles and responsibilities of officers and members and increasing accountability within the organisation. Additionally, the updated Strategy will be used to create an Action Plan (Appendix 2) with measurable outcomes to ensure progress towards the Strategy's objectives.
- 1.6 There will be an annual report to the Equality and Diversity Working Group to monitor progress and achievement of objectives. Success of the strategy will be measured using the Action Plan and will be made publicly available.

2. Background/Evidence

- 2.1 The strategy is evidence-based, the data used to inform the strategy are mainly collected from two sources. The Annual Workforce Equality Report is used to examine opportunities and outcomes for different groups across the employee lifecycle. The Workforce Equality Report provided evidence on the workforce's experiences and where there may be inequality of opportunity to be addressed.
- 2.2 On top of this, a Talent, Inclusion and Diversity Evaluation (TIDE) Report was completed. This is a holistic examination of the organisation, taking into account wellbeing, recruitment and leadership practices. This is an evaluation report developed by the Employers' Network for Equality and Inclusion (ENEI) to help organisations identify areas of strength and in need of development. Further information about the data used to develop the strategy can be found in Chapter 3 of Appendix 1.
- 2.3 The strategy has been consulted with internally (all staff and leadership) as well as externally. Our external consultation involved local community organisations that are involved in equality and inclusion work within Rugby, such as Equip.

3. Implications

- 3.1 The strategy outlines four objectives:
 - An engaged and diverse workforce
 - Creating an inclusive work environment
 - Understanding our customers and residents
 - Monitoring the impact of services
- 3.2 The strategy will impact how the Council works to develop an inclusive work environment and promotes wellbeing and development of all employees. It will also influence how Officers are engaging with residents and gathering data to inform and monitor services. The strategy will inform all equality and diversity work at the Council for the next 4 years. By creating more consistent practice across the Council, services provided to residents will become more inclusive and create a thriving Borough. More detail on the objectives can be found in Appendix 1.
- 3.3 There will be financial implications as a result of the Strategy. For example, there will be Access Audits carried out on all Council buildings, therefore there will be work done to the buildings in line with any recommendations to ensure that the buildings are accessible to staff and residents.

4. Conclusion

- 4.1 The new strategy is based on evidence to address areas of development for the Council to ensure an inclusive culture for staff and residents alike. This strategy focusses on a data driven and accountable approach, producing measurable outcomes as a gauge of success.

Name of Meeting: Cabinet

Date of Meeting: 15 September 2025

Subject Matter: Equality & Diversity Strategy 2025-2028

Originating Department: Legal and Governance

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A



Rugby Borough Council
Equality and Diversity Strategy
2025 – 2028
Final Draft

Contents

1. [Foreword](#)
2. [Rugby's Equality & Diversity Vision](#)
3. [Consultation and Findings](#)
4. [Objective 1 – An engaged and diverse workforce](#)
5. [Objective 2 – Creating an inclusive work environment](#)
6. [Objective 3 – Understanding our customers and residents](#)
7. [Objective 4 – Monitoring the impact of services](#)
8. [Roles and responsibilities](#)
9. [Further information](#)
10. [Glossary of terms](#)
11. [Review Schedule](#)

1. Foreword

This Equality, Diversity and Inclusion Strategy reflects our unwavering commitment to equity in our services, workforce practices and communities.

Working with our partners and communities we will strive to reduce inequalities and maximise potential across our borough. We will reinforce our inclusive message of a fair environment for all.

We are proud of the progress we made so far, and we remain dedicated to continuous improvement, guided and shaped by all our communities.

This EDI Strategy underpins our corporate priorities to deliver A Healthier Rugby, A Thriving Rugby, A Greener Rugby, and A Fairer place to live and work.

Councillor Maggie O'Rourke

2. Rugby's Equality & Diversity vision

Rugby wants to create a borough that everyone can be proud of. Where all communities are valued, and we use the knowledge and experiences of the people of Rugby to shape its future.

Rugby is committed to promoting equality, preventing discrimination and promoting good relations between all people. Rugby Borough Council (RBC) is also committed

to promoting equality within its' workforce, creating a workforce that is inclusive and representative of its residents.

The Council will work in line with the Equality Act, ensuring that it does not discriminate or victimise those with protected characteristics, promotes equality of opportunity and fosters good relations. The protected characteristics in the Equality Act are: age, disability, gender reassignment, marriage/civil partnership, pregnancy/maternity, race, religious beliefs, sex and sexual orientation. Where relevant, the Council will also consider the impact of socio-economic and environmental factors on equality. The Council will also work to recognise the impact that may be experienced by those with multiple protected characteristics, referred to as intersectionality.

Rugby aims to place their key behaviours and values at the centre of everything we do. These key values will help Rugby to achieve an excellent service for all of its residents, regardless of background. This strategy focusses on putting customers first by setting an objective to engage with customers effectively to shape policies and services that work for them.



Rugby has recognised the importance of equality and diversity by placing it as one of the objectives in its Corporate Strategy 2025-2035. This strategy will support the Council's objective to create a Fair Rugby, by embedding equality practices into the everyday workings of the Council. How the strategy will support the Corporate Strategy is outlined below:

- **A Healthier Rugby** - to support people to live healthier, longer and more independent lives.

The strategy supports working with community groups and key stakeholders to improve access to health and wellbeing promoting behaviours, such as access to green spaces and leisure facilities. Additionally, prioritising mental health and wellbeing in the workplace for all staff.

- **A Thriving Rugby** - to deliver a thriving economy which brings borough-wide investment and regenerates the town centre

Ensuring that investment in the borough and regeneration of the town centre is done with the collaboration of the diverse communities of Rugby, considering the impact of investments on equality and inclusion, making sure that Rugby is a thriving place for all residents. This will be achieved through the use of Equality Impact Assessments as part of the decision-making process of the Council.

- **A Greener Rugby** - to protect the environment and ensure the borough adapts to climate change

Climate change tends to more greatly impact those who are most socio-economically disadvantaged. Protecting the environment and making sure that the borough is prepared for the impact of climate change will help reduce inequalities.

- **A Fair Rugby** - to reduce inequalities and improve housing across the borough

The strategy aims to ensure equality of opportunity for all staff and residents. This will be achieved by embedding equality and inclusion into all functions of the Council, making the Borough a fair place for all employees and residents.

This strategy will outline the Council's plans for Equality & Diversity for 2025 – 2028, setting four objectives. The strategy objectives have been set as a result of evidence gathered from a range of sources, to ensure a data driven approach to equality and diversity.

3. Consultation and Findings

The Annual Workforce Equality Report is published on the Council's [website](#) and is used to identify whether the Council's workforce is representative of the residents of Rugby, as well as whether there is equality of opportunity for all employees. The 2024 report showed that there are gaps in data reporting, making it difficult to draw conclusions from some of the data. Additionally, the report identified a large difference in the success of candidates of different ethnic origins during interviews with the Council.

The Report also has some positive findings, there was no significant difference in the success rate of candidates who are disabled or non-disabled in the recruitment process, perhaps due in part to the Council's participation in the Disability Confident Employer scheme. As well as this, male and female candidates had equal rates of success in the recruitment process.

Talent, Inclusion and Diversity Evaluation (TIDE) Report is a comprehensive tool designed by the Employers Network for Equality and Inclusion (ENEI), of which RBC is a member. This tool is a series of questions to identify areas of strength and in need of development for inclusion within an organisation.

Upon completion of the TIDE benchmark, it has been identified that RBC has strengths in Talent Management & Development with a strong onboarding process and an ever-increasing number of opportunities for training and development. The Council provides EDI training as part of its induction process and is currently rolling

out mandatory Dignity at Work training for all staff, with plans for providing training in Inclusive Recruitment.

The report highlighted some areas that require development; while the Council has an Equality & Diversity Strategy, there is little accountability and no action plan to support its objectives. This new strategy aims to address this by creating an action plan and delivering reviews of progress to the leadership team. The report also highlighted the need for a focus on inclusive leadership, the need for the leadership to take a proactive approach to communicating and promoting inclusion across the organisation.

There have been both internal and external consultations, feedback of which has been used to develop this strategy. This strategy will also be subject to an annual review by the Corporate Equality & Diversity Officer, to review progress towards the Objectives set out. They will also be responsible for developing an Action Plan, with measurable outcomes to track progress towards these outcomes.

4. Objective 1 – An Engaged and Diverse Workforce

Ensuring that our workforce represents the diversity of Rugby, helps us to understand the needs and experiences of our residents better. Additionally, more diverse workforces are more innovative and make better decisions. An engaged workforce is more motivated, productive and has a lower turnover. An engaged workforce will feel safe to share their experiences of working at the Council to help us to make it a good place to work for everyone.

The 2024 Workforce Equality Report showed high levels of non-response on protected characteristic data, in particular religion and sexuality data. The report also identified inequality of opportunity in the recruitment process, with those of White ethnic groups being more successful at interview than other ethnic groups. Additionally, it was highlighted that those of Asian or Black ethnic groups and female employees were more likely to leave than others. This data has been used to inform the Council's strategy.

We will:

- Enhance our recruitment practices to ensure a fair and consistent recruitment process
- Create an inclusive attraction and retention strategy that supports the development of underrepresented groups.
- Use the Annual Workforce Equality Data report to monitor the diversity of our workforce and equality of opportunity
- Make employees' voices heard

By:

- Ensuring that all who are involved in the hiring process have completed training on inclusive recruitment practices.
- Working towards achieving the Armed Forces Covenant Gold Award and Disability Confident Leader Status.
- Identifying underrepresented groups from the Annual Workforce Equality Data Report.
- Reducing the quantity of unknown equality data we hold on employees.
- Reviewing what equality data we collect from employees.
- Working to reduce the Council's negative Gender pay gap.
- Reporting on Disability and Ethnicity pay gaps.
- Completing an annual Staff Engagement Survey using a third-party organisation, collecting equality data as part of the survey to help identify inequalities between groups.
- Feeding back to employees about changes made due to data collected from the Staff Engagement Survey, Annual Workforce Equality Data Report and other data sources.

5. Objective 2 – Creating an Inclusive Work Environment

An inclusive work environment is one in which everyone feels safe, valued and included. An inclusive workplace gives equal access and opportunities for all, considering additional barriers that some may face. Inclusion can be measured by belonging, connection and community at work. Inclusion promotes higher levels of well-being and engagement in employees.

Focussing on diversity on its own may not solve the problem of inequality in the workplace. Objective 2 aims to build upon objective 1, ensuring that a diverse workforce feels included and valued. The aim is to create an organisational culture where a diverse workforce can thrive.

The TIDE benchmarking report identified the need to improve strategy and planning, as well as inclusive leadership. This objective outlines how the Council will improve these areas through increased accountability.

We will:

- Foster an inclusive culture where all employees feel safe and inappropriate behaviours are not tolerated.
- Create a caring culture where all employees can voice their opinions
- Ensure that the workplace is accessible for all employees
- Leadership team will define and demonstrate inclusive behaviours

- Hold ourselves accountable for meeting Equality and Diversity targets.

By:

- Ensuring that all employees have completed EDI and Dignity at Work training.
- Reviewing and developing EDI training provision to ensure that it fits the needs of employees.
- Embedding the new Duty to Prevent Sexual Harassment into policies and practices to promote a safer, more inclusive work environment for all.
- Monitoring equality of opportunity through the uptake of development opportunities for employees.
- Providing all staff with access to health and wellbeing services, making sure this is accessible and communicated clearly to all staff.
- Running an Employee Network Group as a forum where employees can raise issues and have a say in decisions that impact the workplace.
- Completing Access Audits for all buildings and put a schedule in place to make improvements where needed.
- Working to ensure digital accessibility in the workplace.
- Ensure all Council websites are fully accessible.
- The Leadership team holding accountability for integrating the Equality & Diversity Strategy into their service area.
- Leadership team to discuss and review the Action Plan regularly, supporting the removal of barriers where needed.

6. Objective 3 – Understanding our Customers and Residents

Rugby is a diverse and rapidly growing community. Understanding who lives in the Borough enables us to better plan and deliver effective and accessible services to meet our residents' needs. To support our understanding, RBC needs to engage with residents effectively. We will support officers and members to engage with customers and residents effectively by developing resources and training for them.

RBC understands that ensuring access to green spaces, community support and adequate housing contributes to a healthy population and thriving places. RBC will work to ensure equal access to its services to reduce health inequalities in the borough. Working with our customers and residents will support the Council to achieve its Corporate Priorities of building a healthier and thriving community by ensuring that all residents are considered in decision-making.

We will:

- Take an evidence-based approach to community engagement activity
- Consult with diverse residents and community groups on key decisions to ensure that services meet everyone's needs
- Collect and share information on our communities
- Ensure that members have the appropriate skills to engage with diverse residents.
- Build strong and empowered communities
- Make sure that Council buildings are accessible to residents.
- Work with external partners to reduce health inequalities and promote the prevention agenda

By:

- Using diverse methods to engage with the different communities in Rugby.
- Creating a list of external stakeholders, who officers can contact for consultation on relevant projects.
- Ensuring that accessibility information for all Council buildings is available online.
- Working with local groups to understand the key issues facing residents.
- Working with external partners to ensure equal access to Council services and reduce health inequalities
- Creating a Cultural Knowledge toolbox. Containing guides to the diverse communities of Rugby, created collaboratively with those communities.
- Collecting relevant customer data, particularly in relation to protected characteristics and use this data to improve services.
- Supporting local voluntary, community, faith and social enterprise groups in the work they do to create strong communities and reduce inequalities.
- Members completing mandatory EDI training to support them in understanding how they can have an impact on making sure all residents' voices are heard.

7. Objective 4 – Monitoring the Impact of Services

The Equality Framework for Local Government highlights the importance of using data to inform decisions, instead of relying on assumptions, to ensure the best outcomes. To achieve this the Council will embed the use of data into Equality Impact Assessments to ensure that data is collected and used as part of the service design and review process.

We will:

- Use data to inform policy and strategy

- Feedback to residents where changes have been made as a result of consultation.
- Ensure that staff feel empowered to use equality data to make decisions
- Ensure that partners share our values and promote equality and inclusion in their practices.
- Reviewing services and policies regularly using data and consultation to gather evidence

By:

- Improving monitoring and analysis of equality data by incorporating this process into the Equality Impact Assessments (EqIA).
- Use data collected to identify potential for direct and indirect discrimination in Council functions.
- Providing training on how to complete EqIAs to ensure all officers completing the assessments have the appropriate knowledge to use them effectively.
- Creating and implementing the use of an Equality Monitoring form for use during surveys, consultation and service use and support the effective collection of protected characteristic information.
- Communicating with external stakeholders after consultation to inform them of how their feedback has been used.
- Creating a centralised EqIA review schedule, using this to prompt officers to review the impact of services using data.
- Where we work with third party organisations, ensure that they adhere to the standards required of us under the Public Sector Equality Duty.
- Including socio-economic and environmental factors in the EqIA process, acknowledging the impact these factors have on equality.

8. Roles and responsibilities

All staff:

- Being aware of the Council's legal Equality Duties and what they mean practically for them in their roles and responsibilities.
- Ensure they are aware of and follow the Council's policies, code of conduct and expected behaviours
- Make sure that they are up to date with mandatory Equality, Diversity and Inclusion training.

- Treating service users, colleagues and residents with dignity and respect in line with the Dignity at Work policy
- Challenging and reporting to managers/HR business partner incidents where bullying, harassment or discrimination has taken place or using self-report systems where appropriate
- If you wish to do so: attending the Employee Network Group to add input into issues that may affect you, as a characteristic holder or an ally. Otherwise speaking to a Wellbeing Champion to raise issues on your behalf.

Managers:

- Creating an inclusive workplace culture for all.
- Setting clear standards of behaviour which align with the Council's values.
- Dealing with instances of inappropriate behaviour such as discrimination, harassment and bullying.
- Attending Dignity at Work training for managers
- Enacting the Equality & Diversity strategy in their service area
- To ensure that they are up to date with mandatory Equality, Diversity and Inclusion training assigned to managers
- Ensuring that all staff involved in writing policies and cabinet reports have completed Impact Assessment training.
- Managing staff fairly through consistent and fair application of policies and procedures.
- Ensuring continued improvement to accessibility and delivery of services to residents.
- Ensuring all staff understand their personal responsibilities in relation to equality in the workplace.

Leadership:

- Discuss and review the Action Plan, support the removal of barriers to meet KPIs.
- Lead by example, demonstrating inclusive values and behaviours.
- Support and promote the work the Council are doing to create an inclusive workplace
- Ensure that their service area is using data effectively in making key decisions
- Complete EDI training offered by RBC.

Corporate Equality & Diversity Officer:

- Create an Action Plan with measurable KPIs to deliver the Equality & Diversity Strategy
- Discuss and review the Action Plan with leadership.
- Communicate an annual progress report with internal and external stakeholders

- Deliver Impact Assessment training
- Give support and feedback on EqlAs
- Ensure that EqlAs are completed and reviewed on schedule
- Ensure that all elected members have completed EDI training

Elected Members:

- Undertaking scrutiny of EqlAs to ensure that equality is integrated into the decision making and governance of the Council
- Completing e-learning on Equality, Diversity and Inclusion.
- Supporting and advocating for the diverse people and communities they represent in their constituencies
- Championing equality within the Council

9. Further information

If you are an individual, a business, or public body who would like to know more or become involved in our work to progress equality in Rugby, please get in touch with the Corporate Equality & Diversity Officer. For more information on the Equality Act 2010 and Public Sector Duties, please visit Equality and Human Rights Commission.

For further information on the Council's Equality & Diversity Strategy, please contact the Corporate Equality & Diversity Officer, Rebecca Ewers.

rebecca.ewers@rugby.gov.uk

10. Glossary of terms

Term	Definition
Age	A person belonging to a particular age (for example 32-year-olds) or range of ages (for example 18- to 30-year-olds).
Disability	A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.
Diversity	An organisation being made up of people from many different background and identities. Also, recognising, respecting, and valuing differences in people.
Environmental factors	Environmental factors that may impact a person's behaviour and ability to access resources. Such as housing status, transport links, geography, access to services, air quality, noise pollution.

Equality	Equality refers to the right of different groups of people to have a similar social position and receive the same treatment.
Equity	The situation in which everyone is treated fairly according to their needs.
Gender Reassignment	Where a person undergoes, or proposes to undergo, a process for the purpose of reassigning their sex.
Inclusion	Creating environments where any individual or group feels welcomed, respected and valued. It ensures that all individuals can participate fully.
Inclusive Leadership	This is a style of leadership that focuses on ensuring everyone feels valued, respected, and included. It involves recognising and embracing diversity, being open minded and fostering an environment where all voices are heard, while creating opportunities for everyone to contribute.
Intersectionality	The interconnected nature of social categorisations such as race, class, and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.
Marriage/Civil Partnership	Marriage is a union between a man and a woman or between a same-sex couple. Civil partnership is a form of civil union between couples open to both same-sex couples and opposite-sex couples. Civil partners must not be treated less favourably than married couples (except where permitted by the Equality Act).
Pregnancy/Maternity	Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.
Race/Ethnicity	A race is a group of people defined by their colour, nationality (including citizenship) ethnicity or national origins. A racial group can be made up of more than one distinct racial group, such as Black British.
Religion/belief	Religion refers to any religion, including a lack of religion. Belief refers to any religious or philosophical belief and includes a lack of belief. Generally, a belief should affect your life choices or the way you live for it to be included in the definition.
Sex	A male or a female.
Sexuality	Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.
Socio-economic factors	Social and economic factors that affect the characteristics of communities, social groups and households. Such as child poverty, income level,

	education level, working hours/occupation, family/social support, access to good nutrition and social class.
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11. Review Schedule

Latest revision date:	June 2025
Next review date:	June 2028
Strategy Owner:	Rebecca Ewers – Corporate Equality & Diversity Officer

An Equality Impact Assessment on this strategy was undertaken in July 2025 and will be reviewed in July 2026.

12. Supporting Documents

- [Rugby Borough Council's Equality and Diversity Policy](#)
- [Rugby Borough Council's Dignity at Work Policy](#)
- [Gender Pay Gap Report 2024](#)
- [Workforce Equality Report 2024](#)
- [The Public Sector Equality Duty \(PSED\)](#)
- [Public Sector Equality Duty: guidance for public authorities – GOV.UK](#)
- [Armed Forces Covenant](#)
- [Disability Confident Employer Scheme](#)
- [Census 2021 | Rugby](#)
- [Joint Strategic Needs Assessment \(JSNA\) | Warwickshire County Council](#)

Action Plan 2025/26

Objective 1: An engaged and diverse workforce

Measure of success	Accountable	Current	Target
Reduce % of unknowns in Staff Equality Data	HR/E&D Officer		
% of People Managers who have completed Inclusive Recruitment training (3 e-courses)	HR	0	100
Report on ethnicity and disability pay gaps	HR		
% of staff responding to Employee Engagement Survey	Leadership/HR	55%	70%
Achieve Armed Forces Covenant Silver Award	E&D Officer/ DERS Lead	Silver	Gold
Gather evidence to achieve Disability Confident Leader status <ul style="list-style-type: none"> - Track and record reasonable adjustments for those who declare a disability - Provide disability equality awareness training - Collecting feedback from disabled staff 	E&D Officer/ HR	Employer Status	Leader Status

Objective 2: Creating an inclusive work environment

Measure of success	Accountability	Current	Target
% of employees completed Equality & Diversity training on e-learning platform	HR/E&D officer	0%	100%
% of staff who have completed Dignity at Work training	HR		100%
Progress on making recommended improvements on Town Hall as a result of Access Audit	E&D Officer/ Assets Maintenance		All recommendations complete (22 sections)
Progress on making recommended improvements on RAGM as a result of Access Audit	RAGM/ CO Leisure & Wellbeing		

Commission Access Audits of remaining Council buildings	E&D Officer	BH WSU Crem CP	
Ensure all Council websites are fully accessible	E&D Officer / IT	0/10	10/10
Relaunch the Employee Network Group	E&D Officer/Chief Officer for Wellbeing & Leisure		1 member from each service area
Improved score on TIDE report	E&D Officer/Leadership	Implement	Embed

Objective 3: Understanding our customers and residents

Measure of success	Accountability	Current	Target
Develop Cultural Knowledge Toolbox to support officers and members when engaging with local communities	E&D Officer	0	5
Develop a database of external stakeholders that officers can consult with on relevant projects.	E&D Officer		
Launch a Disability Forum	E&D Officer	Developing survey of interest	ToR agreed by group, 1st meeting held
Number of Councillors who have completed EDI training	E&D Officer / Members	18 43%	42 100%
Publish accurate accessibility information about each Council building	Communications / IT	TH BH RAGM Crem	

Objective 4: Monitoring the impact of services

Measure of success	Accountability	Current	Target
Number of employees who have completed EqIA training	E&D Officer	15	100

Ensuring that all policies, services and strategies have an up-to-date EqlA (reviewed recently)	E&D Officer/policy holders		100%
Develop consultation guidance with specific support for equality & diversity	Communications / E&D Officer		
Creating and maintaining a centralised EqlA review schedule for all Assessments	E&D Officer		

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Rebecca Ewers
Corporate Equality & Diversity Officer
rebecca.ewers@rugby.gov.uk
01788 533509

Equality Impact Assessment

Service Area	Legal and Governance
Policy/Service being assessed	Equality and Diversity Strategy
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	Update to the 2020-2024 strategy
EqlA Review Team – List of members	Rebecca Ewers (Corporate Equality & Diversity Officer)
Date of this assessment	29/07/25
Signature of responsible officer (to be signed after the EqlA has been completed)	

A copy of this Equality Impact Assessment report, including relevant data and information to be forwarded to the Chief Officer for Legal and Governance.

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	To create a council wide strategy for Equality and Diversity for 2025-2028. This strategy will outline what the Council wants to achieve and how it will go about this. The strategy will be used to create an action plan and KPIs for monitoring success as well as outlining the roles and responsibilities of different groups within the Council.

(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?

- **A Healthier Rugby** - to support people to live healthier, longer and more independent lives.

The strategy supports working with community groups and key stakeholders to improve access to health and wellbeing promoting behaviours, such as access to green spaces and leisure facilities. Additionally, prioritising mental health and wellbeing in the workplace for all staff.

- **A Thriving Rugby** - to deliver a thriving economy which brings borough-wide investment and regenerates the town centre

Ensuring that investment in the borough and regeneration of the town centre is done with the collaboration of the diverse communities of Rugby, considering the impact of investments on equality and inclusion, making sure that Rugby is a thriving place for all residents. This will be achieved through the use of Equality Impact Assessments as part of the decision-making process of the Council.

- **A Greener Rugby** - to protect the environment and ensure the borough adapts to climate change

Climate change tends to more greatly impact those who are most socio-economically disadvantaged. Protecting the environment and making sure that the borough is prepared for the impact of climate change will help reduce inequalities.

- **A Fair Rugby** - to reduce inequalities and improve housing across the borough

The strategy aims to ensure equality of opportunity for all staff and residents. This will be achieved by embedding equality and inclusion into all functions of the Council, making the Borough a fair place for all employees and residents.

(3) What are the expected outcomes you are hoping to achieve?

1. Objective 1 – An engaged and diverse workforce

Improving staff data collection to ensure that RBC has the necessary data to plan effectively and meet workforce needs. Ensure a fair and inclusive processes at all stages in the employee cycle. Engage with staff surveys and demonstrate that their voice has impact through making changes based on feedback.

2. Objective 2 – Creating an inclusive work environment

Provide adequate ongoing training for staff to ensure that they understand their role in creating an inclusive work environment. Working to make sure that all buildings and working practices are inclusive and accessible. Engaging with Mental Health First Aiders and Employee Network Group to ensure that RBC is an inclusive place to work and provide a forum to raise issues.

3. Objective 3 – Understanding our customers and residents

Collecting the necessary data to monitor our services and ensure that they meet the needs of our residents. Also to help us to understand who our customers are. Creating a cultural competency toolbox to help employees and Councillors understand and work better with the wider community. Supporting Members through providing Equality & Diversity training to help them to engage with their constituents effectively and with understanding.

4. Objective 4 – Monitoring the impact of services

Create a culture where the impact of the Council's policies/strategies/services are monitored and reviewed. Making sure that the Council is using equality data and consultation to inform decision making.

<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<ul style="list-style-type: none"> • Customers Aims to improve customer experience by ensuring that the needs of all customers are considered in service design. Making sure that all customers have access to services. • Employees Improve engagement with employees to identify any concerns and make sure that the Council is a fair and inclusive workplace. • Wider community or groups Increase engagement with the wider community in Rugby when planning services. To help the Council understand the differing needs of its diverse population.
<p>(5) Will the policy or decision involve substantial changes in resources?</p>	<p>Will involve changes to the resourcing of the role of Corporate Equality & Diversity Officer. This strategy will determine the focus of this role for the next 4 years and the KPIs will be performance indicators for this role.</p> <p>There will be additional financial resources required to achieve the objectives in this strategy. These decisions will come to Council separately to approve.</p>
<p><u>Stage 2 – Evidence about user population and consultation</u></p>	<p>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>

(1) What does the data tell you about the groups this policy or decision impacts?

Possible data sources:

- national statistics/census data
- local statistics
- evaluations
- analysis of complaints
- user feedback
- outcomes from consultation/community voice
- Council published information, service data
- [District and Ward Profile – Warwickshire Observatory](#)
- [Office of National Statistics](#)
- [Fingertips health profiles](#)
- [Indices of Multiple Deprivation](#)
- [RBC Annual Workforce Equality Report](#)

Appendix 1 – [Annual Workforce Report 2024](#)

The Workforce Report identified a low disclosure rate of staff equality data. It also identified some areas where there were potential differences in opportunities for groups. This data is being used to find areas where changes in practice could improve equality of opportunity for all (potential) employees.

Appendix 2 – Talent Inclusion and Diversity Evaluation (TIDE) Report

The TIDE Report submitted in December 2024 places RBC at the Implement stage of our inclusion journey. To progress we need to identify and assign EDI responsibilities and secure ongoing leadership commitment. We need to build a framework to successfully deliver the Equality & Diversity Strategy to promote a more inclusive working environment for all. The lowest scoring sections on the report were: Inclusive Leadership, Strategy & Planning and Diversity Data Monitoring. The strategy therefore aims to address these weaker areas by increasing accountability, involving leadership in EDI and improving our Diversity Data Monitoring practices.



	Score	Discovery	Strategy	Implement	Embed	Sustain
Diversity Data Monitoring	36%					
Strategy & Planning	13%					
DEI Training	76%					
Inclusive Leadership	7%					
Inclusive Recruitment	73%					
Talent Management & Development	84%					
Working Practices	68%					
Employee Voice & Engagement	49%					
Values & Behaviours	72%					
Wellbeing & Belonging	78%					
(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?	<p>Internal consultation:</p> <ul style="list-style-type: none"> Presented to the Equality & Diversity Steering Group Presented to the Leadership team Internal communication with all employees providing the strategy and feedback form Opportunity for in-person forum and possibility to ask questions <p>External consultation:</p> <ul style="list-style-type: none"> Sent out the strategy and feedback form through external communications Engaged directly with a list of external stakeholders (Equip, Warwickshire Pride and other local groups relating to protected characteristics) 					
(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.						

Stage 3 – Analysis of impact			
<p>(1) Protected Characteristics From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	Protected Characteristic	Nature of Impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Age	Positive The strategy will support equality, diversity and inclusion practices across all protected characteristics.	M
	Disability	Positive The strategy will support equality, diversity and inclusion practices across all protected characteristics.	M
	Sex	Positive The strategy will support equality, diversity and inclusion practices across all protected characteristics.	M
	Gender reassignment	Positive The strategy will support equality, diversity and inclusion practices across all protected characteristics.	M

	Marriage/civil partnership	Positive The strategy will support equality, diversity and inclusion practices across all protected characteristics.	M
	Pregnancy/maternity	Positive The strategy will support equality, diversity and inclusion practices across all protected characteristics.	M
	Race	Positive The strategy will support equality, diversity and inclusion practices across all protected characteristics.	M
	Religion/belief	Positive The strategy will support equality, diversity and inclusion practices across all protected characteristics.	M
	Sexual Orientation	Positive The strategy will support equality, diversity and inclusion practices across all protected characteristics.	M
(2) <u>Cross cutting themes</u>	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high

(a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Positive In addition to the protected characteristics, the Council will consider the impact of socio-economic factors on how residents are able to access services.	M
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Positive In addition to the protected characteristics, the Council will consider the impact of environmental factors on how residents are able to access services.	M
(3) Using the information gathered in stages 2 and 3, please describe how the policy/strategy/service will: <ul style="list-style-type: none"> a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic 	<ul style="list-style-type: none"> a) Ensure that all members of staff are aware of their duty under the Equality Act and consider the impact on service and policy design. Staff will complete Equality Impact Assessment training to ensure that they can use impact assessments to identify and eliminate discrimination, harassment and victimisation effectively. b) Advance equality of opportunity for staff by monitoring diversity data of employees to identify where there are differences in opportunity and using this to change practices. Similarly, using data to monitor services and identify inequalities in opportunity and address them where possible. Removing barriers to accessing services so that everyone has the opportunity to participate/access services. c) Foster good relations between groups by engaging with all residents so that we can understand their needs and key issues better. Allowing us to build strong and empowered communities where everyone feels heard. 		

<p>(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?</p>	<p>Barriers are awareness of the strategy and accountability. The strategy will be made publicly available on our website, alongside annual report of progress. It will be communicated internally, and leadership team will be discussing progress of the strategy with the Corporate Equality & Diversity Officer.</p> <p>Awareness of the Strategy will be built into the onboarding process, so that all members of staff are aware of their roles and responsibilities.</p>
<p>(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?</p> <p>If no Equality Monitoring Data is being collected, why not?</p> <p>For support with this section, please refer to the Equality Monitoring Guidance.</p>	<p>Through Annual Workforce Equality Reports – specifically looking to increase disclosures initially.</p> <p>The TIDE Report will be repeated annually and progress on this report will be monitored with an aim to move towards the embed level. Additionally, results of the Annual Staff Survey will be used to monitor progress.</p> <p>Progress will be reported annually and measured against KPIs from the Action Plan.</p> <p>We will also collect feedback from external partners on our engagement with them – and monitor complaints for incidents of customers/residents experiencing discrimination.</p>
<p>(6) Complete this section if any medium or high adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to mitigate the negative impacts identified in 3.1 to ensure that no discrimination is taking place.</p>	<p>N/A</p>

<p><u>Stage 4 – Action Planning, Review and Monitoring</u></p>	
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<p>(1) Data analysis What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>																														
<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																										
<p>(3) Review and Monitoring State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>																														

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken in September 2025 and will be reviewed in September 2026.’

Agenda No 14

AGENDA MANAGEMENT SHEET

Report Title:	Finance Quarter One 2025/26 Housing Revenue Account Monitoring
Name of Committee:	Cabinet
Date of Meeting:	15 September 2025
Report Director:	Chief Officer - Finance and Performance
Portfolio:	Finance and Performance, Legal & Governance
Ward Relevance:	All Wards
Prior Consultation:	Leadership team
Contact Officer:	Faiyaz Latif, Lead Accountant, faiyaz.latif@rugby.gov.uk
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities: (C) Climate (E) Economy (HC) Health and Communities (O) Organisation	<p>This report relates to the following priority(ies):</p> <p><input type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives.</p> <p><input type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.</p> <p><input type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.</p> <p><input type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough.</p> <p>Corporate Strategy 2025-2035</p> <p><input checked="" type="checkbox"/> This report does not specifically relate to any Council priorities.</p>
Summary:	This report sets out the 2025/26 Quarter One financial position for the Housing Revenue Account (HRA) and other adjustments for approval as required by Financial Standing Orders.
Financial Implications:	As detailed in the main report.

Risk Management/Health and Safety Implications:	This report is intended to give Cabinet an overview of the HRA forecast spending position for 2025/26 to inform future decision-making.
Environmental Implications:	There are no environmental implications arising from this report and no environmental assessment is required for this report.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	No new or existing policy or procedure has been recommended and no Equalities Impact Assessment is required for this report.
Options:	N/A
Recommendation:	The Council's HRA forecast financial position for 2025/26 be considered.
Reasons for Recommendation:	A strong financial and performance management framework, including oversight by Members and the Leadership Team, is an essential part of delivering the Council's Corporate Strategy.

Cabinet - 15 September 2025

Finance HRA Monitoring Quarter One 2025/26

Public Report of the Chief Financial Officer

Recommendation

The Council's HRA forecast financial position for 2025/26 be considered.

1. Executive Summary

- 1.1. The main purpose of this report is to provide a summary of the 2025/26 forecast position for the Housing Revenue Account.
- 1.2. The key findings of this report are as follows:
 - **Housing Revenue Account (HRA)** – at the end of Quarter One there is a forecast pressure of £0.485m across the HRA for 2025/26. This would reduce the contribution to reserves at the end of the year to keep the HRA main account balanced.
 - **Housing Revenue Account capital programme** – at the end of Quarter One the HRA Capital programme expenditure is forecast to be £18.479m for 2025/26. This would represent a pressure of £0.134m.

2. Background

- 2.1. Local Authorities have a requirement to account separately for core operational services and the provision of dwellings. This is achieved by creating two reporting functions; the General Fund and the Housing Revenue Account.
- 2.2. The Housing Revenue Account is a statutory requirement for local authorities with a council housing stock. It contains all the expenditure and income relating to the direct provision of that stock. Included in the Housing Revenue Account are elements such as rent, service charges, maintenance, repairs, and property management.
- 2.3. The Council takes a multiyear approach to its budget planning and monitoring, recognising that the two are inextricably linked. At three-month intervals officers provide their latest forecast expectations for each of the reporting units. This report offers the latest outlook based on the information available at 30 June 2025 (Quarter One).
- 2.4. Throughout the report, pressures and savings are referred to. A pressure is an instance whereby forecast costs have exceeded budget or forecast income has not met target. This will be shown as a positive value. A saving occurs where

forecast expenditure is lower than budget or forecast income is higher than the target. This is displayed using brackets.

3. Housing Revenue Account

HRA Operating Position (Appendix 1)

3.1. The 2025/26 HRA revenue forecast position is summarised below.

Table Four: HRA Revenue Outturn Position

Type	Revised Budget £000	2024/25 Forecast £000	Outturn Variance to Budget £000
Income	(20,722)	(20,722)	0
Expenditure	16,833	17,320	486
Cost of HRA services	(3,888)	(3,403)	486
Interest and investment income/expense	43	43	0
Net cost after interest	(3,846)	(3,361)	485
Contribution to capital expenditure	3,796	3,311	(485)
Contributions to (+) / from (-) reserves	50	50	0
Total	0	0	0

3.2. Although the HRA will report a balanced position, there are two significant variances within the function, as detailed in Appendix One.

3.3. The Housing Repairs Account is reporting a pressure of £0.988m, mainly due to overspends on unplanned repairs and planned maintenance. This includes external contractor costs for major works, particularly for gas heating systems and electrical repairs, where demand remains high and in-house capacity is limited. A forecast underspend on void works is helping to partially offset this pressure. Actions being taken include tighter cost control using the National Housing Federation Schedule of Rates, reviewing gas system sustainability options, and ongoing analysis of responsive repair spend.

3.4. Supervision and Management is reporting a (£0.502m) saving, mainly due to staffing vacancies across sheltered housing, housing management, and the control centre.

Recruitment to key roles has been paused or delayed while service reviews are undertaken. Some of the underspend is being used to support temporary staffing in other areas, with recruitment activity expected to resume shortly.

3.5. A detailed analysis of HRA revenue significant, including root causes, impacts and actions being taken, is provided in Appendix One.

Focus Areas

3.6. With the introduction of the new style of reporting there will be a quarterly focus on key areas, with it being early in the reporting cycle there is limited data available to officers. For this report the housing repairs service has been selected due to the large budget pressure.

HOUSING REPAIRS

- 3.7. There is substantial work in progress to address issues of efficiency and productivity within the repairs service. These works range from:
- reviewing contractual arrangements for supplies and ensuring that vans are stocked to ensure jobs are completed right first time
 - Increased focus on efficient scheduling to increase the number of jobs per operative per day completed
 - All reports of repairs going through one route for the customer to minimise handoffs
 - Use of National Housing Federation schedule of rates to inform more accurate cost forecasting and budget management, including the capitalisation of costs where appropriate
 - Use of enhanced performance data to drive opportunities for increased productivity and efficiencies
 - Ensuring that information technology systems are integrated to reduce manual processes
- 3.8. In addition, officers will be able to make future more informed stock investment recommendations, utilising the data derived from the stock condition surveys (spend to save) and will be exploring additional opportunities for digitalisation of processes and self-service for customers.
- 3.9. The progress in this work will be updated to cabinet in future reports.

4. HRA Capital

- 4.1. The approved 2025/26 HRA capital programme is £17.257m. Reprofiling and expected savings have resulted in a 2025/26 reprofiled budget of £18.345m and a forecast outturn of £18.479m.

Table Five: HRA Capital Programme

Type	Revised Budget £000	Budget Reprofiling £000	Reprofiled Budget £000	Q1 Forecast £000	Variance to Budget £000
HRA Capital Programme	17,257	1,088	18,345	18,479	134

- 4.2. The HRA Capital Programme is forecasting a £0.134m pressure, mainly due to compensation events on the main construction contract for the Navigation Way scheme. Around £0.150m is expected to be payable in 2025/26. The risk of further events is expected to reduce as the scheme progresses, with the total variance estimated at around 2%

4.3. Details of the HRA capital programme can be found in Appendix One.

5. Significant Updates Since 30 June

5.1. The information presented in the above report is based on Quarter One, ending 30 June 2025. On 23 July the 2025/26 pay settlement for Local Government was approved at 3.2% for all staff on a pro rata basis. For forecasting purposes 4% was used as a forecast as intelligence from officers expected that the budgeted 2.5% was not going to be sufficient. The forecast adjustment for the Qtr2 report will be in the region of £0.029m saving against the previous forecast.

6. HRA Adjustment 2024/25

6.1. Between publication of the 2024/25 Outturn Report and finalisation of the 2024/25 Statement of Accounts, it was identified that other adjustments were required. The subsequent adjustment resulted in a £0.320m movement to the HRA, as set out below:

	£000
HRA Outturn Report (before adjustment)	£3,804
Year-end rent reconciliation journal	(£320)
Adjusted Final Accounts	£3,484
Revised Variance	(£910)

This adjustment ensures alignment between systems and provides an accurate final position for the HRA.

6.2. Details of the 2024/25 HRA final position can be found in Appendix Two.

Name of Meeting: Cabinet

Date of Meeting: 15 September 2025

Subject Matter: Finance and Performance Monitoring Quarter One
2025/26 - HRA

Originating Department: Finance and Performance

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☐ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Appendix 1 - Housing Revenue Account (HRA) Dashboard - Quarter 1 2025/26

1) Revenue Summary						
Service	Current Budget	Total Income/ Expenditure	Forecast	Pending Supplementary Budget /Virement	Pending Reserve Movement Requests	Total Variance
	£000	£000	£000	£000	£000	£000
Rent income from dwellings	(19,229)	(0)	(19,229)	0	0	0
Rent income from land and buildings	(129)	(0)	(129)	0	0	0
Charges for services	(1,212)	0	(1,212)	0	0	0
Contributions towards expenditure	(153)	(29)	(152)	0	0	1
Total Income	(20,722)	(29)	(20,722)	0	0	0
Transfer to Housing Repairs Account	5,874	1,937	6,861	0	0	988
Supervision & Management	7,205	628	6,704	0	0	(502)
Rent, rates, taxes and other charges	0	(53)	0	0	0	0
Depreciation and impairment	3,368	0	3,368	0	0	0
Debt management costs	0	0	0	0	0	0
Provision for bad or doubtful debts	69	0	69	0	0	0
Total Expenditure	16,515	2,513	17,002	0	0	485
HRA share of Corporate/Democratic Core Costs	318	0	318	0	0	0
Net cost of HRA services	(3,888)	2,484	(3,403)	0	0	486
Interest payable and similar charges	1,105	0	1,104	0	0	(1)
Interest and Investment Income	(1,063)	0	(1,063)	0	0	0
Net Operating expenditure	(3,846)	2,484	(3,361)	0	0	485
Contributions to (+) / from (-) reserves	50	0	50	0	0	0
Revenue Contributions to Capital Expenditure	3,796	0	3,311	0	0	(485)
(Surplus) / Deficit for the Year on HRA Services	(0)	2,484	0	0	0	(0)

3) Reserves & Balances							
Name of reserve / balance	Balance as at 1/04/25	Forecast contribution (to)/from	Forecast balance as at 31/03/26	Forecast contribution (to)/from	Forecast balance as at 31/03/27	Forecast contribution (to)/from	Forecast balance as at 31/03/28
	£000	£000	£000	£000	£000	£000	£000
Housing Revenue Account Balances	(4,085)	0	(4,085)	0	(4,085)	0	(4,085)
HRA Capital Balances	(17,621)	10,631	(6,990)	(3,953)	(10,943)	(4,225)	(15,168)
HRA Major Repairs Reserve	(6,127)	(756)	(6,883)	(412)	(7,295)	(512)	(7,807)
Housing Repairs Account	0	0	0	0	0	0	0
HRA Climate Change Reserve	(1,512)	601	(911)	0	(911)	0	(911)
HRA - Transformation Reserve	(227)	0	(227)	0	(227)	0	(227)
Sheltered Housing Rent Reserve	(456)	(49)	(505)	(51)	(556)	(53)	(609)
Right to buy Capital Receipts	(12,023)	2,350	(9,673)	424	(9,249)	0	(9,249)
	(42,051)	12,777	(29,273)	(3,992)	(33,265)	(4,790)	(38,055)

2) Head Count- Vacancies (HRA)			
Service	Budgeted FTE's 25/26	Actual FTE's at Q1	Vacant FTE's at Q1
Housing	48.80	31.80	(17.00)
Property Repairs Service	50.23	48.42	(1.81)
	99.03	80.22	(18.81)

5) Revenue variance narrative									
Service	Q1 Variance £000	Item variances to budget	Pressure/(S aving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Housing Repairs Account	988	979	Pressure	Expenditure	Unplanned Maintenance and Repair (UMR00)	External Contractor & Operator	Forecasted overspend due custom of raising invoices at a nil value instead of applying an estimate	A continuation of the current process will result in a cost pressure against the overall HRA budget	Going forward, the team will be utilising the NatFed schedule of rates, to forecast costs and support the effective management of budgets. The schedule of rates is a widely used industry standard for pricing maintenance and repairs works, particularly in social housing. The exception to this is specialist works - the team are going back through to find and record the quotes (which are being obtained). The practice of nil value jobs is to cease immediately to permit effective management of day to day budgets and accruals. Audit are to advise on any additional improvements to processes.
		(217)	Savings	Expenditure	Void works	R&M External Contractors	Forecasted underspend based on run-rate. Further information to be provided by service manager	Based on the current run rate, the Void works service R&M External contractors' cost are on a trajectory to be underspent at year end, however spend over the coming periods cannot be predicted as this is demand led.	Any underspend realised at year-end against this budget may be utilised and offset against overspends in other budget lines.
		50	Pressure	Expenditure	Housing Planned Maintenance (UMR30)	Gas Heating Systems	Tanser Court temporary boiler rental costs are running at £4.3k per month. Monthly servicing and repair costs are £35k per month. Monthly chargeable works are averaging £700 per month and audits are £850 per month. Potential overspend of £50k due to Tanser Court	The impact will be an overspend as there is no movement on the new communal boiler installation. A decision is being worked on as to whether to replace the system with a more sustainable installation such as ground source heat pumps instead of fossil fuel (gas).	The decision sits with the Asset Maintenance Manager and until a viable scheme is decided upon, the rental costs will continue for the temporary gas boiler.
		132	Pressure	Expenditure	Housing Planned Maintenance (UMR30)	Electrical Maintenance	Average monthly electrical response repair work is running at approximately £31.75k. This is a responsive repair budget, so the outturn is only estimated. Possible overspend	This is a responsive repair budget and the budget amount for 2025/2026 has been based on previous year's spend. Work cannot be predicted to a finite amount. The current spend aggregated to 12 months shows an upward trend in response repairs, hence the potential overspend	Ongoing monthly analysis of spend will be ongoing but unfortunately there cannot be anything put in place to mitigate responsive repair costs.
Supervision & Management	(502)	(157)	Saving	Expenditure	Sheltered Housing (AGP)	Salaries	13 ILC roles budgeted but should only be 12 ILC posts. 8 perm ILCs currently in post. Posts being kept vacant pending a review of the service. Using the spare budget to fund a Tenancy Support Temp (Grade D) - currently in post and have advertised for a Temp Housing. Several Independent Living Officer positions are vacant pending a review of the service.	Represents a saving although the positions could require support from other agency recruitment elsewhere in the service as well as agency staff covering these roles.	Service review to commence shortly
		(186)	Saving	Expenditure	Housing Management (MAN22)	Salaries	Possible duplication of Housing Officer role and a vacant Tenancy support assistant role which has budget remaining but prevented from recruiting as is FTC. £200k agency staff budget being utilised by Lead Officer for HM & Support, Lead Officer, IT officer and Tenancy Support Admin which have been forecasted to £82k based on run rate.	Saving to the service	Forecasted underspend may be used to support the service short term.
		(141)	Saving	Expenditure	Control Centre	Salaries	There should be 12 Control Centre Operator posts, but establishment budget assumes 13, and currently 5 in post. The 6/7 vacancies are being covered by agency staff.	Significant agency staff spending	Service is under review

4) Capital Summary						
Service	Current Budget	Total Expenditure	Forecast	Pending Supplementary Budget/ Virement/ Reprofilling	Total Variance	Narrative
	£000	£000	£000	£000	£000	
Navigation Way (formerly Biart Place)- Construction	5,567	1,698	6,836	1,088	181	The pressure on this Housing scheme mainly relates to compensation events (i.e. events outside of the contract) due on the main construction contract. The value of known events at Q1 payable during 2025/26 is circa £150k. As the scheme progresses the risk of these events occurring is expected to reduce. The variance expected across the whole scheme is circa 2%
Housing Management System	77	0	60		(17)	Current spend on Consultancy fees linked to housing management system will be transferred to this budget.
Fire Risk Prevention Works	100	8	100		0	
Rewiring	160	11	160		0	
Lifeline Renewal Programme	60	13	30		(30)	Good progress has been made with the upgrading of equipment from analogue to digital, therefore it not anticipated that all the budget will be required.
Finlock Gutter Improvements	100	0	100		0	
Rebuilding Retaining Walls	50	(22)	50		0	
Replacement Footpaths	100	(55)	100		0	
Driveways	25	(15)	25		0	
Fire Risk Prevention works voids	70	9	70		0	
Rewiring Unplanned Renewals	177	27	177		0	
Fire Risk Unplanned Renewals	60	0	60		0	
Roofing unplanned renewals	50	0	50		0	
Disabled Adaptations	250	20	250		0	
Kitchen Modifications	1,510	232	1,510		0	
Kitchen Modifications Voids	200	0	200		0	
Kitchens non voids	52	(7)	52		0	
Heating Upgrades	20	6	20		0	
Bathroom Modifications	90	0	90		0	
Bathroom Modifications - voids	100	11	100		0	
Bathrooms non voids	50	(9)	50		0	
Carbon Management Plan (HRA)	59	(29)	59		0	
Purchase of Council Houses	6,740	247	6,740		0	Housing acquisition opportunities that arise and align with required demand will continue to be pursued throughout the remainder of the financial year. Therefore, the estimated spend is likely to increase but cannot be forecast currently due to the nature of property acquisitions and changes in need demand.
Rounds Gardens demolition	338	1	338		0	The remaining works on this demolition element of the Housing scheme are due to complete in 2025/26
Rounds Gardens- Design and Legal Fees	1,252	7	1,252		0	Feasibility design work is currently ongoing for this Housing scheme
Overall Total	17,257	2,151	18,479	1,088	134	

Appendix 2 - Housing Revenue Account (HRA) Dashboard - Quarter 4 2024/25

1) Revenue Summary

Service	Current Budget	Total Income/ Expenditure	Pending Carry Forward Requests	Pending Reserve Movement Requests	Total Variance
	£000	£000	£000	£000	£000
Rent income from dwellings	(18,342)	(18,113)	0	0	229
Rent income from land and buildings	(129)	(118)	0	0	11
Charges for services	(1,180)	(1,133)	0	0	47
Contributions towards expenditure	(154)	(153)	0	0	1
Total Income	(19,806)	(19,517)	0	0	290
Transfer to Housing Repairs Account	4,779	5,930	0	0	1,150
Supervision & Management	6,945	6,454	(135)	0	(355)
Rent, rates, taxes and other charges	125	248	0	0	123
Depreciation and Impairment	3,324	3,324	0	0	(0)
Debt management costs	0	0	0	0	0
Provision for bad or doubtful debts	66	94	0	0	28
Total Expenditure	15,240	16,051	(135)	0	946
HRA share of Corporate/Democratic Core Costs	318	353	0	0	35
Net cost of HRA services	(4,249)	(3,113)	(135)	0	1,270
Interest payable and similar charges	1,104	1,104	0	0	0
Interest and Investment Income	(1,115)	(1,475)	0	0	(360)
Net Operating expenditure	(4,259)	(3,484)	(135)	0	910
Contributions to (+) / from (-) reserves	49	49	0	0	0
Revenue Contributions to Capital Expenditure	4,210	3,435	135	0	(910)
(Surplus) / Deficit for the Year on HRA Services	0	0	0	0	0

2) Head Count- Vacancies (HRA)

Service	Budgeted FTE's 24/25	Actual FTE's at Q4	Vacant FTE's at Q4
Housing	48.41	33.80	(14.61)
Property Repairs Service	50.32	46.04	(4.28)
TOTAL	98.73	79.84	(18.89)

3) Reserves & Balances

Name of reserve / balance	Balance as at 1/04/24	Contribution (to)/from	Balance as at 31/03/25	Forecast contribution (to)/from	Forecast balance as at 31/03/26	Forecast contribution (to)/from
	£000	£000	£000	£000	£000	£000
Housing Revenue Account Balances	(4,085)	0	(4,085)	0	(4,085)	0
HRA Capital Balances	(14,327)	(3,294)	(17,621)	10,631	(6,990)	(3,953)
HRA Major Repairs Reserve	(5,802)	(324)	(6,127)	(756)	(6,883)	(412)
Housing Repairs Account	0	0	0	0	0	0
HRA Climate Change Reserve	(1,512)	0	(1,512)	601	(911)	0
HRA - Transformation Reserve	(77)	(150)	(227)	0	(227)	0
Sheltered Housing Rent Reserve	(407)	(49)	(456)	(49)	(505)	(51)
Right to buy Capital Receipts	(12,040)	17	(12,023)	2,350	(9,673)	424
	(38,251)	(3,800)	(42,051)	12,777	(29,273)	(3,992)

5) Revenue variance narrative									
Service	Total Q4 Variance to Budget	Item Variances to budget	Pressure/(Saving)	Expenditure Type	Service Area	Description	Root Cause Analysis - When you have found a material variance you must first determine the root cause of the variance.	Impact - Next, quantify the impact. This involves not only understanding the impact to the current month; also if no changes are made, what the go-forward impact to the business is for both favourable and unfavourable budget variances.	Action - The final part of any analysis should include an action for the business. What can be put in place to mitigate the impact.
Housing Repairs Account	#REF!	808	Pressure	Expenditure	PRS Unplanned M&R	External Contractor & Operator	Contractor spend still high due to increase in demand on the service from stock condition surveys, increased tenant welfare checks and challenges with recruitment for DLO resource.	The impact from the increase in receipts from stock condition surveys HHSRS (predominantly damp and mold) and welfare checks is at an all-time high. The stock condition survey has increased the WIP and demand on the service. This has increased the WIP and demand on the service. Without intervention, this would continue whilst we drive the WIP down to increase or remain high. This also means our workforce isn't free to work on income streams from other departments.	An action plan and WIP recovery is being worked on in conjunction with the ARC action plan for the joint with asset and homes and communities departments. To boost productivity and strengthen reporting, Totalmobile software across departments is being implemented. This will support targeted reductions and require additional budget, which should result in a decrease in some areas moving to the capital programmes. But the budget, unless savings are made, isn't sufficient for the works required to the ageing stock. Additional budget has been approved for 2025/26. Two of four trade positions have been filled, with recruitment ongoing for the remaining roles.
		157	Pressure	Income	PRS Unplanned M&R	Contract Income - Internal	The income target remains too high, as it was not adjusted from the 2023/24 levels, which will continue to contribute to budget deficits. The implementation of the new system has also impacted expected income.	Income has been lower than expected due to several reasons, moving over to the new system has created some housekeeping issues where income has not been captured correctly via different codes input on the system, also due to the high demand from HRA we have been unable to provide services to other departments as we have in the past, including WSU and Asset.	Income Target to be reviewed until WIP recovery has been completed and the service is in a better place.
		(228)	Pressure	Expenditure	PRS Unplanned M&R	Materials	The root cause stems from DLO being short by 4 staff The system issues have now been resolved but this has created 2,400 financial reviews which need to be completed internally by 2 people	The decrease will cease going into the next financial year now that the system issues have been fixed. Two operative positions are impacting this, but again these should be filled within the first two months of the next financial year.	The issues have been fixed around the supplier system errors. Our focus is being made on clearing them through the systems to be able to show on Agresso for accounts. Recruitment is underway for the vacant positions and there is effort in looking at other suppliers and frameworks for better value-for-money solutions.
		214	Pressure	Expenditure	PRS Void works	Property Expenses	Major voids receipts still remain the single largest factor impacting this budget. Although a saving was projected through the year, the final WIP reports showed a significant movement of costs to Voids.	No signs of change in the near future; this will remain the same until the frameworks have been completed and properties are being returned in better condition. The ageing stock also affects the impact on spend going forward.	Collaborate with the housing team to minimise redecoration costs by offering decorating vouchers as an alternative. Delay garden cutting and clearance until a tenant has signed for the property, reducing the number of cuts needed and lowering overall costs. Explore additional strategies to optimise spending in this area while ensuring that a lettable standard is maintained, aligning with client needs. Spending decreased compared to the previous year, partly due to reduced garden maintenance requirements; however, major voids remain high at 50%. The integration of housing, assets and PRS will support the improved management of tenancies and properties.
		158	Pressure	Expenditure	Housing Planned Maintenance	Other Running Expenses	Gas Heating Systems £0.029m - Emergency costs due to boiler failure at Tanser Court; as a result, temporary boilers were needed. Electrical Maintenance £0.044m - This is a responsive budget where expenditure depends on unforeseen breakdowns, and there has been an increase in numbers. Smoke Alarm Replacements £0.018m - Overspend due to £29k from last year being posted to the current year. Laundry Equipment Maintenance £0.077m - This overspend was down to the accelerated upgrade programme due to compliance issues.	Gas Heating Systems – Unplanned cost affects the current year's budget and highlights future risk. Electrical Maintenance – Ongoing risk of overspending due to the reactive nature of repairs. Smoke Alarm Replacements – Impact on budget looks overspent this year, though it's a timing issue. Laundry Equipment Maintenance – High upfront cost now, but reduces future compliance risk.	Budgets are being monitored closely. Any risks are now being flagged earlier for timely management. Opportunities are also being explored to improve preventative works and to reduce reactive costs where possible.
Supervision & Management	#REF!	(329)	Saving	Expenditure	Supervision & Management	Salaries	There are vacancies that have been difficult to recruit to or where recruitment activity has been paused.	It could cause delays to services and put more pressure on existing staff.	The service is currently reviewing different options with the intention of re-advertising certain roles.
Rent, rates, taxes and other charges	#REF!	#REF!	Pressure	Expenditure	Supervision & Management	Council Tax	There has been a higher number of voids, including some harder-to-let properties and new builds waiting to be occupied.	These homes are taking longer than expected to be repaired, turned around and re-let.	Work is already underway to reduce voids, including speeding up repair times, reviewing long-term voids and improving the letting process.
Interest and Investment Income	#REF!	#REF!	Saving	Expenditure	HRA	Net Cost of Borrowing	Due to the Bank of England continuing to keep rates at an elevated level, this results in increased returns on investments.	As the capital balance is reduced in meeting the cost of delivering the scheme, the investment return will also continue to reduce.	This benefit cannot be relied upon in future periods, as the expectation remains that at some point, interest rates will begin to fall.
Revenue Contributions to Capital Expenditure	#REF!	#REF!	Saving	Expenditure	HRA	Contribution	This saving is due to pressure on net operating expenditure, resulting in a reduced revenue contribution to capital.	There is less in balances to fund future capital activity.	Future plans need to be aligned with the cash available to deliver them.

4) Capital Summary					
Service	Current Budget	Total Expenditure	Pending Supplementary Budget/ Virement/ Reprofiting	Total Variance	Narrative
	£000	£000	£000	£000	
Navigation Way (formerly Biart Place) - Construction	9,455	13,289	(3,380)	454	The value for construction works is higher than originally budgeted, largely due to inflation in the period between the budget being approved and the final contract being signed, causing a pressure of circa £200k for 2024/25. There is also a pressure of £197k arising from onsite compensation events submitted by the main contractor under the terms of the NEC contract. As construction is out of the ground, the risk profile of these events occurring is diminishing as this phase of the project where the abnormal and unknown events tend to materialise. Across the whole scheme, the pressure is expected to be circa 2% variance compared to budget. Budget of £3.380m is requested to be reprofiled to 24/25 from future years to align with the current programme. There have been additional construction works done in 24/25 compared to the original budget profile across the scheme, partly due to various delays (weather, WCC permitting process).
Navigation Way (formerly Biart Place) - Design	221	24		(197)	The design element was complete part way through 2024/25 and future costs were novated to the contractor resulting in a saving on this element of the scheme of (£197k).
Housing Management System	82	65	17	(0)	This is for phase 2, which will complete next year.
Fire Risk Prevention Works	100	110		10	
Rewiring	160	173		13	
Lifeline Renewal Programme	46	28		(18)	Saving at year-end due to costs for new cloud-based system being revenue rather than capital.
Finlock Gutter Improvements	100	66		(34)	As work is progressing on properties, the Finlock guttering requirements are decreasing. This is resulting in fewer properties that require these works.
Rebuilding Retaining Walls	102	69		(33)	Retaining walls are still a problem in the stock, but it is not possible to accurately predict when they will fail or need repair or replacement.
Replacement Footpaths	119	156		37	Work is reactive and unpredictable. There were some larger than normal repairs that needed to be completed, which increased expenditure in the current year. This included two major projects valued at over £30k each.
Driveways	40	17		(23)	There were fewer driveways to repair than the previous year, but signs are already showing that projects will be needed for 2025/26.
Fire Risk Prevention works voids	70	87		17	An increase in material costs and works required led to the increase in spend as well as changes to regulations.
Rewiring Unplanned Renewals	100	23	77	0	Most rewires are completed by the asset team so there aren't many unplanned rewires on repairs but there has been an increase in Electrical Inspection Condition Reports for 2025/26 which will result in remedial works required, so budget is to be reprofiled.
Fire Risk Unplanned Renewals	60	6		(54)	Work was delayed while clarity was sought from Health and Safety as to the training requirements of operatives. Work will begin to be booked in. RBC operatives are still to have suitable training, and external contractors are currently used for emergency works.
Roofing unplanned renewals	62	232		170	As previous years roofing has been a huge increase in expenditure due to no capital programme of works being completed for some 40 years +
Lesley Souter house new boiler and building management system	68	74		6	
Disabled Adaptations	250	260		10	
Kitchen Modifications	859	891		32	Work intended by the contractor to complete into 2025/26 was brought forward.
Kitchen Modifications Voids	200	118		(82)	Works have been added to the capital programme where possible.
Kitchens non voids	52	170		118	Kitchens that have required replacing but were not due on the capital programme represent an increasing trend. Work needs to be done to prevent tenants from mistreating these assets.
Heating Upgrades	60	66		6	
Bathroom Modifications	358	333	25	0	There are 41 outstanding refusals from the past two financial years that may still be requested for completion, so remaining budget will be reprofiled.
Bathroom Modifications - voids	100	80		(20)	Works have been added to the capital programme where possible, which is likely to continue as a trend for 2025/26.
Bathrooms non voids	50	36		(14)	Works have been added to the capital programme where possible, which is likely to continue as a trend for 2025/26.
Carbon Management Plan (HRA)	1,315	1,254	59	(2)	Scheme to complete in early 2025/26 as a result of delays to final installations, so remaining of the budget will be reprofiled.
Low Carbon Skills Fund	58	0	58	(0)	Corporate decarbonisation feasibility works to be reprofiled into 2025/26.
Purchase of Council Houses	7,450	2,395	5,055	0	There were 9 housing acquisitions completed during 2024/25. The remaining budget of £5.055m to be reprofiled to 2025/26, with 16 housing acquisitions already secured for completion in 2025/26.
Rounds Gardens demolition	522	184	338	0	Tower block demolition works are completed; however, there are some finishing works due to be done in 2025/26, therefore it is requested to be reprofiled to 2025/26 to finalise this element of the scheme.
Rounds Gardens- Design and Legal Fees	1,381	129	1,252	0	Spend for 2024/25 was less than originally anticipated, as the programme has been delayed due to hydraulic modelling assessment findings and procurement delays. The remaining budget of £1.252m to be reprofiled to 2025/26 to continue the feasibility design stage of the scheme. However, detailed costs are not yet known. We are awaiting further outputs from the feasibility design before the next stage (detailed design) and the outcome of the public consultation before further contractual commitment.
Property Repairs Team Vehicle	86	82		(4)	
Overall Total	23,526	20,416	3,501	391	

Agenda No 15

AGENDA MANAGEMENT SHEET

Report Title:	Housing Strategy 2025-2035
Name of Committee:	Cabinet
Date of Meeting:	15 September 2025
Report Director:	Chief Officer - Communities and Homes
Portfolio:	Communities and Homes, Regulation and Safety
Ward Relevance:	All
Prior Consultation:	<p>Elected Members Consultation held in November 2024 to shape strategic priorities, Elected Members Consultation held in March 2025 to refine themes, Scrutiny Committee July 2025</p> <p>In preparing this Housing Strategy, Rugby Borough Council has worked closely with Dr Tim Brown as the Housing Quality Network (HQN) consultancy, who acted as a critical friend during the development process. Dr Brown's extensive expertise in housing policy, strategy, and sector best practice has provided valuable insight and challenge, helping to shape a robust and evidence-based approach that reflects both national priorities and local needs.</p> <p>Internal departments were consulted throughout the drafting process and contributed directly to action planning and policy alignment, including:</p> <ul style="list-style-type: none">• Acquisitions• Environmental Health Team• Lead S106 compliance Officer• Housing Services• Communities and Projects• Development Strategy team• Assets Team• Decarbonisation Projects Team
Contact Officer:	Daniel Khan - Housing Advice & Enabling Team Manager (daniel.khan@rugby.gov.uk)
Public or Private:	Public
Report Subject to Call-In:	Yes

Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	<p>This report relates to the following priority(ies):</p> <p><input checked="" type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives.</p> <p><input checked="" type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.</p> <p><input checked="" type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.</p> <p><input checked="" type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough.</p> <p>Corporate Strategy 2025-2035</p> <p><input type="checkbox"/> This report does not specifically relate to any Council priorities but</p>
Summary:	<p>The report proposes a Housing Strategy for 2025 to 2035</p> <p>Whilst it is not a statutory or regulatory requirement for the Council to have a Housing Strategy; it is good practice to have a framework which captures the Borough's most pressing strategic housing issues and considers what further actions and objectives are needed during the next 10 years to address those issues.</p> <p>The proposed Housing Strategy benefits an action plan that sets out what actions will be taken to address issues. This will be a dynamic action plan, reviewed on a regular basis to take account of legislative and policy developments that will have the potential to impact locally.</p> <p>The Strategy is a useful reference point for our planning colleagues when enabling new affordable homes with the aim of meeting local needs. This contributes to protecting the vulnerable, reduce inequalities, and improve quality of life.</p>
Financial Implications:	There are no direct financial implications arising from this report.
Risk Management/Health and Safety Implications:	There are no direct health and safety implications arising from this report.

Environmental Implications:	There are no direct environmental implications arising from this report.
Legal Implications:	<p>Section 8 of the Housing Act 1985 places a duty upon the Local Authority to consider housing conditions and the needs of the district with regard to the provision of further housing accommodation and Section 3 of the Housing Act 2004 provides that it must keep housing conditions under review.</p> <p>The Housing Strategy provides an overarching framework against which the authority considers and formulates other policies on more specific housing issues.</p>
Equality and Diversity:	An Equality Impact Assessment has been completed and forms appendix 3 to this report. There are no direct equality and diversity implications arising from this report.
Options:	<ul style="list-style-type: none"> • Adopt the Proposed Housing Strategy 2025-2035 • Reject the Proposed Housing Strategy 2025-2035, and commission officers to present a revised version for consideration at a future meeting of Cabinet.
Recommendation:	<p>IT BE RECOMMENDED TO COUNCIL THAT -</p> <p>(1) the proposed Housing Strategy 2025-2035, as at Appendix 1 to the report, be adopted; and</p> <p>(2) delegated authority be given to the Chief Officer (Communities and Homes) to review and revise the strategy in response to changes in legislation and policy, in consultation with the Portfolio Holder for Communities and Homes.</p>
Reasons for Recommendation:	The Housing Strategy 2025-2035 identifies the housing needs of the borough and provides an evidence base to support decision making in respect of the delivery of new homes and projects to address local housing needs.

Agenda No 15

Cabinet - 15 September 2025

Housing Strategy 2025-2035

Public Report of the Chief Officer - Communities and Homes

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT -

- (1) the proposed Housing Strategy 2025-2035, as at Appendix 1 to the report, be adopted; and
- (2) delegated authority be given to the Chief Officer (Communities and Homes) to review and revise the strategy in response to changes in legislation and policy, in consultation with the Portfolio Holder for Communities and Homes.

1 Executive Summary

- 1.1 Whilst it is not a statutory or regulatory requirement for the Council to have a Housing Strategy, it is good practice to have a policy which captures the Borough's most important housing issues, and considers what further actions and objectives are needed during the next 10 years to address those issues.
- 1.2 The proposed Housing Strategy looks at the investment and resources needed to deliver the Strategy, and the partnerships and countywide collaborations which need to be continued and strengthened for broad housing delivery
- 1.3 It outlines key priorities and actions, alongside a framework for monitoring delivery and assessing progress over the lifetime of the strategy.
- 1.4 The Strategy is a helpful evidence base to support planners in their negotiations as to what forms of affordable housing will help to meet needs, over and above the detail already covered by the local plan and supplementary planning documents.
- 1.5 It must also align with other plans and strategies to ensure housing needs are understood and priorities for the community are delivered, for example, the emerging Local Plan 2024-2045 which are driven by the Council's Corporate Strategy to protect the vulnerable, reduce inequalities, and improve quality of life.

1.6 Appendix 2 to this report is an evidence base to support the recommended action plan. This will be updated at regular intervals throughout the lifetime of the strategy.

1.7 Appendix 5 to this report is a summary document of the Housing Strategy

2 Introduction

2.1 The Housing Strategy sets out how we will better understand housing needs across the borough and use this insight to shape local policies, including local planning policies, partnerships, and investment decisions. While the strategy itself does not deliver homes directly, it provides the framework to influence delivery, improve housing quality, and help create strong, healthy communities over the next decade.

2.2 The strategy has been informed by local evidence, national policy changes, and feedback from elected members. It aligns with the Council's wider goals to promote fairness, improve wellbeing, support sustainable growth, and meet net zero ambitions.

3 The Rugby Borough Council Housing Strategy 2025-2035

3.1 In November 2024, Elected Members were consulted in formulating the proposed priorities for the new Housing Strategy 2025-35, and agreed the following:

1. Help to reduce inequalities by understanding the housing needs of the borough so that we can align our efforts and work with partners to meet those needs
2. Create healthier and inclusive communities and meet housing needs by supporting quality housing delivery in targeted areas
3. Enhance partnerships by investing in joint solutions that unlock opportunity, meet the broad range of housing needs and help build positive futures
4. Enhance housing standards across social and private rented homes, and support improvements in owner-occupies homes, to create safer, green homes that support resident wellbeing.

3.2 The Strategy addresses:

- An expected 18.4% increase in residents aged 65+ by 2032 (HEDNA, 2022)
- Challenges in accessing affordable homes across all tenures
- Rising demand for housing advice, homelessness prevention, and temporary accommodation
- Pressures in the private rented sector
- The aims to decarbonise homes and support climate resilience

- The importance of accessible and supported housing for residents with complex needs
- 3.3 An Officer/ Member workshop in March 2025 considered the proposed objectives and:
- The scope of the Housing Strategy was seen as having a broad reach and covering all tenures not just social housing;
 - That alongside the scope of the strategy there should be measurements of success;
 - Social value was seen as a useful measure of success and the need to ensure a robust model exists for KPI's;
 - A desire to see more tenure types offered, such as rent now buy later and flexible tenure types;
 - An ambition to see the concentration of HMO's reduced in some part of the borough and see the impact of the renters reform bill. The need to advise on HMOs in our strategy (Article 4);
 - Empty and problematic homes – the request for an empty homes strategy, need to review what we have in place and how can we factor this into our strategy
- 3.4 The Housing Strategy 2025-2035 went to Scrutiny in July 2025.
- The Scrutiny Committee provided feedback on the strategy, raising questions around alignment with the Local Plan and other council strategies, housing demand, data gaps, and the future of key sites like Rounds Gardens.
 - In response, the Council has strengthened its evidence base, clarified the role of independent living and reallocation policies, and committed to improving data collection and presentation. The strategy now better reflects the needs of vulnerable groups, includes clearer links to other strategic documents, and has clearer action plans across the strategy priorities. Periodic reviews of the action plans and strategy will take place to ensure it remains responsive to local and national changes.

4. How the Challenges will be tackled

- 4.1 Each priority is underpinned by a set of actions that reflect the Council's role as a landlord, strategic housing authority, and planning partner. The four strategic priorities are followed by a set of targeted actions. The associated delivery plans outline actions, timeframes, leading teams, and how progress will be monitored.

A detailed action plan is included at the end of each priority chapter in the full strategy document. These action plans will guide implementation over the 10-year strategy period and form the basis of annual monitoring and review.

Key delivery methods include:

- Applying planning policy to secure affordable and accessible housing
- Working with registered providers and developers to bring forward new homes
- Implementing data-led approaches to better understand housing need
- Improving housing conditions in the social and private sector

- Responding to national policy and legislative changes as they arise

5. Conclusion

- 5.1 The Housing Strategy 2025-2035 sets out how the Council will respond to local housing challenges by influencing delivery through planning, partnerships, and use of its own stock. While most housing is privately owned, the strategy focuses on where the Council can have most impact, improving affordability, standards, and access to support. The accompanying action plans provide a framework to guide delivery and ensure accountability and align with national policy and local priorities.

Name of Meeting: Cabinet

Date of Meeting: 15 September 2025

Subject Matter: Housing Strategy 2025-2035

Originating Department: Communities and Homes

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Rugby Borough Council Housing Strategy

2025 – 2035

DRAFT

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Foreword

From Cllr Claire Edwards, Portfolio Holder for Housing

I am proud to present the new Housing Strategy 2025-2035 for Rugby Borough Council, outlining our plans to deliver our ambitions and priorities to ensure residents have access to safe, quality, affordable housing that promotes wellbeing, economic opportunity, and sustainable infrastructure for both people and nature.

This Strategy sets out the overarching plan for housing in the Borough over the next ten years. It is for everybody who lives here now, and for those who want to make the borough their home in the future.

As our Corporate Strategy sets out, we are committed to protecting the vulnerable, reducing inequalities, improving skills and access to skilled jobs, increasing affordable housing, strengthening local infrastructure such as health services and education services, and safeguarding the natural environment. This Housing Strategy supports these aims by setting clear direction for how we will deliver more affordable and accessible homes, meet the needs of a growing and aging population, work in partnership to support residents at risk of homelessness, and ensure housing growth aligns with sustainable community development.

Most people living in Rugby Borough enjoy a good quality of life but the impact of poor housing conditions in certain areas, and vulnerabilities due to physical and mental health can be a barrier to having a safe, secure and affordable place to call home.

This Strategy considers affordability of housing, providing for specific housing needs of older people and others who need support and enabling people to live and work locally.

Our successes will be measured by the social value created, including improved health and wellbeing, reduced homelessness, increased financial resilience, and stronger community cohesion. We will collaborate with our partners to achieve our ambitions and priorities of understanding housing needs, improving housing standards, and delivering more affordable homes over the life of this Housing Strategy. In doing so, we are aligning our approach with the draft metrics set out in the Local Government Outcomes Framework, ensuring our progress is measured against nationally recognised outcome and output indicators. As most housing in the borough is privately owned, this strategy focuses primarily on the social and private rented sectors, where the Council has the most influence.

I would like to thank Cllr New, Liberal Democrats Housing spokesperson, for her hard work in helping to develop this strategy. And I would like to thank our partners and everyone who contributed to the development of this Housing Strategy and hope to have your collaboration for many years to come.

Introduction

The Rugby Borough Council Housing Strategy sets out how we will better understand housing needs across the borough and use this insight to shape local policies, including local planning policies, partnerships, and investment decisions. While the strategy itself does not deliver homes directly, it provides the framework to influence delivery, improve housing quality, and help create strong, healthy communities over the next decade.

While there is no statutory requirement for councils to produce housing strategies, the role of the local housing strategy is primarily an in-house document bringing together other statutory and non-statutory policies relevant for housing. The Housing Strategy supports the delivery of statutory functions under the Housing Act 1985 and the Homelessness Reduction Act 2017, and aligns with key related documents, including the Local Plan regarding demand for and supply of housing, Homelessness Strategy, and Corporate Strategy.

Further, this strategy is aligned with the government's national housing plan, [Delivering a Decade of Renewal for Social and Affordable Housing](#), published 2 July 2025. The Plan sets out five strategic steps to deliver generational boost in social and affordable homes, including a 10-year, £39 billion Social & Social Affordable Homes Programme and a long-term rent settlement, providing a clear national framework for local delivery.

Our Corporate Strategy 2025

“We will develop policy and work in collaboration to protect the vulnerable, reduce inequalities, improve skills and access to skilled jobs, increase affordable housing, boost our infrastructure such as health services and education, and protect and nurture the natural environment”

The Housing Strategy is an important tool in delivering the Council's Corporate Strategy, to ensure that residents have access to safe, quality, affordable housing that promotes wellbeing, economic opportunity, and sustainable infrastructure for both people and nature.



To deliver the Corporate Strategy, reduce inequalities and improve housing across the Borough, the Housing Strategy will:

Corporate Strategy Strategic Themes	Housing Strategy Alignment
Healthier Rugby	<ul style="list-style-type: none"> • Promote housing models that enable independent living and reduce pressure on health and care systems. • Ensure that residents have access to quality housing that meets their needs.
Thriving Rugby	<ul style="list-style-type: none"> • Support development of a Town Centre Delivery Plan by looking at where land and property lend itself to affordable housing, together with a long-term investment plan, setting out key priorities and next steps. • Support delivery of the Local Plan which embeds our vision for sustainable growth.
Greener Rugby	<ul style="list-style-type: none"> • Reduce the council's reliance on fossil fuels in line with <u>our net-zero target</u>. • Reduce climate inequality and provide support for vulnerable residents.
Fairer Rugby	<ul style="list-style-type: none"> • Work with our communities and our partners to reduce inequality across the Borough of Rugby • Improve the availability of quality housing to meet local needs • Create safe communities where diversity is celebrated through creation of Local Letting Plans looking at a safe and inclusive mixed balance of demographics in the Borough.

Summary

The Housing Strategy 2025-2035 is shaped by the below 4 priority chapters. Each priority is underpinned by a set of actions that reflect the Council's role as a landlord, strategic housing authority, and planning partner. The four strategic priorities are followed by a set of targeted actions. The associated delivery plans outline actions, timeframes, leading teams, and how progress will be monitored.

The Local Government Outcomes Framework (LGOF), developed by the Ministry of Housing, Communities and Local Government (MHCLG), outlines priority outcomes and draft metrics to guide and assess local government performance. It is part of a broader reform to strengthen outcome-based accountability and empower councils as place leaders. Each action plan following the priority chapters of this Housing Strategy is aligned with the draft outcome and output measures set out in the LGOF, ensuring our work contributes to nationally recognised indicators of housing success.

Priority 1 Help to reduce inequalities by understanding the housing needs of the Borough so that we can align our efforts and work with partners to meet those needs

How will we do this throughout this strategy:

- Provide an evidence base of the borough's housing need, including the Local Plan requirement of 618 new homes per year, with a focus on affordable rent, home ownership, and housing for older people, to inform planning policy and partnerships.
- Provide an evidence base to support specialist housing provision for those in need, for example, housing for older people, those with disabilities, those in need of supported housing and the needs of the Gypsy and Traveller community

Priority 2 Create healthier and inclusive communities and meet housing needs by supporting quality housing delivery in targeted areas

How will we do this throughout this strategy:

- Deliver high quality affordable homes, including those meeting national space standards where applicable, and ensure robust nomination agreements with registered providers, securing 100% nominations on initial first lettings and up to 75% on future relets, so that these homes are effectively allocated to those in housing need on the Council's waiting list.
- Increase affordable housing supply by developing council land and acquiring or building new homes.
- Maintain a strong pipeline of future homes and develop a financial assistance framework to support sustainable tenancies.

Priority 3 Enhance partnerships by investing in joint solutions that unlock opportunity, meet the broad range of housing needs and help build positive futures

How will we do this throughout this strategy:

- Strengthen tenant engagement in social housing through Tenant Panels, supporting compliance with the consumer standards around transparency and accountability. Continue to engage private landlords through Landlord Forum and Environmental Health-led initiatives to improve property standards and promote good practice.
- Collaborate with partners on regeneration and redevelopment projects to enable more affordable housing, and with commissioners and partners such as HEART to align housing related support with health, care and adaption priorities.
- Develop ways to measure and understand the social impact of housing initiatives to inform future investment.

Priority 4 Enhance housing standards across social and private rented homes, and support improvements in owner-occupied homes, to create safer, green homes that support resident wellbeing

How will we do this throughout this strategy:

- Improve the quality, energy efficiency, and safety of homes across all tenures through investment, retrofitting, and better regulation.
- Improve housing conditions by maintaining up-to-date information on the condition of council housing through a rolling stock condition survey of 20% of homes annually from 2026/27, building on existing 85% baseline. Work with Environmental Health to identify potentially unlicensed Houses of Multiple Occupation (HMOs), and support efforts to bring empty homes in the borough back into use.
- Ensure accessible homes are allocated appropriately to residents with mobility or health related needs, and continue retrofit works to meet EPC C standards by 2030 and support progress towards net zero by 2050.

Our Housing Strategy will link with these Strategies and Plans to deliver a joined-up approach to meeting housing needs

Rugby Borough Council Corporate Strategy: 2025-2035

To work in collaboration to protect the vulnerable, reduce inequalities, improve skills and access to skilled jobs, increase affordable housing, boost our infrastructure such as health services and education, and protect and nurture the natural environment.

Rugby Borough Council Emerging Local Plan: 2024-2045

Sets out that residents will have access to affordable, high-quality homes that cater to diverse community needs, with targeted regeneration efforts focused on areas requiring improvement.

Rugby Borough Council Allocation Policy: 2024

Ensures that social housing is allocated fairly by prioritising those in greatest need, in line with the Housing Act's 'reasonable preference groups'

Rugby Borough Council Homelessness Strategy: 2025-2029

Prioritising safe, suitable accommodation to those in most need and strengthening partnerships to prevent homelessness.

Warwickshire County Council Health and Wellbeing Strategy: 2021-2026

aligns with the housing strategy in improving health outcomes, reducing inequalities, and improving thriving communities

Rugby Borough Council Economic Strategy: 2025-2035

Enables housing development that supports a more sustainable economy for people and protecting and enhancing the natural environment.

Overview of the Borough

The Borough of Rugby is located in central England, within the County of Warwickshire in the West Midlands Region bordering directly with Northamptonshire and Leicestershire, both of which are in the East Midlands.

The Borough has excellent transport links with the rest of the country. Junction 1 of the M6 is north of the town and the M1 and A14 are to the east.

It shares its economic and housing market with adjoining areas with strongest migration flows for housing from Coventry to Rugby and commuting to work between Rugby to Daventry and Coventry.

Population

Current Population: 114,400

The population has grown by 14.3% between the 2011-2021 Census.

36,283 residents are located in rural areas surrounding the town across 41 parishes.

The largest population is in the market town, with 78,117 residents.

Ethnicity Profile

Ethnic Group	Population	Percentage
White British (English, Welsh, Scottish, Northern Irish/British)	93,128	81.4%
White – Other (including Irish, Gypsy or Irish Traveller, Roma, other White background)	5,885	5.1%
Asian or Asian British	8,728	7.6%
Black or Black British	3,110	2.7%
Mixed/ Multiple	3,202	2.8%
Other Ethnic Groups	1,310	1.1%

Age Profile

Average age: 40 years

The average age has stayed the same since 2011.

20% increases in population continue for 35-64 years and 9% for 60-74 years.

The Coventry and Warwickshire Housing and Economic Development Needs Assessment (HEDNA) 2022 which provides the strategic evidence base for housing and employment needs across the sub-region, forecasts an 18.4% increase in

residents aged 65+ by 2032, highlighting a growing demand for age appropriate and accessible housing options.

Household Size:

Average household size: 2.4 persons

Future Forecasts Housing Need:

Calculated using the government's standard method, Rugby required 618 new homes per year of all tenures, equivalent to 12,978 homes over the full 2024-2045 Local Plan period.

The HEDNA for Rugby identifies that 35%-40% of new housing should be affordable to meet identified needs. This means there is a need of between 4,542-5,191 affordable homes of the 12,978, or 216-247 per year between 2024-2045.

Residual Need:

After accounting for planned completions (e.g., Houlton, South West Rugby, Eden Park), and including a 5% buffer, there remains a residual need of 2,831 homes between 2024-2045.

Gypsy & Traveller Requirements:

The 2025 Gypsy & Traveller Assessment confirms a requirement for 94 permanent pitches from 2024-2042. Since completion of the assessment, planning permission has been granted for one further pitch, reducing the requirement to 93 pitches.

Health and Disability

The last 2 censuses showed that, whilst the average age in Rugby remained at 40 years old, the C.9% increases in population continue for 60-84-year olds. The total older persons population in Rugby was 18.1% for persons ages 65+.

The Council's housing Register shows there are 117 people needing a wheelchair accessible home as of March 2025.

34.8% 48% of the population stated they are in good health when they were asked for the Census.

Increased Cost of Living:

Since late 2021, households across the UK have faced rising living costs, with inflation peaking in 2022 and sustained pressure of household budgets continuing into 2024. Demand for food banks and debt advice has increased, reflecting the financial strain many families are under. Rising interest rates have pushed up mortgage costs, while private rents have grown steadily, reaching 9.2% annual increase by March 2024.

For residents in Rugby, this means a growing number of households are at risk of financial hardship, housing insecurity, and fuel poverty. These pressures are particularly acute for low-income families, younger people in the private rented sector, and those unable to access affordable housing. While national trends show rising foodbank use, Rugby has seen a reduction from 7,463 individuals supported in 2023 to 6,333 in 2024. This decline is partly due to the discontinuation of the Christmas Hamper scheme, which led to a 40% drop in December voucher redemptions, the Department for Work and Pensions ceasing to issue referral slips in early 2024, and strong partnership working for financial inclusion with Citizens Advice Bureau. Addressing affordability and supporting housing stability will remain key priorities as the Borough responds to the ongoing impact of the rising living costs.

Employment Levels

Employment

In Employment (residents aged 16+): 61% of the Rugby population

21% are retired and 2.1% unemployed. Unemployment in the borough is generally lower than regional average of 3.2% and national average of 2.9%

A notable proportion of local employment is concentrated in lower-paid sectors such as warehousing, logistics, and retail, particularly around key industrial areas such as industrial estates around the M6 corridor. This contributes to affordability pressures, as competition for lower-cost housing remains high among working households on modest incomes.

Annual Pay

The mean average income in Rugby for a single person is £37,273 per annum.

The lower quartile income of all households is estimated to be £20,900.

The Housing Market in Rugby

House Prices

As at Sept 2024, the average house price was £278,993.

Affordability

A ratio of 7.4 times average income was needed in 2024 to purchase an average family home costing £278,993 on an average annual income of £37,273. An annual income of £71,741 would be required for a household income wishing to buy an average house.

Rental Market in Rugby

A household is considered able to afford market rented housing in cases where the rent payable would constitute no more than a particular percentage of gross income. While there is no single national benchmark, housing affordability is commonly assessed by considering rent as a proportion of household income. Local data suggests that the ratio of current letting practices and Housing Benefit payment thresholds means private renters are spending 40% of income on rent. This exceeds the 30% threshold often used by housing providers and policymakers to define affordability.

Affordability:

As of January 2025, rent levels in Rugby are above average in comparison to those seen nationally. The majority of homes available on the market at the time of research was 3-bed houses, with the mean price point being £1,270 per calendar month.

Using Strategic Housing Market Assessment guidance that a household can afford market renting spending from 25% of gross income on rent, and disregarding any entitlement to Housing Benefit, the annual income needed to be able to afford the average 3-bed private rent in Rugby would be £60,984 per annum.

An annual income of £44,732 is required to rent a 2 bedroom property on the private rented market. This is 120% of median annual income¹.

An annual income of £29,243 is required to rent a 2-bedroom affordable rented home. This is 78% of median annual income.

It is worth noting that Rugby is divided into two Broad Rental Market Areas (BRMAs) for the Local Housing Allowance (LHA) purposes:

- Rugby & East BRMA:
This BRMA covers most of the Rugby Borough
- Warwickshire South BRMA:
This BRMA includes parts of southern Rugby Borough, particularly areas closer to Leamington Spa and Warwick

LHA rates vary between these BRMAs, affecting the amount of housing benefit or Universal Credit housing costs residents can receive. It is further important to note that residents living in Warwickshire South receiving higher rates may be offset by the higher rent levels.

Existing Housing

69% of all homes are owner occupied

¹ Using the Gov.uk definition of affordability that a household should spend no more than 25% of their gross income on rent and disregarding any entitlement to housing benefit.

12.9% are social rented

18.2 % are privately rented

As of 2021 there were 47,015 households in Rugby

The type of housing is split between terrace 27%, semi 28% and detached homes 24%. Flats 13% and Bungalows 8%

Council Housing Stock

Total council housing stock including void and under agreement as of July 2025:
3,354

General needs properties: 2,126

Independent living properties: 1,228

Ethnic Profile of Council Residents

Figures as of July 2025. 1,532 refused to answer or did not answer when asked

Ethnic Group	Total
White British (English, Welsh, Scottish, Northern Irish/British)	2,457
White – Other (including Irish, Gypsy or Irish Traveller, Roma, other White background)	226
Asian or Asian British	26
Black or Black British	114
Mixed/ Multiple	45
Other Ethnic Groups	17

Registered Provider Housing Stock

Completed between March 2024-March 2025, the stockholding register for registered providers (RPs) show a significant portion of affordable housing in Rugby is owned and managed by RPs:

13 RPs operating in the borough, providing an approximate total of 3,700 affordable homes.

The largest RPs in terms of stock include:

RP	Stock Count
Orbit	1,364
Midland Heart	741
Clarion	695
L&Q	200

Other providers including Citizen, WHG, Bromford and Sage also hold a smaller number of homes.

Housing Register (Waiting List)

As of 18 July 2025, there were 496 households on the Housing Register waiting for social and affordable housing.

There were 110 applicants registered for independent living and wheelchair accessible accommodation. (95 independent living and 15 wheelchair accessible)

There was an urgent need for 81 applicants to move which includes needing to move due domestic violence or an emergency medical need, followed by 176 with a medium need to move such as needing to move from supported accommodation into independent living and 239 applicants classed as low priority such as the property is short of 1 bedroom.

Inward and Outward Migration

The growth of 14,325 in Rugby population according to the latest Census considers mortality, birth, and migration rates. According to the Housing and Economic Development Needs Assessment (HEDNA) 2022, the below figures are average estimates of inward and outward migration between 2010-20. These estimates suggest that Rugby continues to have net inward migration, contributing to increased demand for housing:

In-migration 5,785

Out-migration 4,960

Net-migration +825

The net-migration figure over the decade includes a mix of legal migration routes, including movement for employment, education, and family reunification. These figures do not include individuals in contingency accommodation provided for destitute asylum seekers, which is managed directly by the Home Office. This type of accommodation is temporary and highly transient, with placements changing daily. As individuals in contingency accommodation have no recourse to public funds, they are not eligible for local authority housing assistance and have therefore been excluded from housing need figures for the borough. The Government had stated that this accommodation would close within the next two years. While a small number of dispersed asylum accommodation placements exist within the community, this is limited due to local rent levels, with such provision more commonly located in lower-cost market areas outside of Rugby. The Council does not manage either contingency or dispersed asylum accommodation.

Forecast Migration

According to Office for National Statistics data regarding population projections released June 2025, the borough is expected to see positive net migration over the strategy period (2022-2032 forecast):

It is important to note that these forecasts are based on long-term trends and do not account for potential policy changes or economic shifts, which could cause actual migration figures to be higher or lower than predicted.

Internal Migration Inflow – 1,200-1,500 people per year

International Migration – 200-300 people per year

Net Migration Total - +1,400-1,800 per year

Between June 2024 and June 2025, Rugby Borough Council Homelessness Team received 56 homelessness approaches linked to End of Homes for Ukraine Scheme accommodation and Home Office Accommodation Ended. While this presents an operational pressure, it is important to note that such cases represent a relatively small proportion of overall homelessness approaches.

The three most common reasons for homelessness approach in Rugby remains:

- Family or friends no longer willing or able to accommodate (30%)
- End of private rented assured shorthold tenancy (20%)
- Domestic abuse (12%).

These trends are explored in further detail within the Homelessness and Rough Sleeping Strategy 2025-30. They also highlight the wider need for improved mediation services, which is a key consideration under the Council's ongoing review of the voluntary and community sector (VCS).

While there is evidence of pressure on housing advice and support services, recent national policy developments provide some support in managing these challenges. In 2025, the Home Office extended the notice period for refugees granted leave to remain, from 28 to 56 days, allowing more time to secure alternative accommodation before losing entitlement to asylum accommodation. Additionally, the government has committed to phasing out the use of hotel accommodation for asylum seekers by 2028-29 and is working with local authorities to identify more sustainable and community-based alternatives.

Previous Housing Strategy Achievements 2022-2024

Priority 1: To understand the broad range of housing needs in the Borough:

- **Increased opportunities for Council tenants to have their say about housing services and performance.**

Enabled through annual tenancy health checks, quarterly Tenants Newsletters, and established Tenants Groups to work with us on major policy areas.

- **Increased understanding of housing needs through data and evidence.**

Through the Office for National Statistics (ONS) and HEDNA 2022, improved understanding of housing need. The Council has strengthened its approach to managing housing need through the development of key performance indicators (KPIs), which track demand, housing outcomes, and waiting list trends over time.

The Council continues to receive a 'green' rating for its Homelessness Case Level information Collection (H-CLIC) data submissions to the Department for Levelling Up, Housing and Communities (DLUHC). This rating reflects the accuracy and completeness of the council's homelessness data and underpins our ability to monitor performance and plan services effectively.

- **Reviewed and renewed Policy and Strategies that better address demands in the Borough.**

Developed a new Homelessness and Rough Sleeping Strategy and reviewed the Housing Register Allocations Policy, both approved in March 2025. The revised Allocations Policy includes the introduction of a Choice Based Lettings (CBL) system, which is scheduled to go live in 2026. This has been added to the Housing Strategy action plan to support delivery. Further, to ensure best use of stock we have introduced short-term 5-year flexible tenancies for 4- and 5-bed homes.

Priority 2: To increase the affordable housing supply available to meet needs, through new supply or making most effective use of existing stock:

- **Increased affordable housing delivery through enabling efforts and S106 planning agreements.**

356 new affordable homes were provided via enabling work with Registered Providers 2022-24, 205 of which were provided through S106 agreements from 2023-24. From April 2022-March 2024, the Council acquired 44 properties for Housing Register applicants.

- **Reviewed property adaptations to enable people to remain independent in their own homes.**

The HEART Scheme (Home Environmental Assessment and Response Team), who support on home improvements and disability adaptations across Warwickshire, had 659 Disabled Facilities Grants (DFGs) approved between April 2023 and March 2024, including 350 for council properties and 309 for the private sector. In Rugby alone, 713 referrals were received (an increase from 631 the previous year). Adaptations included level access showers, stairlifts, and property extensions. Customer feedback highlighted that 76% of service users felt safer and warmer at home following the adaptations, demonstrating the scheme's role in supporting independence and wellbeing.

Priority 3: To increase the quality and affordability of homes by improving the energy efficiency of our poorer performing housing stock and at the same time reducing carbon emissions:

- **Improved energy efficiency in Council-owned homes.**

Delivered the Local Authority Delivery (LAD) scheme in 2022, investing over £739,000 in air source heat pumps, solar panels, and loft insulation top-ups for 40 council owned homes, targeting those most at risk of fuel poverty. This was followed by delivery of the Social Housing Decarbonisation Fund (SHDF) Wave 2.1 scheme, which invested more than £2.1 million in External Wall Insulation (EWI), solar panels and loft insulation top-ups in 112 council-owned homes between 2023 and 2025.

In 2025, the Council secured a £10.7 million Grant via the Government's Warm Homes: Social Housing Fund – Wave 3 scheme, which will be match-funded by RBC to give a total project budget of more than £20.6 million. This funding will be used to deliver a range of energy efficiency upgrades (EWI, solar panels, loft insulation top-ups, air source heat pumps and ground source heat pumps) to up to 1,000 homes between 2025 and 2028.

Work continues to produce Energy Performance Certificates (EPCs) for the Council's social housing stock and improve the percentage of the stock that has a valid (in date) EPC. As of May 2025, 50.74% of the Council's social homes had a valid EPC.

- **Engaged with the private sector and planning for long-term investment.**

A review of energy efficiency in licensed Houses in Multiple Occupation (HMOs) was completed in June 2024, followed by outreach to 198 landlords inviting participation in the Home Upgrade Grant scheme (HUG). Although uptake from the private rented sector was limited, 17 owner-occupied homes in Rugby received full energy

efficiency upgrades, funded entirely through HUG. Works costing an average of £26,914 per property led to an average EPC improvement of two bands and are forecast to reduce carbon emissions by 2,357 tonnes over the lifetime of the measures. Future plans will target broader private rental properties following the implementation of the Renters Rights Bill in 2025.

Priority 4: To ensure that our new council housing developments are low carbon and make a positive contribution towards creating sustainable communities which we can be proud of now and in the future:

- **Delivering low-carbon Council Housing: Navigation Way**

Planning and development of the Navigation Way scheme (formerly Biart Place) is almost complete, expected to complete by 2025-26. The development delivers on the Council's commitment to sustainable communities and is designed to meet low-carbon standards (discussed further under Chapter Priority 2).

- **Regenerating town centre sites for future sustainable development: Rounds Gardens**

As part of the regeneration of the town centre, the demolition of 221 council-owned homes at Rounds Gardens has been completed, with site clearance, landscaping, and boundary improvements finalised May 2024.

What Has Changed in Rugby and What Are Our New Challenges

The last housing strategy 2022-2024 was written as the country was emerging from the pandemic and at that time the main focus was on improving the housing situation for the residents of the Borough in respect of homelessness and homelessness prevention.

What has Changed:

Housing Market Shifts: Nationally, changes to landlord tax relief, energy efficiency requirements, and uncertainty around future regulation are contributing to a growing number of private landlords exiting the market, leading to fewer private rented homes and increased pressure on homelessness services and temporary accommodation, which is being seen in Rugby. As such, a relaunch of Rugby's Landlord Forum was backed by council's cabinet in January 2025. At the time of backing, Rugby had 6,000 privately rented properties, with only a small number of landlords owning more than 5 properties in the borough.

National Policy Announcements: The national housing policy landscape remains fluid, with a wave of consultations and announcements linked to the Spending Review, some of which are still awaited or remain in draft form. Where appropriate, future changes such as new funding programmes, regulatory shifts, or policy frameworks will be reflected in the action plans of each priority as an agile document, ensuring the strategy stays responsive and relevant.

2025 Government Spending Review: The 2025 Spending Review published in June 2025 gives registered providers a boost to support new homebuilding. While the Affordable Homes Programmes (AHP) set ambitious targets for delivery, changes in costs and policy have led to adjustments in annual delivery expectations. A new 10-year AHP (renamed Social and Affordable Homes Programme in July 2025 – SAHP as per the National Housing Plan) has been announced with substantially increased funding compared to previous years - £39bn over the next decade. Full details of the grant prospectus, including how funding will be allocated, are expected to be published later in Autumn 2025. Registered providers will need to maximise the impact of this funding to meet local housing need effectively

Demographic Trends: An aging population has increased the demand for older person housing and extra care accommodation, such trends are projected to continue. The need for larger family homes has also grown, with limited stock in temporary and social accommodation.

External Pressures: There are competing issues which distort demand for housing in regards to Home Office dispersed asylum placements. For those granted leave to remain with recourse to public funds, the Council look to discharge our homelessness duty into the private sector amid slower delivery of new affordable

homes. Other organisations, such as probation services and contractors like SERCO also seek to secure units in the private rented sector. The HEDNA identifies unmet housing need in Coventry, which places upward pressure on Rugby's housing market, particularly for family-sized homes and rental accommodation, as demand shifts outward from urban centres. National rises in inflation, interest rates, and energy costs affect household affordability and increased reliance on council housing services and financial support, such as Discretionary Housing Payments (DHPs) and homelessness prevention funding. For Rugby, the number of DHP applications rose by 36% between 2022/23 - 2023/24, and a total of 228 applications for DHPs were made in 2024/25 compared to the previous years of 231 and 314. The Homelessness Prevention Fund grant has increased each year to combat homelessness in Rugby, seeing an increase of 29.59% from 2024/25 to 2025/26.

New Challenges We Face:

Affordability Gaps: Young people under 35 and families face difficulties accessing private rental housing due to affordability gaps, particularly those affected by Shared Accommodation Rates (SAR) limited by Housing Benefit. SAR applies to Housing Benefits for under 35-year-olds, which limits the amount of support available to cover rent costs. This often means that many young people cannot afford rents for self-contained properties and are restricted to shared housing/HMOs. Families on benefit income may struggle financially as local rents frequently exceed the maximum housing support available from Local Housing Allowance rates (discussed further in Priority 1), leaving a shortfall they must cover themselves.

Allocations and Lettings: The forthcoming introduction of choice-based lettings (CBL) will modernise the allocations system and provide insight into demand patterns, but this requires investment in systems and communication. The introduction of CBL allows applicants to bid for properties in areas they want to live, rather than being matched by the Council. This improves transparency and helps people get into the right home more quickly, reducing the number of refused offers and repeat lettings. CBL also provides clearer insights into housing demand and preferences, supporting more informed decision making for the Council. CBL makes the allocations system more customer-centred, but the bigger issue is the scale of need compared to the smaller number of properties that become available each year (please see Housing Needs chapter in Evidence Base 2025-2035 report).

Financial Inclusion and Tenancy Sustainment: Rising living costs across all tenures underline the importance of a financial assistance framework to prevent homelessness, reduce arrears, and support long-term tenancy success.

Delivery and Energy Standards: Meeting Net Zero targets by 2050 remains a key objective. Enabling opportunities to delivery affordable housing and maximise energy efficiency through retrofit and design requires positive partner collaboration.

Registered Providers and Developers Delivering Affordable Housing: Delivering affordable housing is increasingly constrained by a combination of regulatory and market pressures. The enforcement of national space standards has led to some s106 affordable units being rejected by registered providers, while rising build costs, viability issues, and the cost of finance have impacted delivery across tenures. New building safety requirements and the need to meet sustainability targets also present cost pressures, particularly where upgrading existing stock is required. Additionally, future licensing and Article 4 directions for HMOs may reduce the over concentration of HMOs in locations, and smaller development sites often lack the efficiencies of scale needed to support affordable provision.

Local Government Reorganisation (LGR): the ongoing consideration of LGR across Warwickshire has the potential to reshape governance structures and delivery of housing-related services. LGR involves the potential restructuring of existing district, borough, and county councils into a new unitary authority or authorities. This would change governance arrangements, potentially centralising decision making and service delivery. While no formal change has yet been agreed, any future move towards unitarisation could affect strategic housing functions, funding mechanisms, and partnership arrangements. Rugby Borough Council will continue to monitor developments to ensure housing services remain responsive, accountable, and well-coordinated during any transition or structural reform.

The Housing Strategy 2025-2035 Priorities

Priority 1 Help to reduce inequalities by understanding the housing needs of the borough so that we can align our efforts and work with partners to meet those needs

What we will achieve:

- We will use information and evidence from Census, SHMA, HEDNA and our housing register and homelessness data to design the right homes in the right places.
- We will work with planners to ensure that the affordable housing they negotiate for delivery is the right mix to meet need in the borough
- We will work with partners to shape housing delivery and improve access to affordable homes.
- We will plan for inclusive housing that responds to changing needs and emerging challenges.

Housing Demand

The draft Local Plan, looking at periods between 2024-45 and in accordance with the standard method set out in national policy, identifies a need for 12,978 new homes to be delivered as a mixture of all tenures (618 new homes per year are needed between 2025-2035) to meet the current demand. Much is already committed through developments across Houlton, South West Rugby and Eden Park.

One of the main reasons for homelessness continues to be private landlord evictions. This is not set to change with the forthcoming Renters Rights Bill 2023 which offers longer term tenancies and ending the practice of no-fault evictions. Whilst this is welcomed to increase private rented sector housing standards, often private rented sector housing is the only housing option available and to lose this stock will only increase homeless presentations further.

Regarding Social Housing, it has been found that, while affordable rent for Registered Providers (Housing Associations) is set up to 80% of local market rate rent (higher than social rent but still below market rate) this has been unaffordable for some Housing Register applicants not in receipt of Housing Benefit. A small number of nominations have been returned to Registered Providers after applicants failed affordability checks, highlighting a mismatch between affordable rents and

what households can realistically afford. A lot are reverting back to social rent and this is something that Homes England encourage in Rugby as a high pressure affordability area. Local Housing Allowance (LHA) set the maximum housing support available for private rents and act as a benchmark for affordability. In Rugby, some affordable rents exceed the LHA rates, limiting access for lower-income households. Closer alignment with LHA rates should be considered to support sustainable tenancies and reduce failed nominations. While the Housing Strategy aligns with the emerging Local Plan, it is important to note that the Local Plan is a complex statutory document with a significantly longer development timeline. Its progression is subject to formal consultation, evidence gathering, and regulatory approvals, and will follow a separate trajectory to this strategy.

Creating the Right Conditions for Affordable Housing Delivery

The introduction of Nationally Described Space Standards and further regulation of housing quality standards has resulted in affordable homes which were planned as part of S106 agreements not meeting the space standards thresholds. Developers are finding it difficult to sell these homes to Registered Providers who are reluctant to purchase if they do not meet the Regulator's standards.

We work closely with Homes England and maintain regular dialogue with our Registered Providers to share housing knowledge and understand the challenges they face in developing and managing homes. These conversations inform our strategic approach and highlight barriers such as land availability, viability, and evolving regulatory requirements. Through our policies, including planning guidance and support for meeting national space standards, we aim to create the right conditions for delivery, while aligning with new expectations from the Regulator of Social Housing around quality, safety, and tenant satisfaction.

Affordability and Housing Access for Under 35s and Single People

Single people, particularly younger adults, often rely on the private rented sector for housing, where affordability and quality can be a challenge. Young people under 35 face barriers accessing such accommodation, namely for those who are only entitled to the Shared Accommodation Rate (SAR) through housing benefit or Universal Credit, which significantly limits affordability in the private rented sector. Due to these restrictions, a growing proportion live in Houses of Multiple Occupation (HMOs)

We will work with private landlords and partners to improve standards in existing HMOs, while ensuring our planning policies continue to support a balanced approach to shared housing. We will build a clearer picture of single-person housing need across tenures to guide future provision. Further information on improving standards is found under Chapter Priority 4: Enhancing housing standards across all housing tenures to create safer, green homes that support resident wellbeing.

Shared ownership plays an important role in improving housing access for younger people and families who are priced out of full market purchase. For many under 35s, particularly single-income households, it offers a more affordable route into home

ownership, especially given rising deposit requirements and mortgage lending constraints. We will continue to monitor the demand and delivery of shared ownership homes locally and work with registered providers to ensure the tenure is well-targeted, clearly promoted, and appropriately located to meet identified needs.

Housing for Families

For Rugby Borough Council tenants, Tenancy Health Checks are being undertaken by our housing services team where approximately 1,000 have been completed to date. The information is gathered to populate tenant records in the housing management system and capture needs and expectations.

As outlined under the 'Overview of the Borough' chapter, the average income of a single person in Rugby is £37,273 per annum while the lower quartile income is estimated to be £20,900. An estimated household income of £60,984 per annum is required to afford a 3-bed property in the private rented sector based on average rent levels from January 2025. Households on average incomes feel priced out of the private rented sector, which can cause delays to secure suitable accommodation where there is a housing need.

Housing Register data between January 2025- March 2025 demonstrate the supply and demand pressures for larger households through the average number of days applicants had been on the Housing Register until they were allocated a property. There was an average wait time of 229 days for the 15 applicants that were allocated a 3-bed property in this time period, with 105 applicants still waiting for this house size. There was an average wait time of 1,073 days for 3 applicants rehoused in this time period for a 4-bed property, with 67 applicants still waiting.

Temporary accommodation data for homelessness approaches as of March 2025 shows that 11 applicants in temporary accommodation with a 3-4-5-bed need, waiting from 36 days at the lowest waiting time, to 306 days at the highest to move on. Delays are due to affordability and availability of suitable accommodation in either the social or private rented sector. This in turn causes further demand in the available temporary accommodation stock for the Council.

To ensure our stock acquisitions and planning efforts are aligned with areas of highest demands, we will look to review how Waiting List applicants select their preferred areas, namely through a new choice-based approach. This will provide clearer insights for prioritising acquired stock and building developments in areas with the greatest identified needs, as currently applicants can select multiple areas when applying to the housing register, which causes challenges in capturing demand trends.

Support for the Armed Forces Community

Rugby Borough Council is a signatory to the Armed Forces Covenant and recognises the unique sacrifices made by current and former members of the Armed Forces. In line with MHCLG policy announcement effective from December 2025, which sets out broader housing support for veterans and service leaders, Rugby Borough Council has incorporated these changes into its Allocations Policy. Former members of the Armed Forces with an identified housing need are awarded the highest priority banding on our housing register.

The council also supports service leavers and their families through the provision of tailored housing advice and referrals to relevant support services. This forms part of our broader commitment to ensuring equitable housing access for all, and to honouring the principles of the Covenant by not disadvantaging those who have served in seeking settled accommodation.

Rugby Borough Council is committed to supporting the Armed Forces community through its Allocations Policy and the Armed Forces Covenant, it is important to clarify that our current data does not indicate that rough sleepers in the borough are from this cohort. Our support is targeted and proportionate, ensuring veterans are not disadvantaged in accessing housing.

Rugby Borough Council have been awarded the Silver Award from the Armed Forces Covenant's Employer Recognition Scheme, with a formal ceremony due to take place in September 2025.

Home Office Dispersed Asylum

Asylum seekers are supported directly by the Home Office through appointed contractors, such as Serco. Rugby Borough Council does not have a statutory role in the provision or management of asylum accommodation, and does not hold or share data relating to this cohort. As such, asylum-related housing pressures fall outside the scope of this strategy.

Probation Services

Councils support specific groups for rehousing such as applicants under Probation. Public Bodies such as Prisons and Probation Services are required to make a referral for individuals they believe are homeless or at risk of homelessness to a local housing authority, known as a 'duty to refer'. This aims to ensure early intervention and support before someone reaches crisis point. The Council have arrangements in place with the Prison Services that enables us to conduct an interview via video link with the offender and their community-based Probation Officer whilst still in prison. This enables us to explore the offenders housing options at an early stage and identify any challenges that may arise where high-risk offender's options for housing will be restricted due for example to bail conditions not allowing offenders to be housed in certain locations or due to their level of support needs they require certain types of accommodation, such as residential supported accommodation or an adapted property. In addition to this, Warwickshire Heads of Housing have drawn up and implemented a housing protocol to be instigated where, for example, an offender's local connection sits with a district or borough in

Warwickshire where bail conditions prevent their being housed in that area. Alongside the 'Duty to Refer' process, regular meetings are held between the Housing Advice and Enabling Team and Probation Services to exchange information during the offender's homeless journey, enabling a more efficient service to be provided to the customer. Senior Management attend meetings with Police, Prison, and Probation Services where a violent or sexual offender requires public protection arrangements to be put in place (MAPPA).

Recognising the Specific needs of Gypsy and Traveller Communities

We recognise the specific accommodation needs of Gypsy and Traveller communities within Rugby. In line with Government guidance, the assessment of pitch need in Rugby Borough Council is carried out using a specified and nationally recognised methodology, most recently within the Gypsy and Traveller Accommodation Assessment. This methodology considers factors such as household formation, existing accommodation, and planning status, ensuring the calculated need is robust and evidence based. The Local Plan identifies a need for **93 pitches** between 2024-2042 to meet future demand, with allocations for 46 pitches made. Draft site allocations include two long-standing sites that currently operate under temporary planning permission, reflecting our ongoing commitment to identifying suitable, sustainable, and permanent solutions to meet these communities' needs. The delivery of 93 permanent pitches identified in the Gypsy & Traveller Accommodation Assessment is subject to a range of variables, including the identification of suitable and available sites, meaningful engagement with the Gypsy and Traveller community, and compliance with planning and environmental requirements. These factors mean delivery will be phased and complex.

Homelessness

There has been a marked increase in the number of people approaching the Housing Service who had received Section 21 No Fault Eviction Notice due to landlords wishing to sell or re-let their property. This could be attributed to the risings cost of living since 2021 and the 2022 mini budget crisis that led to a significant increase in mortgage rates which became unaffordable to many homeowners and landlords.

Over the last 5 years, social rented housing had been the main type of accommodation secured to end Prevention and Relief Duties successfully. These duties, set out in the Homelessness Reduction Act 2017, require local authorities to take reasonable steps to prevent homelessness (Prevention Duty) or to help secure accommodation for those already homeless (Relief Duty). This is followed by private rented accommodation, which as discussed in this strategy, is high in demand.

The Homelessness Strategy 2025-29 outlines priorities focused on preventing homelessness, supporting households who are already homeless or threatened with homelessness, and ensuring a range of options are available to alleviate homelessness through strengthened partnership working with voluntary and

statutory partners. Unlike the Housing Strategy, the Homelessness Strategy is a statutory obligation.

The Council has a statutory duty to ensure that individuals fleeing domestic abuse are provided with safe, suitable, and secure accommodation. This duty is met through a combination of joint working with specialist agencies including Refuge, the Council's own housing stock and private sector leased temporary accommodation. In line with recent national policy changes introduced in July 2025, the removal of local connection requirements for survivors of domestic abuse and young care leavers means applicants can now seek housing in any local authority area without needing to prove a prior connection. While the Council's Allocation Policy already exempt those fleeing abuse from local connection requirements, the Council is currently reviewing the allocation policy to ensure compliance with this legislative change and to make appropriate amendments.

The Council uses a mixture of; own designated stock, stock leased from private landlords, and B&B accommodation when necessary to manage the demand for temporary accommodation. The number of properties used varies each month due to changes in designated and non-designated stock and availability of stock leased from private landlords if these are returned. As of February 2025, 20 properties were leased through a private rented leasing scheme with landlords, 2 houses of multiple occupation owned by the Council, and a mixture of 28 designated and non-designated temporary accommodation within Council own stock (availability subject to properties being in VOIDS).

To ensure that best use is made of temporary accommodation options and having a supply of emergency accommodation for the future, it will undertake a review in 2025-2027.

The Council's aim is to reduce reliance on B&B accommodation means it has used its own housing stock as temporary accommodation for homelessness, where appropriate and in line with statutory standards; particularly where families with children or those with high support needs are concerned, to provide temporary accommodation. By doing this it made a saving of £48K in 2023/24.

The Council recognise risks for homelessness for care leavers. In partnership with children's services and relevant agencies, we are committed to offering early intervention as means of prevention through joint working wherever possible.

Housing for Older People and People with Disabilities

The Demand for Older Persons Accommodation

The HEDNA states that Warwickshire projections show an increase in the population aged 65 and over of 32,400 people by 2032. As the population becomes older and rise in ages can be linked with health issues and disabilities, the demand and need for wheelchair accessible accommodation grows. The HEDNA estimates a need of 10% for wheelchair user homes and 21% of affordable homes should be wheelchair adapted to 2032.

The draft Local Plan 202-2045 is proposing on developments of 10 or more homes, 10% of all new dwellings shall meet the requirements for Category 3 – wheelchair user dwellings set out in Part M4(3) of Schedule 1 to the Building Regulation 2010 (as amended). This proposal will enable supply of the demanded need for wheelchair accessible accommodation.

In this Strategy we are also proposing that all affordable ground floor units (flats or bungalows) must have level access showers or wet rooms, to meet M4(3) accessibility requirement and needs of the likely occupants, which may be older persons or those with a disability.

Housing with Care

Rugby's current provision of extra care units is 87 units in total. Warwickshire County Council's Market Position Statement shows there will be an Extra Care Housing need of 233 for Rugby by 2040, particularly for older adults and those with disabilities, emphasising collaboration with partners. Rugby will need to enable 15 extra care housing per year for 15 years to meet this demand.

Whilst there are no extra care units currently under development, during this strategy period feasibility studies will be undertaken to identify sites to bring forward viable extra care schemes to meet the demand. Town Centre locations are being considered as one of the opportunities to meet these needs which will need to be large scale to cater for 70-80 units which are required to achieve financial viability on previously developed sites.

The Council owns 1,185 independent living properties suitable for those over 55 consisting of 346 bungalows and 839 1- and 2-bedroom flats.

As part of ongoing work to ensure the best use of council housing stock, the Council is undertaking a redesignation project. This involves reclassifying certain Independent Living (sheltered) properties, specifically those that are more dispersed and no longer considered fit for purpose, as general needs housing. These homes will be made available to applicants on the housing register who meet eligibility criteria. Importantly, there are no plans to redesignate sheltered housing schemes that are purpose build around community rooms and shared facilities, which continue to play a vital role in meeting the needs of older residents. Safeguards are in place to protect the overall supply of appropriate and accessible housing for older people, in line with this strategy's wider recognition of an aging population and rising demand for housing with care and support.

Housing with Support

The Council recognised the essential role that housing with support plays in enabling people with disabilities, vulnerable older residents, and those with long-term conditions to live independently. In July 2024, the Local Government and Social Care Ombudsman (LGCSO) published a report on housing and disability, highlighting systemic barriers that prevent disabled people from accessing suitable housing. The report made key recommendations for councils, including improving the timeliness

for adaptations, ensuring clarity in policies, and placing the needs of disabled residents at the heart of housing decision making.

The average cost of home adaptation to allow an older person to remain at home is £6,000 compared to the cost of £26,000 for residential care. Whilst this for many is the preferred choice to retain independence in their own home, and adaptations enable this, for many it is the help with daily living and having care that has prevented them living in their own homes. The Warwickshire Market Position Statement advises that Housing with Care has emerged in the last 10-15 years as a viable option for people with an immediate or anticipated need for care and support and a wish to remain in a home of their own. It is designed for those with current or future care needs who wish to live in their own home.

MHCLG and the Department of Work and Pensions (DWP) published the consultation on Regulatory Oversight of Supported Housing in February 2025, closed on May 2025. Guidance is expected later in 2025, potentially late summer or autumn. This The Supported Housing (Regulatory Oversight) Act 2023 received Royal Assent in June 2023 and came into force August 2023. The Act empowers the Secretary of State to introduce a local licensing regime for supported exempt accommodation and require local authorities to develop supported housing strategies. The consultation also seeks views on potentially linking Housing Benefit to the licensing regime and defining care, support and supervision in Housing Benefit regulations in England. This consultation is an opportunity for providers, residents and stakeholders to help design an effective regulatory system that ensures supported housing delivers the support people need.

We are working closely with Integrated Care to reduce the impact of bed blocking. County wide local authority Hospital Liaison Officers are working with hospital discharge teams and Housing Services to ensure patients who are homeless or at risk of homelessness have accommodation and/or support before discharge. We are also working closely with Commissioners and the Integrated Care Board to identify sites to bring forward viable extra care schemes to meet the demand.

What Success will Look Like: Action Plan²

- **Help to reduce inequalities by understanding the housing needs of the borough so that we can align our efforts and work with partners to meet those needs**

Target	Achieved by or target	How will it be achieved, and what will success look like?	Who and how will the target be monitored
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² A full review of this strategy will take place every 2 years.

Contribute to meeting the borough's identified need over the lifetime of the Local Plan, through delivery of new homes across all tenures. ³	Annually throughout the duration of this strategy 2025-2035	Achieved through the planning system Homes are built and occupied	Annual Monitoring Return (Planning) LGOF Outcome Measure: Net additional dwellings (MHCLG) LGOF Output Measure: Total new homes delivered as % of existing stock
Deliver a minimum of 20-30% social/affordable homes as part of new housing development annually, in line with adopted and emerging Local Plan policy (Policy H2). ⁴ This equates to approximately 124-185 affordable homes per year based on the emerging housing need figure (618	Annually for the period 2025-2035 Quarterly or otherwise agreed periodic meetings with Registered Providers	Through planning policy requirements on qualifying development sites (10+ dwellings or 0.36ha+), as set out in the Local Plan, onsite provision is prioritised through S106 planning agreements Encourage Registered Providers to purchase homes or sites and provide support in their Homes England bid submissions to Strategic and Investment partners. Homes are built and occupied for people in need on the council's housing register	Local Authority Housing Statistics dataset (LAHS) MHCLG Periodic meetings with Registered Providers LGOF Output Measure: year-on-year change in social rented dwellings held in LA HRA (MHCLG)

³ At the time of drafting, the emerging Local Plan's Preferred Consultation (March-May 2025) identified 618 homes per year, calculated using the national standard method. This figure may be revised following updates to affordability ratios and housing stock estimates. The strategy will remain aligned with the most up-to-date housing need as the Local Plan progresses toward adoption.

⁴ The adopted Local Plan required 20% affordable housing on brownfield sites and 30% on greenfield sites for developments of 11+ homes. The emerging Local Plan (Preferred Options consultation 2025) proposes applying these requirements to 10+ homes, with 20% required in the Rugby Urban Area and 30% elsewhere in the borough.

homes annually), with focus on social and affordable rent.			
Ensure sure all new homes are designed to be accessible and adaptable for people with different needs as per the latest edition of the Building Regulations, with at least 10% built to be suitable for wheelchair users. This follows the latest Local Plan and housing needs recommendations ⁵	Annually throughout the duration of this strategy 2025-2035	<p>Achieved through the planning system</p> <p>Prioritise ground floor Rugby Borough Council homes for adaptation and work closely with Registered providers to understand and co-operate more with them on the letting of adapted properties when they come up for re-let, to ensure we are not removing adaptations that are no longer required</p>	<p>Annual Monitoring Return (Planning)</p> <p>LGOF Outcome Measure: Proportion of LA-owned social housing deemed decent (MHCLG)</p>
Support Warwickshire County Council to enable 150 extra care units over the lifetime of this strategy to assist the identified housing need of 233 required by 2040	Annually throughout the duration of this strategy 2025-2035	<p>Achieved through the planning system</p> <p>Encourage experienced providers to purchase homes or sites</p> <p>Identify sites through feasibility studies</p>	<p>Housing Management Team in partnership with County partners</p> <p>LGOF Outcome Measure: Proportion of LA-owned social</p>

⁵ Ensure that all new dwellings meet the M4(2) accessible and adaptable standard, with a minimum of 10% of all new dwellings meeting the M4(3) wheelchair user standard, in line with the emerging Local Plan and HEDNA recommendations
https://assets.publishing.service.gov.uk/media/5a7f8a82ed915d74e622b17b/BR_PDF_AD_M1_2015_with_2016_amendments_V3.pdf

as outlined in the Market Position Statement			housing deemed decent (MHCLG)
Produce a compliant Supported Housing Strategy incorporating the delivery of a mandatory licensing scheme. (Government guidance yet to be shared at the time of writing this strategy)	Within the quarter Government guidance is shared	Achieved through stakeholder engagement, policy development and enforcement.	Housing Advice and Enabling Team working in collaboration with Private Sector Housing and Enforcement and Benefits Team LGOF Output Measure: Enforcement action under Housing Act 2004 (MHCLG)
Review and update housing-related policies and procedures to reflect the recommendations of the Local Government and Social Care Ombudsman's 2024 report on housing and disability.	Q1 2026	Housing Services Officers will review the report's recommendations and assess alignment with current practice during planned policy updates We will review our Allocations Policy to ensure compliance and consult with planning colleagues to broker an update to any SPD's. We will also review the Rugby Borough Council specification for new homes delivery	Housing Advice and Enabling Team
Facilitate the delivery of 93 Traveller and Gypsy pitches between 2025 and 2042, through site allocations in the planning system, in line with	2025-2042	Sites are allocated through the planning system	Development Strategy Team Annual Monitoring Return (Planning) LGOF Outcome Measure: Net additional

identified housing needs.			dwellings (MHCLG)
Implement a Choice-Based Lettings (CBL) system to enhance transparency in social housing allocations and provide better data on local housing demand across the borough	CBL to go live Q3 2025	<p>Launch and maintain a CBL platform for applicants to bid on available social housing</p> <p>Use bidding data to identify geographic patterns of demand, property type demand, and unmet need</p> <p>Share demand insights with housing providers and planning colleagues to inform development, lettings, and housing strategy</p>	<p>Housing Advice and Enabling Team</p> <p>LGOF Outcome Measure: Social housing demand (MHCLG)</p>

Priority 2 Create healthier and inclusive communities and meet housing needs by supporting quality housing delivery in targeted areas

what we will achieve

- Where affordable housing cannot be delivered on-site through a Section 106 agreement, a cascade approach will be followed, prioritising delivery through registered providers or discounted market sale models. Commuted sums (Cascade Level 5) will only be accepted as a last resort where on-site provision is proven unviable.
- We will improve availability of quality housing to meet local needs
- We will create safe communities where diversity is celebrated

In delivering new homes, we aim to support social and tenure mix, reduce concentrations of deprivation, and design neighbourhoods that promote integration and wellbeing. This includes ensuring access to public, health and community infrastructure, which all contributes to a sense of place and stability. Further emphasis on creating liveable, well-designed neighbourhoods can be found in Priority 4.

Meeting Housing Needs through the Planning System

Our current Planning Policy Position for new housing development, secured through S106 planning agreements is for affordable housing to be delivered onsite. To ensure that the development is “tenure blind”, there should be no significant disparity between the appearance and mix of the market housing and the affordable.

Our onsite preference is for social rent followed by affordable rent. Affordable housing secured through S106, in tenure terms, should be as follows:

82% for Social or Affordable Rent and 18% for intermediate housing options

If this is unable to be achieved after a viability test, the following cascade levels are:

Cascade Level 1: Attempted sale to registered provider and the council

Cascade Level 2: Disposal as Discounted for Sale Unit with Local Connection

Cascade Level 3: Disposal as Discounted for Sale Units without Local Connection

Cascade Level 4: Affordable Housing of a type to be sold at 75% of Open Market Value to an Eligible Household (as determined by Cascade Levels 2 and 3)

Cascade Level 5: Commuted Sums to the Council

For the intermediate tenure or affordable housing for sale preference is for shared ownership, followed by discounted market sale (minimum of at least 25% discount) or any such product that seeks to provide a discount to the purchaser.

The design, location, and quality of housing have a direct impact on the health and wellbeing of our communities. Through the planning system, we aim to deliver homes that support healthy lifestyles by promoting active travel, reducing overcrowding, and ensuring access to green space and essential services. By embedding health considerations into housing delivery, we can support long-term physical and mental wellbeing. Further details on how we work with partners to improve housing conditions as part of a wider health agenda is set out in priority 3.

Affordable Housing Delivery Through S106 Planning Agreements

Affordable housing supply has come through S106 planning agreements primarily for many years, but this supply is taking a downturn as the market is changing, and Registered Providers are investing in their own stock with the advent of the new regulatory framework for social housing (Nationally Described Space Standards) and reducing their investment in new homes.

S106 is less attractive as Registered Providers often have to uplift the specification at their cost and some will just not consider new homes with gas heating as it immediately lends itself to retrofit.

However, the draft Local Plan takes a positive step by proposing that all new dwellings should meet these standards as a minimum. This consistent approach provides greater clarity for developers and helps future-proof affordable housing delivery. In the long term, aligning S106 homes with improved space standards will support resident wellbeing, enhance the quality of housing, and ensure homes are built to meet the needs of Rugby's diverse population.

Making the Best Use of Existing Council Land and Stock

The Council will use its land or property assets to enable the delivery of additional affordable homes, where feasible to do so. It will develop new homes on our former high-rise sites creating connected communities with access to affordable homes. It will use our land as a catalyst to bring forward regeneration sites, including those in the town centre. Where possible, we prioritise redevelopment and infill that enhances community cohesion and meets identified health needs.

There are some housing schemes that are currently designated for specific groups, such as over 55's. In a small number of cases, particularly in more dispersed locations without communal facilities, there is evidence of low demand from the intended age group. Where this occurs, the Council will carefully and sensitively review the designation of these schemes, in consultation with existing tenants. There are no plans to redesignate traditional sheltered housing schemes that are built around a community room or shared facilities, which remain an essential part of our housing offer for older residents. This approach aims to address the imbalances in supply while ensuring appropriate housing provision is retained.

As per section 3.18 in the Housing Allocations Policy, 4- and 5-bed homes that have been adapted continue to be in significant demand. The introduction of short-term 5-year flexible tenancies for this type of home will mean we can meet urgent housing needs if necessary. We will have more flexibility to move households to better suit their needs and ours.

More generally we want to free up larger family homes, creating incentives to move to smaller accommodation to better meet the customers' needs and provide a supply of larger accommodation.

Promoting Independence at Home

Rugby Borough Council support residents through Disabled Facilities Grants and to remain safe and independent in their homes through active participation in the HEART Partnership. Delivered in collaboration with Warwickshire councils, HEART provides adaptations and home improvements that enhance quality of life for individuals with disabilities or age-related needs. The scheme aligns with our broader goal to reduce health inequalities, delay or avoid the need for institutional care, and ensure homes are safe, warm, and fit for purpose. Our housing strategy recognises the value of HEART in preventing homelessness, reducing pressure on the health and social care system, and empowering individuals to live independently with dignity.

Working with Registered Providers to Increase the Supply of Affordable Homes

The Council will continue to work closely with Registered Providers to maximise Homes England Affordable Housing Programme funding and support bids as necessary to maximise investment in the Borough to deliver as many affordable homes as it can. It should be noted that new housing as part of S106 agreements do not qualify for grant as they form part of the planning gain.

The introduction of a choice-based lettings scheme will enable greater choice for people to bid for properties where they choose to live which will seek to reduce the numbers of people refusing offers of accommodation where they do not wish to live, which can delay occupancy for landlords through the nomination process. We will be seeking to review all the nominations agreements as part of the introduction of the choice-based lettings scheme and considering timelines for responding to nomination requests and supplying nominations.

Financial Assistance Framework

A financial assistance framework will also be prepared during the life of this strategy. It will consider how best to support residents across all housing tenures. It will consider and develop opportunities for customers to access support from energy suppliers in respect of debt management issues.

It will consider ways in which to support those who are looking for work and those who need assistance and advice with keeping their homes warm through insulation and energy efficiency measures, money management, debt advice and new skills.

It will also seek to design out service charges in new housing developments wherever possible which for many people are unaffordable, such as reducing the number of communal areas and accesses.

Rugby Borough Council Stock Acquisition

The decision to acquire properties, via the open market or the S106 route will be based on thorough due diligence starting with the assessment of demand by property type and area. There is a continued focus on purchasing new-build properties, whilst focusing on two, three, four and five-bedroom houses, as well homes that support a specific need, for example level access family homes. The majority of 1-bed units are sufficiently provided through Section 106 opportunities.

We will use our land or property assets to enable the delivery of additional affordable homes. It will develop new homes on our former high-rise sites creating connected communities with access to affordable homes. It will use our land as a catalyst to bring forward regeneration sites including those in the town centre.

All acquisitions will need to ensure that they meet the latest energy efficiency standards, and that sufficient budget has been set aside to ensure that they will do.

Navigation Way

This delivery contributes towards Rugby Council's increased housing portfolio with expected delivery of 100 social housing by end of 2025-26 financial year, increasing affordability of homes by maximising the energy efficiency, and at the same time reducing carbon emissions. The council has invested £6.8m from Homes England into this development.

The development addresses green energy and fuel poverty concerns through sustainability offerings, including: a predicted assessment Energy Performance Certificate rating of A, solar photovoltaic panels to be installed on all apartment and house roofs, providing electric vehicle charging points, and air source heat pumps to be installed which will extract heat from outdoor air and transfer it inside to provide heating and hot water.

Further, the development has an ecological enhancement focus, providing bird and bat boxes, bug hotels, and hedgehog gates, in addition to drainage attenuation including permeable tarmac parking bays.

Rounds Gardens

As part of the regeneration of the town centre 3 bison large panel residential tower blocks have been demolished, that consisted of 221 homes owned by the Council. The plans are progressing for the future development of the former Rounds Gardens

site. This is a challenging site given the significant drops in level across its footprint. Key considerations include how the site can make a positive impact on the neighbourhood, contribute to the character of the existing area and provide high quality public spaces. Further, to contribute positively to the wider regeneration plan for the town centre, by encouraging footfall and enhancing connectivity through provision of safe, attractive and accessible routes through the site. Provision of homes which are accessible and affordable, their designs to be focused on sustainability and longevity.

Garage Sites

60 garage sites will be reviewed and an analysis undertaken of whether a portion of these can be developed for social and affordable housing. Garage sites are difficult to make viable as they only provide a small number of units, it is expected to be limited. Officer recommendations will be presented to Cabinet for consideration in Autumn 2025.

What Success will Look Like: Action Plan

- **Create healthier and inclusive communities and meet housing needs by supporting quality housing delivery in targeted areas**

Target	Achieved by or target	How will it be achieved, and what will success look like?	Who and/ or how will the target be monitored
To meet housing needs through the planning system, delivering 82% Social or Affordable Rent and 18% for intermediate for affordable housing	As per planning application which holds an affordable housing contribution	<p>Achieved through the planning system</p> <p>Annual Monitoring Return which will demonstrate the number of affordable homes delivered annually within Planning Policy requirements of 82% social/affordable rents and 18% intermediate</p> <p>Additional homes will be provided in a net annual gain in affordable housing when Right to Buy</p>	<p>Annual Monitoring Return (Planning)</p> <p>LGOF Outcome Measure: New additional dwelling (MHCLG)</p> <p>LGOF Output Measure: Total new homes delivered as % of existing stock (MHCLG)</p>

		(RTB) losses are factored in	
To achieve 20-30% social/affordable homes as part of new housing development annually, in line with adopted and emerging Local Plan policy, in compliance with the National Described Space Standards	Quarterly and annually throughout the duration of this strategy 2025-2035	Achieved through the planning system National Described Space Standards are implemented across all tenures for new house building	Housing Advice and Enabling Team LGOF Outcome Measure: Proportion of LA-owned social housing deemed decent (MHCLG)
Ensure compliance with 100% nominations on new lettings and 75% on relets for Registered Providers in the area	Throughout the duration of this housing strategy 2025-2035	Achieved through nomination agreements between the Council and Registered Providers	Housing Advice and Enabling Team and benchmarking with neighbouring Local Authorities LGOF Outcome Measure: Social housing demand (MHCLG)
New Housing Revenue Account business plan to include an updated annual target for the delivery of new council homes	New plan to be presented to Cabinet in Q4 2025/26 Annually as per acquisitions review of budgets, throughout the duration of this housing strategy 2025-2035	Achieved through seeking land and purchase opportunities	Acquisitions Working Group LGOF Output Measure: Year-on-year change in social rented dwellings held in LA HRA (MHCLG)

Present recommendations to Cabinet for the future of priority sites as a means of increasing housing supply (private and affordable) within the borough	Report to Cabinet in Q2 2025-26	Review 60 existing garage sites to explore opportunities for them to be used for affordable housing	Acquisitions Working Group LGOF Outcome Measure: Net additional dwellings (MHCLG)
Rugby Borough Council undertakes an annual Tenant Satisfaction Survey, in line with the requirements of the Regulator of Social Housing (RSH)	The Tenant Satisfaction Survey takes place annually and runs from October - January	The Tenants Survey is undertaken by the Housing Services Team and results are reported to the RSH and our tenants.	We benchmark tenant satisfaction against the sector and report our performance against median performance of the sector LGOF Outcome Measure: proportion of rental housing demand deemed decent (MHCLG)

Priority 3 Enhance partnerships by investing in joint solutions that unlock opportunity, meet the broad range of housing needs and help build positive futures

- **what we will achieve**

- We will work with our communities and partners to reduce inequality across the Borough of Rugby
- We will continue to work in partnership with key stakeholders to meet housing needs and make safer communities

Partnership with Commissioners to Meet Health Needs

Working collaboratively with our key stakeholders and partners will be needed to deliver this Strategy, we will not be able to do this in isolation. The size and scale of the demand for good quality and safe housing will require investment and expertise from many agencies.

We are working more closely than ever with commissioners to meet local health needs. There is a direct correlation between positive health outcomes and housing

We know that by planning and building homes in good locations with social connections and accessibility coupled with good design and space standards will reduce the impact on health and social care services. The rural nature of the Borough is perceived as one of affluence, but in reality, being asset rich and cash poor can lead to vulnerability and retaining independence can be more difficult if there is no access to transport and local services, often leading to social isolation. We want to see an increase in the number of affordable homes which are wheelchair adapted and provided in all new developments of ground floor flats. We also want to increase the number of bungalows across all tenures.

We want homes to be fit for the future and built for life, so people can live independently for as long as possible in their own homes. Having adaptations such as plumbing for floor drainage showers to convert easily from baths, and having assisted technologies installed.

HEART and Delivering Disabled Facilities Grants

We continue to work closely with HEART following our formal partnership agreement which was extended for a further 5 years in April 2023. The partnership agreement sets out the governance arrangements of HEART, including budget monitoring. We

are responsible for administering Disabled Facilities Grant arising from its obligations under the Housing Grants Construction and Regeneration Act 1996 (as amended). The HEART shared service is the conduit for achieving this in respect of Rugby's residents.

Partnering for National Impact

Reporting and Data Sharing

We will work closely with Government Departments, primarily (MHCLG) the Social Housing Regulator, and Homes England to provide them with our achievements and successes of managing our own housing stock and how we have worked with partners such as Registered Providers to deliver additional affordable homes to meet those most in need on the council's housing register.

We will keep Government updated by providing our statutory annual returns such as the Local Authority Statistical dataset, Homelessness Statistics and returns required by the Social Housing Regulator for the quality management and maintenance of the Council's housing stock.

West Midlands Combined Authority

Rugby Borough Council agreed to join the WMCA as a non-constituent member. This means that the council will have voting rights on decisions that affect the Borough's residents and businesses, but the combined authority's elected mayor will not have any powers affecting Rugby. Rugby contributes to WMCA's aims to build energy-efficient, sustainable homes, focusing on increasing job opportunities in the region. WMCA focuses on investing affordable housing, infrastructure, and local communities to benefit those in need.

Officers are in dialogue with the WMCA to see what opportunities may exist to support the remediation of more complex brownfield sites to enable the delivery of new affordable homes.

Affordable Homes Programme

The 2025 Spending Review confirmed a renewed commitment to affordable housing delivery through a £3.9b allocation for the Affordable Homes Programme over the next 10 years. We will maximise the use of the Homes England Affordable Homes Programme, the Government funded initiative, and bid for funding competitions to support the delivery of this Strategy. This long-term funding framework provides a more stable platform for councils and registered providers to plan and deliver new affordable homes. This supports the development and improvement of homes suitable for families, older people, people with disabilities, and Gypsy and Traveller communities. This will help us shape policy that reflects the diversity of our Borough.

Joint Strategic Needs Assessment

The Joint Strategic Needs Assessment has identified a set of priorities for addressing

the areas of greatest need in the county. This programme of work focuses on understanding Warwickshire's health needs on a geographical basis. This was planned in line with the requirement to inform the Proactive & Preventative element of the Sustainability & Transformation Plan (now called the Health and Care Partnership) and the out of hospital programme, which seeks to build integrated services around populations of around 30,000 to 50,000.

Strengthening Local Collaboration to Raise Standards

We will continue to collaborate closely with our partners in the statutory and voluntary sector as their knowledge and support to our communities is vital for the delivery of this Housing Strategy.

We will continue to work with Social Care and Health partners to jointly assess housing needs and prepare information for strategies and plans such as the joint strategic needs assessments. We will contribute to statutory forums such as the Health and Wellbeing Forum.

Working with our voluntary sector partners is key to meeting some of the challenges faced in the borough, such as homeless and rough sleeping. These agencies are well placed and have the expertise to support vulnerable people at their time of need. The Rugby Homelessness Forum provides a pivotal role in its oversight of homelessness.

There are a number of Officer Working Groups which seek to share good practice, produce joint strategic plans and assessments of need. The Countywide Housing Strategy Group will provide a supportive role in the delivery of this Strategy.

We are utilising our tenant panels, which have been newly established to help the Council with quality assurance and tenant satisfaction of managing and maintaining its homes.

Engaging with the Private Sector to Improve Housing Quality

Without the investment from developers, landowners, landlords and Registered Providers, many of the targets within this Housing Strategy will be unable to be delivered. The need for new house building, significantly the need for affordable homes and improvement of the housing stock across the borough is a main priority.

Recognising the pivotal role of landlords in ensuring safe, decent, and affordable homes, we are establishing a dedicated Landlord Forum: a collaborative platform to share updates, address challenges, and support compliance with evolving legislation. This work is supported by partner associations and reflects a strategic intent to build trust and capability within the private rented sector.

In parallel, a Landlord and Tenant Charter will provide clear, accessible information for tenants and landlords alike. Hosted on the Council's website, it will promote awareness of rights and responsibilities, offer practical guidance, and signpost relevant support services. These tools form part of a broader commitment to raise standards and promote accountability in the PRS.

Listening, Learning, and Acting with Partners

Following two sessions with elected members, one in November 2024 when the priorities for this strategy were agreed and the following elected member session in March 2025, which considered the 4 priorities in more detail and what they would like to see reflected in the strategy on measuring success alongside the scope of the strategy.

The scope of the Housing Strategy was seen as having a broad reach and covering all tenures, not just social housing.

- Social value was seen as a useful measure of success and the need to ensure a robust model exists for KPI's.
- A desire to see more tenure types offered, such as rent now buy later and flexible tenure types.
- An ambition to see the concentration of HMO's reduced in some part of the borough and see the impact of the renters reform bill. The need to advise on HMO's in our strategy (Article 4);
- Empty and problematic homes – the request for an empty homes strategy, need to review what we have in place and how can we factor this in to our Strategy

This Housing Strategy went to Scrutiny in July 2025. The Scrutiny Committee provided feedback on the strategy, raising questions around alignment with the Local Plan and other council strategies, housing demand, data gaps, and the future of key sites like Rounds Gardens. In response, the Council has strengthened its evidence base, clarified the role of independent living and reallocation policies, and committed to improving data collection and presentation. The strategy now better reflects the needs of vulnerable groups, includes clearer links to other strategic documents, and has clearer action plans across the strategy priorities. Periodic reviews of the action plans and strategy will take place to ensure it remains responsive to local and national changes.

What Success will Look Like: Action Plan

- Enhance partnerships by investing in joint solutions that unlock opportunity, meet the broad range of housing needs and help build positive futures

Target	Achieved by or target	How will it be achieved, and what will success look like?	Who and/ or how will the target be monitored
To develop and pilot a set of at least 5 measurable social impact metrics to assess housing initiatives in the new Housing Strategy	Q2 2026	Develop metrics to be used to assess the social impact	Housing Advice and Enabling Team in collaboration with Housing Services and Communities and Projects Teams LGOF Outcome Measure: Proportion of LA-owned social housing deemed decent (MHCLG)
Explore the potential for West Midlands Combined Authority funding to demolish and remediate garage sites to increase their viability for the delivery of affordable homes	2025-2035	Consider for renewal areas or regeneration projects to enable the provision of affordable homes in these developments through S106 opportunities, land assembly or investment	Acquisitions Working Group Housing Strategy and Enabling Team LGOF Outcome Measure: Net Additional Dwellings (MHCLG) LGOF Output Measure: Completed Remediation for unique buildings (MHCLG)
Develop a Financial Assistance Framework	2030	Achieved by working with partners across voluntary, community, and financial sectors to develop a joined-up approach that	Housing Strategy and Enabling Team and the Homelessness Forum LGOF Output Measure: Year-on-year change in social rented dwellings held in LA HRA (MHCLG)

		supports residents with budgeting, debt advice, and access to affordable credit	
Assess opportunities arising from Homes England's new affordable social housing programme prospectus due to be published in Autumn 2025	Q3 2025	In collaboration with internal teams (Planning, Development Strategy) and external partners (registered providers, developers), to assess funding opportunities and alignment with local housing needs. Findings to be used to inform a pipeline of potential schemes and funding bids.	Housing Strategy and Enabling Team

Priority 4 Enhance housing standards across social and private rented homes, and support improvements in owner-occupied homes, to create safer, green homes that support resident wellbeing

what we will achieve:

- We will improve the quality of homes across all housing sectors
- We want good quality housing which is safe, and affordable to run improving life chances and health and wellbeing
- We want to improve the standard of living for tenants, tackle damp and mould in homes and help to reduce fuel bills

Regulation of Supported Housing: Future Licensing Considerations

The Council is actively engaged in national consultation on the proposed regulation of supported housing schemes. These schemes play a vital role in meeting the needs of residents requiring housing-related or care support, particularly those with disabilities or complex needs.

Licensing may provide a route to ensure consistent quality and safeguarding standards, and we are preparing for potential future duties around inspection, monitoring, and enforcement. This aligns with our strategic objective of promoting high standards across all types of supported and specialist accommodation.

Renters Rights Bill

The Renters Rights Bill seeks to transform the private rented sector, creating longer term tenancies, better quality of housing through the decent homes standard and applying Awaab's Law where landlords must take action to make homes safe. It will make it illegal to discriminate against prospective tenants who claim benefits or with children. It also strengthens Councils powers to enforce by expanding civil penalties.

Houses of Multiple Occupations

The introduction of an Article 4 Direction in specific wards across the Borough reflects our commitment to managing the balance of our housing stock and responding to community concerns. High concentrations of HMOs, particularly in the following wards:

- Benn
- Coton and Boughton
- Eastlands
- New Bilton
- Newbold and Brownsover

have led to localised pressures on infrastructure and amenity, including on-street parking, waste management, anti-social behavior, and a reduction in available family housing.

By requiring planning permission for conversion of family homes (C3) to HMOs (C4) in designated areas, the Council aims to support mixed and sustainable communities, protect local character, and ensure that housing supply meets a broad range of needs. This strategic measure supports long-term place shaping and housing market balance.

Our strategy recognises the need to diversify supply, particularly of smaller, affordable one-bedroom homes, and to work with partners to explore innovative models such as co-living, affordable rent schemes, and modular housing. Ensuring access to housing for younger residents is essential to supporting economic growth and social cohesion.

Our Housing Strategy will seek better quality of housing through the decent homes standard and applying Awaab's Law where landlords must take action to make homes safe. Council's enforcement powers will be strengthened by expanding Civil Penalties

Urban Rugby and Liveable Neighbourhoods

Housing in the urban part of Rugby was shaped by the railway industry with a dense concentration of solid wall pre-1900's housing around the train station. They lack parking and are generally poor quality.

Within the Leisure & Wellbeing department, and in collaboration across wider departments to improve the health and wellbeing of Rugby residents through improving open spaces, strengthening community engagement, and improved features such as walking and cycling opportunities; Liveable Neighbourhoods will review spaces such as Urban Rugby for opportunities of improvement. This is included as part of the Corporate Strategy delivery plan.

Existing Council Housing Stock

The Housing Services Team continue to tackle anti-social behaviour in partnership with Rugby Borough Council's Community Safety Team and The Police. The Team will become involved 'Area Action' Initiatives which focus on environmental improvements in wards where they are operational and where there is Council owned housing stock. They are continuing to build relationships with relevant

Housing Associations to promote social, environmental and economic wellbeing. Policies on Anti-Social Behaviour, Hate Crime, Violence Against Women and Girls, and Hoarding have been written and are scheduled to be adopted, subject to approval, in 2025.

The regulatory landscape has had considerable changes since the previous Housing Strategy, particularly with the introduction of the Regulator of Social Housing's new inspection regime on Tenant Satisfaction Measures. These reforms reflect a stronger national focus on consumer standards, transparency, and accountability in social housing management. In response, we have improved the way we collect and act on feedback, and strengthened engagement with tenants, and embedded these new standards across our housing services to ensure our homes are not only safe and decent, but that residents feel listened to and respected.

The Council has been reviewing its stock condition and 75% of its stock condition surveys are complete. It is continuing with a program to complete Energy Performance Certificates on our stock as soon as RDSap10 is introduced. Once these surveys are complete this data will be used to develop the Property and Land Management Assets Strategy 2025-2035 to fund the key investment priorities for council housing. The Property and Land Management Assets Strategy will also incorporate how the council's corporate assets can be used in the regeneration of the town centre. Consideration of whether the current stock make up is correct will be based around the expected future demand for homes. This information from the surveys will give the Council the data to make an informed decision on new house building, acquisition or demolition.

Affordable Warmth

Improving the energy performance of our housing stock is central to both our climate ambitions and our commitment to tackling fuel poverty. Through participation in the government's Home Upgrade Grant (HUG) Phase 2 programme, Rugby Borough Council has supported residents and landlords in accessing funding for insulation, low carbon heating, and other energy efficiency measures.

We own 592 homes which are not built of brick and block work and these properties are generally harder to heat thus contributing to fuel poverty with unaffordable household bills. This has wide-reaching effects on health and wellbeing.

Private Sector Housing officers have embedded energy efficiency as a key theme in landlord engagement, providing advice and enforcement on the Minimum Energy Efficiency Standards. We will continue to work with partners to develop targeted communication and support, particularly for hard-to-treat homes and vulnerable tenants, ensuring no one is left behind in the transition to a low-carbon future.

A successful bid to wave two of the Government's Social Housing Decarbonisation Fund secured a £1.086 million grant which we match funded working with E.ON to

improve 112 council owned properties mostly built in the Long Lawford and Rokeby wards in the 1950s fitting external wall insulation, solar panels and 'top up' loft insulation to improve energy performance ratings to C or above.

We have secured a further grant of £10.7m from the third wave of the Government's Warm Homes: Social Housing Fund for investment in energy efficiency improvements to more than 1,000 council homes. We have agreed to match fund the Government's £10.7 million to get properties to EPC C and above by the Government's deadline of 2030 working again with EON.

A wider roll out across the Borough's housing stock is the Government funded HUG. We have worked with the WMCA and Act on Energy, using funding secured via the Midlands Net Zero Hub consortium to upgrade 17 properties using £450,000 of HUG funding, at the end of April 2025 improving properties to EPC C or above.

In April 2025 HUG will be replaced by the Warm Homes: Local Grant (WH:LG) scheme which will run for 3 years until March 2028 to deliver energy performance and low carbon heating upgrades to low-income homes in England. The Council has once again secured funding via the MNZH consortium, the exact amount is still to be confirmed.

Empty Homes and Underutilised Stock

Through Council Tax records, we are able to identify empty homes which we will look to bring back into use. While Council Tax records is a means of identifying empty homes, further work is needed in understanding why they are empty. **2.**

Long-term empty homes represent a **missed** opportunity to alleviate housing needs. While proactive enforcement and engagement programmes have yielded positive outcomes in the past, a formal review of our approach is scheduled for 2026/27. This review will consider the strategic case for renewed focus on bringing empty homes back into use, aligned with future housing pressures and available funding streams.

Investment in the Town Centre and Emerging Local Plan

Investment in the town centre is a high priority for us and the emerging Local Plan sets out the need to deliver high quality urban living. High rise council owned flats at Navigation Way (formerly Biart Place) and Rounds Gardens have been demolished to make way for improved housing with much more open space to improve the living and encourage nature into the town.

What Success will Look Like: Action Plan

- **Enhance housing standards across social and private rented homes, and support improvements in owner-occupied homes, to create safer, green homes that support resident wellbeing**

Target	Achieved by or target	How will it be achieved, and what will success look like?	Who and/ or how will the target be monitored
Continue to invest in improving the Council's own housing stock and ensure that council housing stock continues to meet regulatory and compliance standards	<p>20% each year from 26/27) Currently 86% complete</p> <p>In place from 2025/26</p> <p>3 year programme from 25/26</p> <p>Annual Programmes</p> <p>Annual Programmes</p> <p>Annual Programmes</p> <p>Q1 26/27</p>	<p>Rolling Programme of Stock Condition Surveys</p> <p>Rolling programme of tenancy health checks</p> <p>Wave3 Retrofit Programme (20M)</p> <p>Kitchen Programme</p> <p>Bathroom Programme</p> <p>Roof Programme (TBC) Annual Programmes</p> <p>Acquisition of fit for purpose asset management system Q1 26/27</p>	<p>Suite of KPI's monitored at governance & operational levels & by our tenants.</p> <p>KPI's include achievement against planned programmes.</p> <p>LGOF Output Measure: Proportion of LA-owned social housing deemed decent (MHCLG)</p>
Ensure that council housing stock continues to meet regulatory and compliance standards	<p>Q2 25/26</p>	<p>Action Plans in place to achieve compliance with the 4 consumer standards of the Regulator of Social Housing. Including:</p> <p>Adoption of robust &</p>	<p>Suite of KPI's monitored at governance & operational levels & by our tenants</p> <p>LGOF Output Measure: Proportion of LA-owned social housing deemed decent (MHCLG)</p>

	Q1 25/26	compliant policy framework Robust arrangements for involving tenants in influencing and scrutinising performance, policies, strategies, and services	
	Q1 25/26	Adoption of a new performance and governance framework in April 2025 that will provide assurance to tenants, RSH and other stakeholders.	
<p>Introducing a rolling programme of 20% inspection of Rugby Borough Council housing stock condition</p> <p>Implement new case management systems regarding HHRSR, damp and mould, and property disrepairs</p>	2026/27, thereafter, annually throughout the duration of this Housing Strategy	Achieved by having a continuous planned work budget based on a rolling programme of assessing stock needs	<p>Key Performance indicators</p> <p>Communities and Homes and Housing Services Team monitoring in collaboration with the Asset Management Team</p> <ol style="list-style-type: none"> 1. We have completed stock condition surveys on approx. 84% of our Social Housing Stock. 2. We will be starting a program of completing 20% Stock Condition

			<p>Surveys from 2026</p> <p>LGOF Output Measure: Proportion of LA-owned social housing deemed decent (MHCLG)</p>
Continue with the energy efficiency and retrofit ambition for Council housing	Annually throughout the duration of this Housing Strategy 2025-2035	<p>£10.7 million of grant funding has been secured via the Warm Homes: Social Housing Fund (WH: SHF W3) scheme. This has been match funded by RBC to give a total fund of £20.6 million to improve the energy efficiency of up to 1,000 Council homes to EPC C by 2028.</p>	<p>Key Performance indicators</p> <p>Communities and Homes and Housing Services Teams monitoring in collaboration with the Asset Management Team</p> <p>Monthly reports to the Department for Energy Security & Net Zero (DENZ) - the scheme funder.</p> <p>LGOF Outcome Measure: Proportion of homes rated EPC C and above (ONS)</p>
Enable owner-occupiers/private landlords in the Borough to access grants for retrofit/energy efficiency improvements	Annually throughout the duration of this Housing Strategy 2025-2035	<p>As part of the Midlands Net Zero Hub (MNZH) consortium, RBC has secured £814,000 of grant funding via the Warm Homes: Local Grant (WH: LG) scheme to be used to improve the energy efficiency of privately owned and rented homes in the Borough by 2028.</p>	<p>Assets Team Monitoring</p> <p>Monthly reports to the Department for Energy Security & Net Zero (DESNZ) – the scheme funder. Regular reports to MNZH – the consortium lead.</p> <p>LGOF Outcome Measure: Proportion of homes rated EPC C and above (ONS)</p>
Enable owner-occupiers/	Annually throughout the	RBC has procured Act on	Assets Team Monitoring

private landlords in the Borough to access retrofit/energy efficiency improvements via the Energy Company Obligation (ECO) and Great British Insulation Scheme (GBIS) schemes	duration of this Housing Strategy 2025-2035	Energy to manage ECO and GBIS in the Rugby Borough, carrying out eligibility assessments and signposting eligible applicants to approved contractors. The agreed budget will allow for up to 100 eligibility assessments in FY25/26	Regular (fortnightly) meetings with Act on Energy to monitor progress, plus quarterly formal reports. LGOF Outcome Measure: Proportion of homes rated EPC C and above (ONS)
Seek to achieve Net Zero for new build and social housing properties by the statutory target date 2050 To understand stock standards of registered providers in the borough and assist with Net Zero targets	Annually throughout the duration of this Housing Strategy 2025-2035	Potential to be supported through emerging local plan policy upon adoptions Seek funding programmes and apply for and promote awareness of grants	Housing Advice and Enabling Team in collaboration with Planning Department when assessing planning applications for housing LGOF Outcome Measure: Proportion of homes rated EPC C and above (ONS)
Understand which stock is an unlicensed HMO and properties owned by private landlords	Annually throughout the duration of this Housing Strategy 2025-2035	Seek to have a comprehensive housing stock register	Environmental Health Team monitoring
Establish a coordinated approach to identify and bring abandoned and empty properties back into use.	Review and implementation planned for 2026-2027	Pool resources and data from Council Tax, Environmental Health, Planning Enforcement, and the Fire Service.	Environmental Health Team track progress through quarterly meeting reports and interdepartmental updates.

		<p>Hold quarterly internal coordination meetings with departments.</p> <p>Success measures by the number of properties identified, assessed, and reactivated for use.</p>	
<p>To review and respond to new and emerging national policy and legislation affecting housing standards and conditions, implementing changes locally where required</p>	<p>As required by any forthcoming legislation and government announcements</p> <p>Annually throughout the duration of this strategy 2025-2035</p>	<p>Implement quality standards in social rented housing</p> <p>Keep housing stock condition data up to date</p> <p>Implement new decent homes standards in the private sector and extend the housing health and safety rating system</p>	<p>Monitored by Housing Strategy and Enabling Team in line regulatory standards set by the Social Housing Regulator</p> <p>LGOF Output Measures: Enforcement action under Housing Act 2004 (MHCLG); Proportion of LA-owned social housing deemed decent (MHCLG)</p>

Resources, Funding and Investment

The successful delivery of this Housing Strategy, from building new homes to maintaining and improving existing stock, is reliant on funding streams including capital investment and regulatory levers. This section outlines the key sources of resource available to the Council and partners to support affordable housing provision and investment in Rugby's housing stock.

Government Spending Review 2025

The June 2025 Spending Review confirmed several important a renewed long-term commitments to affordable housing delivery:

- Annual £3.9bn allocated nationally to extend the Social and Affordable Homes Programme (SAHP) over the next decade. While the majority of this funding will be directed through Homes England and aligned to strategic partnerships, access remains competitive and prioritised for schemes offering strong value for money and clear alignment with local housing need.

The council will continue to engage with Homes England to bring forward investment-ready opportunities, supported by robust data and local delivery capacity. However, this funding will not typically apply to s.106 units, where delivery is expected without Homes England grant.

- A 10-year rent settlement for local authority housing, allowing councils to raise rents by a maximum of CPI +1%. This provides long-term certainty for business planning and future investment in council stock, while maintaining a balance with affordability for tenants.
- A renewed commitment to the £13.2bn Warm Homes Plan, supporting decarbonisation, energy efficiency, and retrofit works in both social and private housing sectors. This complements local ambitions to meet ECP targets and improve the condition of poorer-performing homes.

Following the Spending Review, the government published proposals for a new Fair Funding Review for local government. Key changes include placing greater emphasis on multiple deprivation when determining funding allocations, and allowing fee increases for local services such as planning and licensing to support service cost recovery. The new system will be supported by a three-year transitional arrangement to help councils adjust.

Section 106 Planning Agreements and Commuted Sums

As set out in the National Audit Office's June 2025 report on identified needs for improvement to developer funding systems, councils continue to face pressures in securing genuinely affordable units through the planning system due to viability constraints and regulatory changes such as space standards.

In Rugby, the Council and Registered Providers must use their own capital to purchase s106 units, and will seek discounts exceeding 25% of market value to ensure affordability and deliverability.

The Council will consider the use of the commuted sums pot (Cascade Level 5) to purchase homes through its acquisitions programme.

Improving the Condition of the Council's Housing Stock

A capital investment programme totalling nearly £16 million has been approved for 2025/26 to repair and maintain the housing stock.

The Council has secured a further grant of £10.7m for investment in energy efficiency improvements to more than 1,000 council homes. The Council has agreed to match fund the Government's £10.7 million to ensure all council homes have a minimum EPC rating of C by the Government's deadline of 2050.

The Council's investment needs are currently being understood from the stock data survey work being undertaken. When complete this will inform the council of the stock investment needs to maintain homes but it will also determine which assets are or are not required. The data is being used to develop a property and land asset management strategy 2025-35.

Acquisition of Council Stock

Before properties are acquired or land purchased, we will look to review use our waiting list information to identify the greatest housing need.

All acquisitions will need to ensure that they meet the latest energy efficiency standards, and that sufficient budget has been set aside to ensure that they will do.

Private sector Housing

Resources will be focused on advice to landlords to prevent any escalation to enforcement of poor housing standards and conditions. The Council's resources will be focused on high-risk cases, using enforcement powers as necessary.

For low-risk cases, we will enable tenants and landlords to resolve issues themselves. We will take a preventative approach to enforcement activity.

Temporary accommodation

The Council's aim is to reduce reliance on bed and breakfast accommodation and has used its own housing stock as temporary accommodation for homelessness. By doing this it made a saving of £48K in 2023/24. A review of temporary accommodation use will be undertaken in 2025/2026 to assess the need for temporary accommodation, type, size and cost for the future.

The 2025 Government Spending Review announced nearly £1bn for the fourth round of the Local Authority Housing Fund, supporting councils to expand and improve the

supply of temporary accommodation. In addition, resources allocated through the Homelessness Transformation Fund will enable earlier intervention and prevention of homelessness and rough sleeping, helping to reduce pressure on temporary housing services.

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Appendix 1

Glossary of Acronyms

LGOF	<u>Local Government Outcomes Framework</u>
SHMA	<u>Strategic Housing Market Assessment</u>
BRMA	Broad Rental Market Areas
LHA	<u>Local Housing Allowance Rates</u>
HEDNA	<u>Housing and Economic Development Needs Assessment</u>
LGCSO	Local Government and Social Care Ombudsman
ONS	Office for National Statistics
HEART	Home Environmental Assessment and Response Team
AHP	Affordable Homes Programme
SAHP	Social Affordable Homes Programme
CBL	Choice Based Lettings
SAR	Shared Accommodation Rate.
HMO	Houses of Multiple Occupation
MHCLG	Ministry of Housing, Communities, and Local Government
DWP	Department of work and Pensions
WMCA	West Midlands Combined Authority

An Equality Impact Assessment on this policy was undertaken on 23 July 2025 and will be reviewed on September 2026.

Rugby Borough Council

Housing Strategy

Evidence Base

2025 – 2035

This report provides a summary of the evidence for the Housing Strategy. It includes data and information from a number of national and local sources and is structured against the strategy for ease of cross-referencing:

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Overview of the Borough

Population

Source: Office for National Statistics – 2011 Census and 2021 Census

2011	2021	Increase	Comparison Increase
100,100	114,400	14.3%	England 6.6%

Age

Source: Office for National Statistics – 2011 Census and 2021 Census

	2011 Rugby %	2021 Rugby %
85 years and over	2.4	2.4
75 to 84 years	5.6	6.6
65 to 74 years	9.4	9.2
50 to 64 years	18.3	19.2
35 to 49 years	22.4	20.6
25 to 34 years	12.6	13.6
20 to 24 years	5.2	4.9
16 to 19 years	4.9	4.1
10 to 15 years	7.5	7.6
5 to 9 years	5.6	6.2
4 years and under	6.3	5.6

Health and Disability

Source: Office for National Statistics – 2011 Census and 2021 Census

2021	2011
7.5% (7,507 people)	6.2% (7,093 people)

Health based on people's opinions

Source: Office for National Statistics – 2011 Census and 2021 Census

The percentage of people in bad health in Rugby decreased by 0.2 percentage points

Age-standardised proportion of usual residents by self-reported health,

Rugby

2011 2021

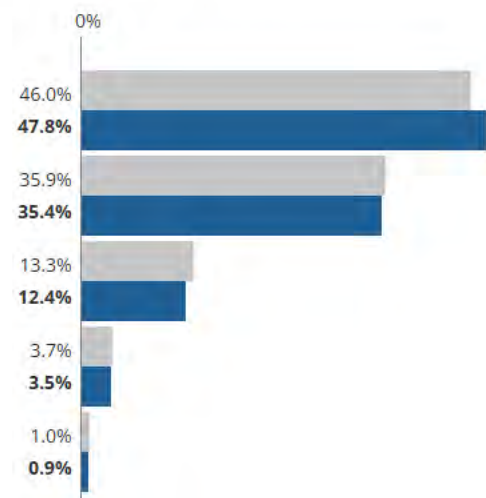
Very good health

Good health

Fair health

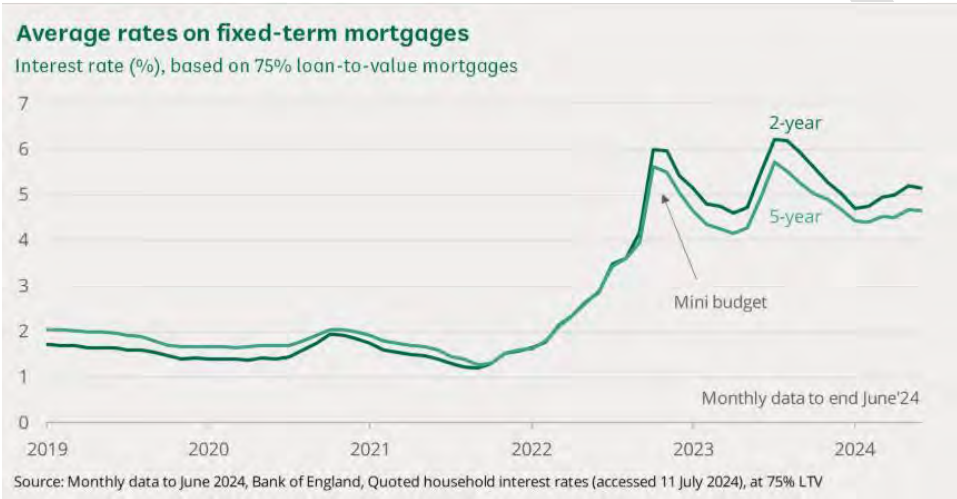
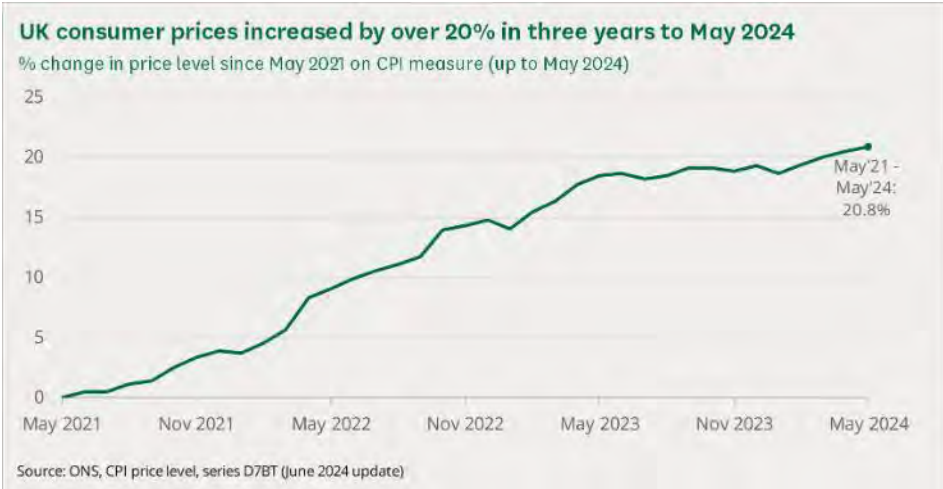
Bad health

Very bad health



Cost of Living

Source: House of Commons Library



Employment Levels

Source: Office for National Statistics – 2011 Census and 2021 Census

date	2021					
geography	Rugby		West Midlands		England	
measures	value	percent	value	percent	value	percent
Economic activity status						
Total: All usual residents aged 16 years and over	92,188	100.0	4,801,331	100.0	46,006,957	100.0
Economically active (excluding full-time students)	58,594	63.6	2,710,595	56.5	26,945,252	58.6
In employment	56,648	61.4	2,557,952	53.3	25,632,523	55.7
Unemployed	1,946	2.1	152,643	3.2	1,312,729	2.9
Economically active and a full-time student	1,793	1.9	113,221	2.4	1,056,250	2.3
In employment	1,459	1.6	80,937	1.7	772,691	1.7
Unemployed	334	0.4	32,284	0.7	283,559	0.6
Economically inactive	31,801	34.5	1,977,515	41.2	18,005,455	39.1
Retired	20,148	21.9	1,061,221	22.1	9,882,054	21.5
Student	3,551	3.9	280,589	5.8	2,595,453	5.6
Looking after home or family	3,312	3.6	257,817	5.4	2,207,738	4.8
Long-term sick or disabled	2,741	3.0	214,587	4.5	1,874,300	4.1
Other	2,049	2.2	163,301	3.4	1,445,910	3.1

Annual Pay

Source: Office for National Statistics (ONS)

Rugby earnings distribution 2024	
Percentile	Earnings (£)
20	18,011
25	22,421
30	24,703
40	29,277
50	Not available
60	39,211
70	45,947
75	47,866

80	Not available
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The Housing Market in Rugby

House Prices

Source: Land Registry 2024

Name	Period	Sales volume	Average price new build	Average price Existing properties
Rugby	2024-01	78	418355	277943
Rugby	2024-02	112	423627	280168
Rugby	2024-03	128	421406	277193
Rugby	2024-04	115	429354	280306
Rugby	2024-05	100	423280	277226
Rugby	2024-06	113	434907	280824
Rugby	2024-07	103	441908	278050
Rugby	2024-08	94	475921	281991
Rugby	2024-09	76	495565	278933

Source: Housing Market Bulletin, January 2025

Affordability of housing for sale										
House						Flat		Bungalo w		
Number of propertie s		468				67		19		
Percentage of properties available	Beds					Beds		Beds		
	1	2	3	4	5	1	2	1	2	3
7.03	0	2	0	0	0	20	17	0	0	0

Average house prices	Average incomes	Gross annual income needed for a mortgage (90% at 3.5%)	Ratio of house prices to incomes
£278,993	£37,273	£71,741	7.5

Rental Market

Source: Strategic Housing Market Assessment, 2015

Affordability threshold for Market Rent Summary Table:

Threshold (% of Gross Income)	Source/ Usage
25%	CGL Guidance (2007): Suggested starting point for assessing affordability
30%	Common benchmark used in some affordability assessments
35%	Threshold used for SHMA assessment for core analysis
40%	Typical multiple used by letting agents for assessing tenant affordability
40%+	Reflects effective thresholds in Government housing benefit payment assessments

Source: Housing Market Bulletin January 2025

Type & size of properties available for private rent				
Type	Number	Range of rents (£ pcm)	Mean (£pcm)	Median (£pcm)
1 bed house (shared)	22	450-700	606	660
1 bed house	1	700	700	700
2 bed house	15	800-1350	977	1000
3 bed house	32	1000-1475	1270	1270
4 bed house	11	1350-2250	1627	1500
5 bed house	4	2000-2200	2050	2000
6 bed house	1	1900	1900	1900
1 bed flat	26	575-1050	755	795
2 bed flat	19	750-1155	897	895
1 bed bungalow	1	680	680	680

Cross-sector comparison of rent levels (£ pw)				
Property size	Council 2024/25	Housing association	Private	"Affordable"
Bedsit (studio)		78.39		105.00
One bed	101.11	94.63	173.24	114.55
Two bed	115.23	115.07	215.06	140.59
Three bed	124.76	127.60	293.19	163.50
Four bed	134.83	148.77	375.52	247.89
Five bed	161.32	173.94	473.08	
Six bed			438.46	

Annual income required to afford private and affordable rents in Rugby		
Property size	To afford private (£)	To afford "affordable" (£)
One bedroom	36,034	23,826
Two bedrooms	44,732	29,243
Three bedrooms	60,984	34,008
Four bedrooms	78,108	51,561

Local Housing Allowance (LHA) Rates

Source: Local Housing Allowance Rates May 2025

Rugby & East BRMA

Shared Accommodation Rate:	£97.81 per week
One Bedroom Rate:	£136.93 per week
Two Bedrooms Rate:	£166.85 per week
Three Bedrooms Rate:	£195.62 per week
Four Bedrooms Rate:	£276.16 per week

Warwickshire South BRMA

Shared Accommodation Rate:	£94.93 per week
One Bedroom Rate:	£161.10 per week
Two Bedrooms Rate:	£195.62 per week
Three Bedrooms Rate:	£240.49 per week
Four Bedrooms Rate:	£310.68 per week

Our Homes

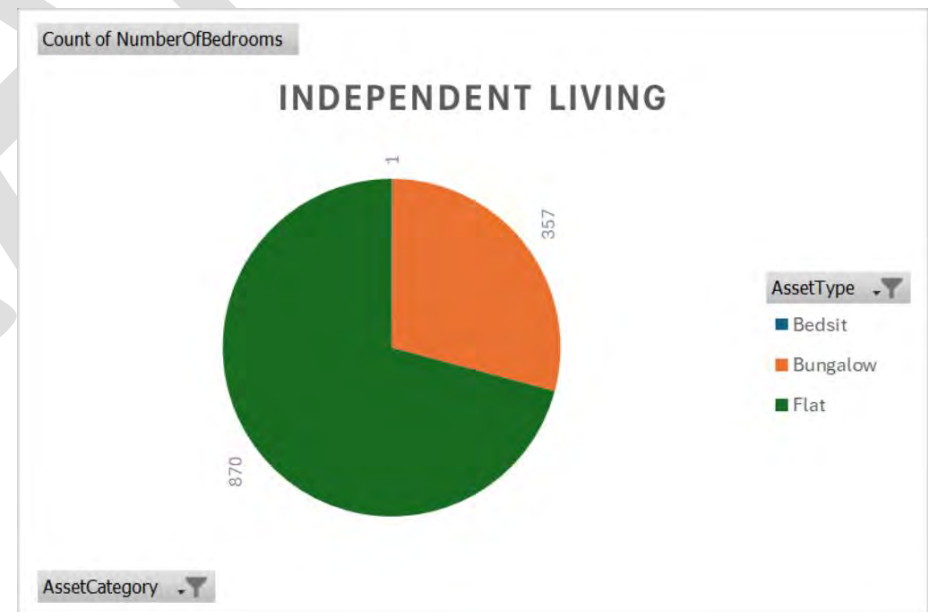
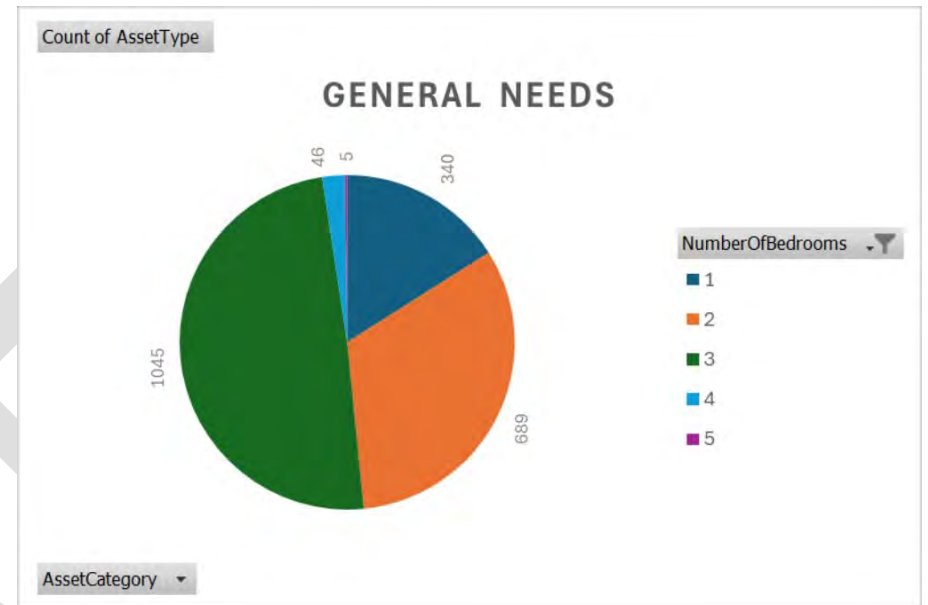
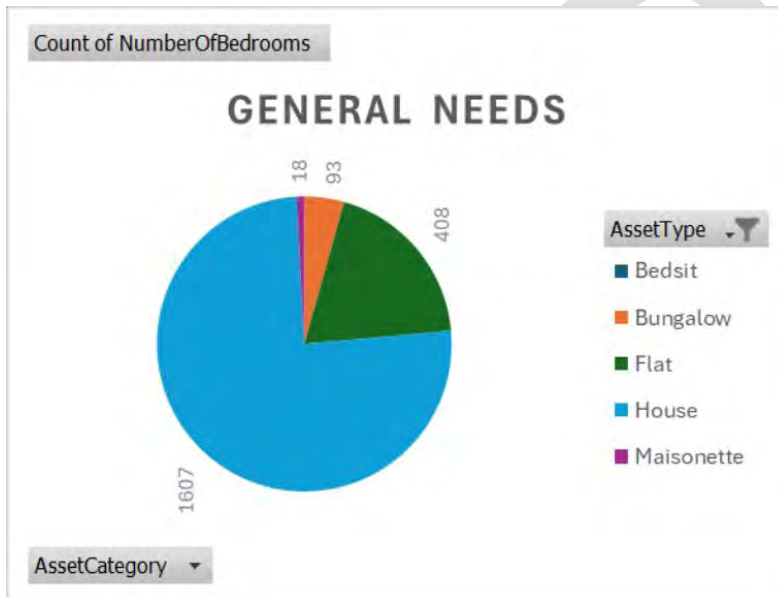
Existing Housing

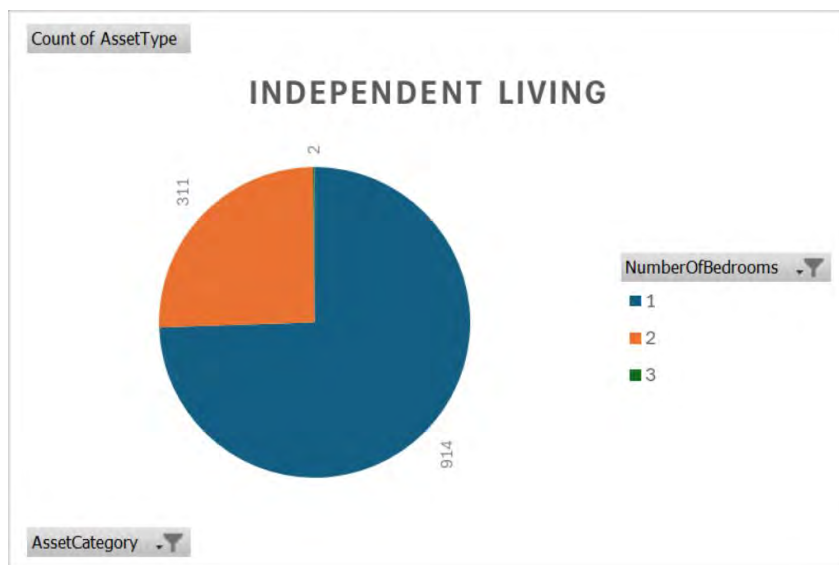
Source: Office for National Statistics – 2011 Census and 2021 Census

date	2021 Census					
geography	Rugby		West Midlands		England	
measures	value	percent	value	percent	value	percent
Tenure of household						
Total: All households	47,015	100.0	2,429,494	100.0	23,436,085	100.0
Owns outright	15,703	33.4	836,014	34.4	7,624,693	32.5
Owns with a mortgage or loan or shared ownership	16,704	35.5	709,279	29.2	6,980,323	29.8
Social rented	6,074	12.9	443,332	18.2	4,005,663	17.1
Private rented or lives rent free	8,534	18.2	440,869	18.1	4,825,406	20.6

Council Housing Stock

Source: Housing Services Database





Council Tenant Ethnicity Profile

Source: Housing Services Database

Figures as of July 2025. 1,532 refused to answer or did not answer when asked

Ethnic Group	Total
White British (English, Welsh, Scottish, Northern Irish/British)	2,457
White – Other (including Irish, Gypsy or Irish Traveller, Roma, other White background)	226
Asian or Asian British	26
Black or Black British	114
Mixed/ Multiple	45
Other Ethnic Groups	17

Housing Tenure

Source: Office for National Statistics – 2011 Census and 2021 Census

	Stock numbers	%
Owns outright	15,703	33.4
Owns with a mortgage or loan or shared ownership	16,704	35.5
Social rented	6,074	12.9
Private rented or lives rent free	8,534	18.2

Property Type	%
Terraced Houses	27%
Semi Detached	28%
Detached	24%
Flats	13%
Bungalows	8%

Housing Delivery

Source: Draft Local Plan 2025

S2 Strategy for homes

- A. To meet our future need for housing, 12,978 new homes will be delivered in the period 2024-2045 (618 each year).
- B. New homes will be delivered in the locations set out in the table below:

Source	Number of homes 2024-2045
South West Rugby	3,990
Houlton remainder deliverable by 2045	3,780
Eden Park, Rugby	664
Other allocations under Local Plan 2011-2031	633
Other sites with planning permission (less 10% non-implementation rate on sites that are not under construction)	679
Allocations under Policy S6	3,358

Housing Needs

Source: Waiting List Data July 2025

Property Type Needed as at 18 July 2025	Number of Applicants
General Needs +/- Independent	386
Independent Living & Wheelchair Accessible	110
Total	496

Source: Waiting List Data March 2025

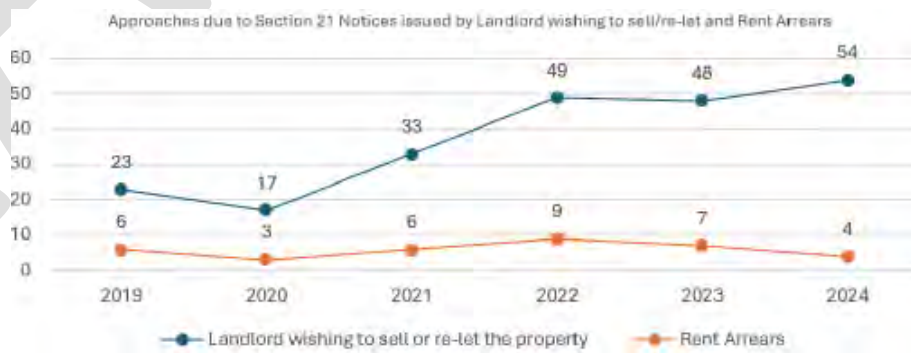
House Size	Number of waiting Applicants (as of March 2025)	Average number of days applicants had been on the waiting list until allocated a property (January – March 2025)
1-bed	160 waiting	286 days (45 applicants rehoused)
2-bed	101 waiting	312 days (44 applicants rehoused)
3-bed	105 waiting	229 days (15 applicants rehoused)
4-bed	67 waiting	1,073 days (3 applicants rehoused)
5-bed +	13 waiting	403 days (1 applicant rehoused)
Total	446 waiting	101 applicants allocated (January - March)

Homelessness Data

Source: Temporary Accommodation Homeless Data March 2025

House Size need	Number of applicants in temporary accommodation	Average number of days waiting in temporary accommodation
3-bed	3	97 days
4-bed	7	162 days
4/5-bed	1	356 days
Total	11	

Source: Rugby Borough Council Homelessness Prevention & Rough Sleeping Strategy 2025



Housing Need for Older People and People with Disabilities

Source: HEDNA 2022

Table 14.23 Estimated need for wheelchair user homes, 2022-32 (figure per annum)

	Current need	Projected need (2022-32)	Total current and future need	Trend-based housing need (2022-32)	% of Housing Need
Coventry	123	55	178	1,409	12.6%
North Warwickshire	30	16	46	127	36.2%
Nuneaton & Bedworth	58	35	93	380	24.5%
Rugby	36	32	68	681	10.0%
Stratford-on-Avon	47	50	97	671	14.5%
Warwick	44	31	75	644	11.7%
Warwickshire	215	165	380	2,504	15.2%
Coventry-Warwickshire	337	221	558	3,913	14.3%

Source: Draft Local Plan 2025

H7 Housing standards

- A. All new dwellings shall, as a minimum, meet the Nationally Described Space Standards.
- B. All new dwellings shall meet the requirements for Category 2 – accessible and adaptable dwellings set out in Part M4(2) of Schedule 1 to the Building Regulations 2010 (as amended).
- C. On developments of 10 or more homes, ten per cent of dwellings shall meet the requirements for Category 3 – wheelchair user dwellings set out in Part M4(3) of Schedule 1 to the Building Regulation 2010 (as amended).
- D. For houses, a rear or side garden shall be provided of at least 7 metres in depth and of at least the following sizes:
 - i. for a 2 bedroom house 60m²;
 - ii. for a 3 bedroom or larger house 80m².
- E. For apartments and houses in multiple occupation a minimum of 5m² of private outdoor space must be provided per bedroom.

Source: Market Position Statement for Housing with Care, Warwickshire County Council, February 2024

Extra care housing (ECH) demand				
Borough	ECH	Required demand 2040	Gap	Pipeline
North Warwickshire	80	150	70	65
Nuneaton and Bedworth	60	420	360	65
Rugby	87	320	233	0
Stratford-on-Avon District	222	520	298	0
Warwick	109	420	311	65
Total	558	1830	1272	-

Source: Healthy Ageing JSNA, Warwickshire Joint Strategic Needs Assessment 2024



Around four in ten people (39%) surveyed for this JSNA disagreed or strongly disagreed that housing in their local area met the needs of older people, although three in ten were neutral (33%), and three in ten agreed or strongly agreed (28%). The average cost of home adaptation which would allow an older person to remain at home is £6,000, compared with a yearly cost of £26,000 for residential care. National research highlights that for those older people who wish to move, 49% were prevented from moving by the lack of housing options.

Data Source List

- Office for National Statistics (ONS)
 - Census 2011: Rugby Borough
 - Census 2021: Rugby Borough
 - Annual Survey of Hours and Earnings (ASHE), October 2024
 - ONS Subnational Population Projections – Migration Variant, 2022-based
- HEDNA (Housing and Economic Development Needs Assessment) Coventry and Warwickshire, 2022
- Gypsy and Traveller, Travelling Showpeople and Houseboat Accommodation Assessment 2025
- Development Needs Topic Paper 2025 (Rugby Borough Council)
- House of Commons Library
 - Rising Cost of Living in the UK, 2024
- Land Registry
 - UK House Price Index (accessed 2024-2025)
- Strategic Housing Market Assessment (SHMA)
 - Coventry and Warwickshire, 2015
- Local Housing Allowance (LHA) Rates
 - Valuation Office Agency, May 2025
- Warwickshire County Council
 - Market Position Statement for Housing with Care, February 2024
 - Healthy Ageing Joint Strategic Needs Assessment (JSNA), 2024
- Rugby Borough Council
 - Draft Local Plan, 2025
 - Homelessness Prevention and Rough Sleeping Strategy, 2025

Internal and Unpublished Data:

- Housing Market Bulletin, January 2025
 - Internal council data (not publicly published)
 - Compiled via property listings on Rightmove unless otherwise stated.
- Housing Waiting List Data
 - Internal monitoring data from Rugby Borough Council Housing Team (not publicly published)
- Temporary Accommodation and Homelessness Data
 - Internal council data, based on H-CLIC and housing system records (not publicly published)
- Housing Services Database

DRAFT

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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



Equality Impact Assessment

Service Area	Communities and Homes – Housing Advice and Enabling Team
Policy/Service being assessed	Housing Strategy 2025-2035 and Evidence Base
Is this a new or existing policy/service? If existing policy/service, please state date of last assessment	Existing Housing Strategy 2022-2024
EqlA Review Team – List of members	Daniel Khan Jasmine Counsell Leigh-Anne Francis
Date of this assessment	23/07/2025
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	The role of the local housing strategy is primarily an in-house document bringing together other statutory and non-statutory policies relevant for housing. This strategy sets out the overarching plan for housing in the Borough over the next ten years and replaces the Housing Strategy 2022-2024. It is for everybody who lives in Rugby now, and for those who want to make their Borough in the future. The updated Housing Strategy considers the affordability of housing, and includes focused sections on specific groups, such as families, single people, older people, people with disabilities, and Gypsy and Traveller communities, to ensure an inclusive and tailored approach to housing provision.

(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?

The Housing Strategy fits with the priorities of the Council's Corporate Strategy regarding ensuring that residents have access to safe, quality, affordable housing that promotes wellbeing, economic opportunity, and sustainable infrastructure for both people and nature.



To reduce inequalities and improve housing across the Borough, the Housing Strategy will:

Healthier Rugby

- Help enable the provision of services to meet the needs of the growing population
- Ensure that residents have access to quality housing and open spaces

Thriving Rugby

- Support development of a Town Centre Delivery Plan by looking at where land and property lend itself to affordable housing, together with a long-term investment plan, setting out key priorities and next steps
- Support deliver of the Local Plan which embeds our vision for sustainable growth

Greener Rugby

- Reduce the council's reliance on fossil fuels which aligns with our net-zero targets
- Reduce climate inequality and provide support for vulnerable residents

Fairer Rugby

- Work with our communities and our partners to reduce inequality across the Borough of Rugby
- Improve the availability of quality housing to meet local needs
- Create safe communities where diversity is celebrated through creation of Local Lettings Plans which will help to create a safe and inclusive mixed balance of demographics in the Borough

<p>(3) What are the expected outcomes you are hoping to achieve?</p>	<p>Through partnership working, action plans that enable housing delivery and housing improvements, and alignment with wider statutory and non-statutory policies, the Housing Strategy 2025-2035 will achieve the following priorities:</p> <ol style="list-style-type: none"> 1. Help to reduce inequalities by understanding the housing needs of the borough so that we can align our efforts and work with partners to meet those needs 2. Create healthier and inclusive communities and meet housing needs by supporting quality housing delivery in targeted areas 3. Enhance partnerships by investing in joint solutions that unlock opportunity, meet the broad range of housing needs and help build positive futures 4. Enhance housing standards across all housing tenures to create safer, green homes that support resident wellbeing
<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>The Housing Strategy 2025-2035 and Evidence Base will affect:</p> <ul style="list-style-type: none"> • Customers – yes: the strategy affects housing applicants of the waiting list, tenants (including older people, people with disabilities), and residents needing access to affordable, supported, or specialist housing. It also supports access through s106 affordable housing that meet national standards, addresses affordability barriers, and aims to meet diverse needs through inclusive provision. By delivering high quality homes that meet national space standards and by allocating homes to households on the waiting list through nomination rights to support those in most housing need. • Employees – yes: it impacts staff involved in housing management, homelessness prevention, and partnership delivery with registered providers, landlords and other stakeholders. The Evidence Base will provide staff with information on demographics of the Borough, identify supply and demand of affordable housing to provide insights for target areas (older persons housing, specialist housing, larger homes). • Wider Community or Groups – yes: the strategy supports healthier, mixed communities through planned housing delivery, EPC improvements in both council stock and the private rented sector (via landlord forums and engagement), better use of s106 opportunities, and inclusion of groups including Gypsy and Traveller Communities, and priority groups including Armed Forces veterans, care leavers, and people fleeing domestic abuse. The wider community will benefit from collaboration with partners on regeneration and redevelopment projects to enable overall communities to see sustainable change leading to a thriving Borough.

<p>(5) Will the policy or decision involve substantial changes in resources?</p>	<p>There is a section within the proposed Housing Strategy which considers the resources, funding and investment required to support the delivery of the Strategy.</p> <p>It considers the use of commuted sums for affordable housing from S106 planning agreements, prioritising the funds to be used on refurbishment of the Council's social housing and the provision of adaptations. The Council will consider the use of funds as a grant to support local community groups who can apply for the funding through a set of criteria which will be determined. These are likely to require officer resource to manage and monitor, and will need to be funded through the provision of commuted sums.</p> <p>It also considers the Government Spending Review published in July 2025 and follow up proposals published following this. Namely, the new 10-year funding scheme from the Social and Affordable Homes Programme of £3.9bn per year, a 10-year rent settlement for local authority housing, allowing councils to raise rents by a maximum of CPI +1%, the Local Authority Housing Fund of £1bn which supports councils expand and improve temporary accommodation, and a renewed commitment to the £13.2bn Warm Homes Plan.</p> <p>The Council's investment programme to improve its own stock is highlighted and the funding to enable more social and affordable homes from Homes England.</p>
<p><u>Stage 2 – Evidence about user population and consultation</u></p>	<p>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>

(1) What does the data tell you about the groups this policy or decision impacts?

Possible data sources:

- national statistics/census data
- local statistics
- evaluations
- analysis of complaints
- user feedback
- outcomes from consultation/community voice
- Council published information, service data
- District and Ward Profile – Warwickshire Observatory
- Office of National Statistics
- Fingertips health profiles
- Indices of Multiple Deprivation
- RBC Annual Workforce Equality Report

Age Profile

Average age: 40 years

The Housing and Economic Development Needs Assessment forecasts an 18.4% increase in residents aged 65+ by 2032, highlighting a growing demand for age appropriate and accessible housing options.

Household Size:

Average household size: 2.4 persons

Future Forecasts Housing Need:

Calculated using the government's standard method, Rugby required 618 new homes per year of all tenures, equivalent to 12,978 homes over the full 2024-2045 Local Plan period.

Residual Need:

After accounting for planned completions (e.g., Houlton, South West Rugby, Eden Park), and including a 5-10% buffer, there remains a residual need of 2,182-3,480 homes between 2024-2045.

Gypsy & Traveller Requirements:

The 2025 Gypsy & Traveller Assessment confirms a requirement for 94 permanent pitches from 2024-2042

Health and Disability

The last 2 censuses showed that, whilst the average age in Rugby remained at 40 years old, the C.9% increases in population continue for 60-84-year olds. The total older persons population in Rugby was 18.1% for persons ages 65+.

The Council's housing Register shows there are 117 people needing a wheelchair accessible home as of March 2025.

Existing Housing

69% of all homes are owner occupied

12.9% are social rented

18.2 % are privately rented

As of 2021 there were 47,015 households in Rugby

The type of housing is split between terrace 27%, semi 28% and detached homes 24%. Flats 13% and Bungalows 8%

Council Housing Stock

Total council housing stock including void and under agreement as of July 2025: 3,354

General needs properties: 2,126

Independent living properties: 1,228

Housing Register (Waiting List)

In 18 July 2025, there were 496 households on the Housing Register waiting for social and affordable housing.

There were 110 applicants registered for independent living and wheelchair accessible accommodation.

Employment

In Employment (residents aged 16+): 61% of the Rugby population- mean average income of £37,273.

House Prices

As at Sept 2024, the average house price was £278,993.

An annual income of £44,732 is required to rent a 2 bedroom property on the private rented market

An annual income of £29,243 is required to rent a 2-bedroom affordable rented home

<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>Yes. Two consultation sessions were held with elected members – first in November 2024 to shape the strategic priorities, and a follow-up in March 2025 to refine themes and expectations. Members supported the strategy’s broad scope across all tenures and emphasized the importance of social value, tenure flexibility, KPI frameworks, and addressing HMOs density in Rugby and empty homes. As such, feedback has been considered and included within the action plans of this strategy.</p> <p>Following Scrutiny Committee feedback in July 2025, additional data on demographics and council stock, and a clear approach to independent living and older people’s housing needs, were incorporated into the final strategy.</p> <p>In addition, internal departments including:</p> <ul style="list-style-type: none"> • Acquisitions • Environmental Health Team • Lead S106 compliance Officer • Housing Services • Communities and Projects • Development Strategy team • Assets Team • Decarbonisation Projects Team <p>Were consulted throughout the drafting process and contributed directly to action planning and policy alignment.</p>		
<p>(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	<p>Given that the Housing Strategy is a non-statutory document, we are not undertaking additional consultation at this stage. Due to limited resources, we are focusing on aligning with existing engagement and evidence gathered through previous consultations and strategic work.</p>		
<p><u>Stage 3 – Analysis of impact</u></p>			
<p>(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified</p>	<p>Protected Characteristic</p>	<p>Nature of Impact Positive, Neutral, Adverse (explain why)</p>	<p>Extent of impact Low, medium, high</p>

<p>for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	Age	<p>Positive:</p> <p>Acknowledgement of restrictions for under 35 year-olds on benefit income when looking for housing options.</p> <p>Adaptions/ accessible accommodation for older persons and people with disabilities.</p> <p>Mitigation: Development of supported and extra care housing; affordable home ownership schemes; provision for care leavers</p>	High
	Disability	<p>Positive:</p> <p>Strategy addresses inaccessible housing or lack of adaptation support. Mitigation: Allocations policy prioritises accessible homes; HEART collaboration on adaptations; EPC upgrades for thermal comfort</p>	High
	Sex	<p>Positive:</p> <p>Preference is given to children of different gender sharing a bedroom on the waiting list. Strategy prioritises social housing for households with children</p>	High

	Gender reassignment	Positive Trans people may experience housing discrimination or insecurity Preference is given to a child sharing a bedroom over the age of 10 but not yet 16, and is transitioning and is receiving specific medical treatment. Inclusive lettings practice including within our temporary accommodation; safe and supportive housing arrangements encouraged	Medium
	Marriage/civil partnership	Neutral	Low
	Pregnancy/maternity	Positive Risk of overcrowding or unaffordable housing during maternity Priority is given within homeless legislation and homelessness if a preference in the housing allocations policy. Social prioritisation for families with children and expectant mothers; financial inclusion support	Medium
	Race	Neutral Disparities in access to suitable housing; discrimination in PRS. Strong enforcement in PRS; engagement with BAME communities; data monitoring to identify gaps	High

	Religion/belief	Neutral Specific cultural requirements not reflected in housing provision. Cultural considerations in design/allocations where appropriate	Medium
	Sexual Orientation	Neutral LGBTQ+ people may face stigma or unsafe living conditions. More likely to be at risk of homelessness. Equalities training for housing staff; safe lettings and engagement encouraged	Medium
(2) <u>Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty,	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high

	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Climate resilience Energy efficiency homes reduce emissions and help low-income and vulnerable households cope with climate change. The Strategy addresses this with the requirement for new developments required to meet NDSS.	Medium
		Fuel Poverty Poorer households – especially older people, disabled residents and families are more affected by rising energy costs. Sustainable design reduces bills and improves wellbeing	High
		Air Quality and Pollution Low-income and BAME communities are more likely to live in areas with poor air quality. Investment in regeneration and clean transport can support environmental justice	High
		Green Space and Active Travel Access to green space and safe walking/cycling routes supports physical and mental health, particularly for children, older adults and people with mental health needs	Medium

<p>(3) Using the information gathered in stages 2 and 3, please describe how the policy/strategy/service will:</p> <ul style="list-style-type: none"> a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic 	<ul style="list-style-type: none"> a. The Strategy promotes fair access to housing, inclusive design, and protection from poor practices in the private rented sector b. It increases affordable, accessible housing and support services, targeting those most affected by inequality (e.g. disabled people, care leavers, low-income households) c. Mixed-tenure and inclusive developments support integration and reduce stigma. Community engagement ensures diverse needs are understood and addressed.
<p>(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?</p>	<p>Barriers can include digital exclusion or literacy challenges, physical access issues, lack of awareness of services. These can be overcome by offering multiple access routes (online, phone, in-person), translated or easy reading materials, outreach through community partners, and ensuring services are physically accessible to all.</p>
<p>(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?</p> <p>If no Equality Monitoring Data is being collected, why not?</p> <p>For support with this section, please refer to the Equality Monitoring Guidance.</p>	<p>Data on housing applicant, homelessness cases, and housing register users will be collected and monitored by protected characteristics (e.g. age, disability, race, sex). This data will be used to identify any disparities in access, outcomes, or service use, and will inform service improvements and targeted interventions. Where data is incomplete, steps will be taken to improve collection and delivery</p>

<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.</p>	<p>Answered in previous point</p>
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<p><u>Stage 4 – Action Planning, Review and Monitoring</u></p>	<p>TO BE COMPLETED SEPTEMBER 2026</p>
<p>(1) Data analysis What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>	

<p>If No Further Action is required, then go to – Review and Monitoring</p> <p>(2) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	
<p>(3) Review and Monitoring</p> <p>State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>	

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on 23 July 2025 and will be reviewed on September 2026.’

Rugby Borough Council Housing Strategy

2025 – 2035: Summary Document

Purpose of the Strategy

This Housing Strategy 2025-2035 provides the framework to influence delivery, improve housing quality, and help create strong, healthy communities over the next decade. It draws on evidence from the Census, the Housing and Economic Development Needs Assessment (HEDNA), internal housing data, and government policy to guide delivery, investment, and partnership working across all tenures. While the Council's direct control is limited to social housing and regulatory functions, the strategy works with partners to influence all housing tenures.

The strategy aligns with the Council's Corporate Strategy and national frameworks, including the Local Government Outcomes Framework (LGOFF) and the Social and Affordable Homes Programme (SAHP).

Overview of the Borough

Following feedback from Scrutiny, the final draft of the strategy will include infographics to reduce the amount of text for the reader. Examples currently being drafted include:



- **Population and demographic shifts:** Rugby's population has grown by 14,325 since the last census, with forecasts for further growth and an aging population (+18.4% in residents aged 65+ by 2032)

Key Challenges:

- **Housing market:** Demand outstrips supply, with affordability pressures in both the rental and sales market, especially for under 35s on benefit income and families. Larger affordable homes are in particularly short supply.
- **Homelessness:** driven by evictions, domestic abuse, and cost-of-living pressures.
- **Private rented sector pressures:** rising rents, landlord exits, and limited supply.
- **Delivery constraints:** Regulatory changes, viability issues, and space standards affecting s106 delivery.

Strategic Priorities

Priority 1: Help to reduce inequalities by understanding the housing needs of the borough so that we can align our efforts and work with partners to meet those needs

- **Annual housing need:** 618 homes per year (12,978 total by 2045), with 35-40% needing to be affordable (216-247 per year)
- **Key actions:**
 - Use data (Census, HEDNA, Housing Register) to inform planning and delivery.
 - Support inclusive housing for older people, disabled residents, and Gypsy and Traveller communities (93 pitches needed).
 - Implement Choice-Based Lettings (CBL) to improve transparency and demand insights.
 - Delivery affordable housing through planning policy, s106 agreements, and partnerships with Registered Providers.

Priority 2: Creating healthier and inclusive communities and meet the housing needs by supporting quality housing delivery in targeted areas

- **Key Actions:**
 - Support mixed and balanced communities with access to services and green space.
 - Improve housing conditions and tackle inequalities in housing access.
 - Support independent living via HEART and Disabled Facilities Grants.
 - Review garage sites for development potential (60 sites under consideration).

Priority 3: Enhance partnerships by investing in joint solutions that unlock opportunity, meet the broad range of housing needs and help build positive futures

- **Key actions:**
 - Strengthen collaboration with Registered Providers, private landlords, Homes England, and the voluntary sector.
 - Work with health and care partners (e.g., HEART project, Integrated Care System, public health) to provide housing with care and support.
 - Engage with Homes England, West Midlands Combined Authority, and national programmes to secure funding/ opportunities to enable new affordable housing.
 - Develop social impact metrics to measure housing outcomes.

Priority 4: Enhance housing standards across social and private rented homes, and support improvements in owner-occupied homes, to create safer, green homes that support resident wellbeing

- **Key Actions:**
 - Maintain and improve council housing stock, meeting EPC C by 2030.
 - Invest £20.6m in energy efficiency upgrades for 1,000 council homes (EPC C by 2028).
 - Support private landlords and owner-occupiers via Warm Homes: Local Grant and ECO schemes.
 - Review empty homes strategy (2026-27) and improve stock condition data (20% annual survey from 2026).
 - Respond to new legislation (e.g., Renters Rights Bill, Awaab's Law) and improve enforcement capacity.

- Develop a Financial Assistance Framework.

How Challenges will be Tackled:

- **Action Plans:** each priority has a 10-year action plan, setting out delivery steps, lead responsibility, timescales, and success measures.
- **Funding and Resources:** Delivery will use a mix of s106 contributions, the Affordable Homes Programme (£3.9bn nationally), the Local Authority Housing Fund, and other government grants.
- **Policy Alignment:** Links to the Local Plan, Homelessness & Rough Sleeping Strategy, and wider corporate priorities (Healthier, Thriving, Greener, Fairer Rugby).
- **Monitoring:** Annual reviews of progress against key performance indicators, including affordable housing completions, homelessness preventions, and energy efficiency upgrades. The strategy will undertake a full review every 2-years.

Resources and Funding

- **Government Spending Review 2025:**
 - £3.9bn/year for SAHP.
 - £13.2bn Warm Homes Plan.
 - £1bn for temporary accommodation via Local Authority Housing Fund.
- **Council Investment:**
 - £16m capital programme for stock maintenance (2025/26).
 - Match funding for retrofit programmes.

AGENDA MANAGEMENT SHEET

Report Title: The impact of the Voluntary and Community Sector organisations funded by the Council in 2024/25

Name of Committee: Cabinet

Date of Meeting: 15 September 2025

Report Director: Chief Officer - Communities and Homes

Portfolio: Communities and Homes, Regulation and Safety

Ward Relevance: All wards

Prior Consultation: Warwickshire Community and Voluntary Action (WCAVA)
6 Community Associations (CA) – Brownsover CA, Benn Partnership Centre, Overslade CA, Newbold on Avon Community Partnership, New Bilton CA, Long Lawford CA
Bedworth, Rugby and Nuneaton Citizens Advice Bureau (BRANCAB)
Rugby Foodbank

Contact Officer: Mary Jane Gunn
Communities and Projects Manager
maryjane.gunn@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

Corporate Priorities: This report relates to the following priority(ies):
☒ A Healthier Rugby – To support people to live healthier, longer, and more independent lives.
☒ A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.
☒ A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.
☐ A Fairer Rugby – To reduce inequalities and improve housing across the Borough.
[Corporate Strategy 2025-2035](#)
☐ This report does not specifically relate to any Council priorities but

Summary:	The Impact Report, attached as Appendix 1 to this report, highlights the positive impact and achievements of the voluntary and community sector organisations funded by the council during 2024/25.
Financial Implications:	There are no financial implications arising from this report.
Risk Management/Health and Safety Implications:	The report is a mechanism to demonstrate the positive contribution made by organisations in receipt of funding from the council and how their work contributes to supporting the council in achieving its outcomes as set out in the corporate strategy.
Environmental Implications:	No specific issues identified.
Legal Implications:	<p>The Council has a wide power within Section 2 of the Local Government Act 2000. This is known as the “wellbeing power” and seeks to promote or improve the economic, social, and environmental wellbeing of the Council’s area. This includes the power to provide financial assistance to achieve this purpose.</p> <p>In addition to the “wellbeing power” the council is also able to utilise the General Power of Competence under the Localism Act 2011. This represents a more recent statutory power and further strengthens the ability of the Council to provide financial assistance as set out within this report.</p>
Equality and Diversity:	An Equality Impact Assessment has been carried out and is attached as Appendix 2 to this report.
Options:	The report is for information.
Recommendation:	<ol style="list-style-type: none"> 1) The content of the report be noted; and 2) the achievements of the organisations supported through Council grant funding during 2024/25 be commended.
Reasons for Recommendation:	To ensure that Members are aware of the positive outcomes achieved by voluntary and community sector organisations in receipt of grant funding during 2024/25, and the resulting valuable contribution to supporting the outcomes of the corporate strategy.

Cabinet - 15 September 2025

The impact of the Voluntary and Community Sector organisations funded by the Council in 2024/25

Public Report of the Chief Officer - Communities and Homes

Recommendation

- 1) The content of the report be noted; and
- 2) the achievements of the organisations supported through Council grant funding during 2024/25 be commended.

1. Executive Summary

- 1.1. The impact report (Appendix 1) demonstrates the achievements of voluntary and community organisations in receipt of grant funding from the Council and how their work has contributed to supporting the delivery of the corporate strategy outcomes during 2024/25.

2. Background

- 2.1. The report outlines the contributions of voluntary and community sector groups funded by the council in 2024/25, and highlights:
 - The diversity and scope of the services and support they deliver
 - The reach of their work, reflected in the number of residents supported
 - The positive impact of those services and support on residents, including tackling social isolation, enhancing mental wellbeing, boosting income, and improving access to nutritious food

The funding provided was as follows:

- Community Associations / Partnerships: £48,000.00 + £2,368.54 in microgrants as part of the SLA
 - Bedworth, Rugby and Nuneaton Citizens Advice Bureau (BRANCAB): £73,000
 - Warwickshire Community and Voluntary Action (WCAVA): £39,600
 - The Rugby Foodbank: £8,530
- 2.2 It should be noted that the funding for the Foodbank and the community associations / partnerships is in the form of grants, whilst the WCAVA and BRANCAB funding arrangements are contractual, with their services having been procured. A copy of the SLA objectives with the Community Associations / Partnerships is attached as Appendix 3.

3. Funding for 2026-27

In recognition that the existing model for supporting Community Associations and Partnerships has seen little variation and has remained consistent across organisations over time, proposals will be presented to Cabinet in December 2025 which allow Cabinet to consider how the Council commissions support for the voluntary and community sector in 2026/27.

4. Conclusion

- 4.1 The groups can demonstrate how they have utilised funding to support Rugby communities in 2024/25.
- 4.2 It should be noted that grant provision is just one of the ways the council supports the wider voluntary and community sector in Rugby.
- 4.3 Additional support from the Council includes the Rugby Lotto as a fundraising tool, and a contract with WCAVA to provide support and advice to enable organisational development and sustainment.

Name of Meeting: Cabinet

Date of Meeting: 15 September 2025

Subject Matter: The impact of the Voluntary and Community Sector organisations funded by the Council in 2024/25

Originating Department: Communities and Homes

DO ANY BACKGROUND PAPERS APPLY

☐ YES

☐ NO


LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A



Appendix 1: Voluntary and Community Sector Impact Report 2024-25



CONTEXT

Throughout 2024/25, the Council maintained its support for the voluntary and community sector, aiming to strengthen community resilience and ensure local services remain accessible to Rugby residents. This ongoing collaboration helps the Council better understand the challenges facing communities, allowing services to be adapted and delivered more effectively and efficiently.

In 2024/25 the Council continued funding agreements with the following organisations:

- **6 Community Associations and Community Partnerships** operating in the most deprived wards: Benn, Brownsover, Long Lawford, New Bilton, Newbold upon Avon and Overslade
- **Warwickshire Community and Voluntary Action (WCAVA)**
- **Rugby Foodbank**
- **Bedworth, Rugby and Nuneaton Citizens Advice (BRANCAB)**

The organisations provided activities that contributed to the following **Rugby Borough Council Corporate Strategy 2025-35 priorities**:

- A Healthier Rugby – to support people to live healthier, longer and more independent lives
- A Greener Rugby – to protect the environment and ensure the borough adapts to climate change
- A Fairer Rugby – to reduce inequalities and improve housing across the borough

ORGANISATION	NOTES	FUNDING FOR 2024-25
COMMUNITY ASSOCIATIONS AND COMMUNITY PARTNERSHIPS	<p>The Community Associations and Community Partnerships provide various activities, which mainly focus on tackling social isolation and loneliness, as well as addressing economic inequalities.</p> <ul style="list-style-type: none"> • Benn Partnership Centre (BPC) • Brownsover Community Association (BCA) • Long Lawford Community Association (LLCA) • New Bilton Community Association (NBCA) • Newbold on Avon Community Partnership (NOACP) • Overslade Community Association (OCA) <p>In 2024/25 they each received £8,000, and an optional £1,000 to administer microgrants in consultation with local Ward Members.</p>	<p>£48,000 + microgrants:</p> <p>BPC: £600 BCA: £300 NBCA: £300 NOACP: £868.54 OCA: £300</p>
WCAVA	<p>Community and voluntary infrastructure support.</p> <p>* The contract went live on 1 April 2023 and was for two years.</p>	£39,600*
RUGBY FOODBANK	Support for emergency food donations.	£8,530
BRANCAB	<p>Provision of advice to the residents of the borough.</p> <p>**The contract went live on 1 April 2023 and was for two years.</p>	£73,000**

AT A GLANCE – IMPACT

COMMUNITY ASSOCIATIONS / PARTNERSHIPS

The organisations have made a meaningful impact by offering a wide range of inclusive, community-led activities that attract hundreds of residents each month in the borough's most deprived areas.

- Social groups, such as walking clubs, gardening, craft nights and board games, have **helped reduce loneliness and bring people together**.
- **Food support**, including warm meals, Christmas hampers, and access to community fridges and pantries, has provided **essential help for residents facing financial hardship**.
- Initiatives such as litter picking and community gardening have **improved public spaces** and supported both **physical and mental wellbeing**.
- Educational opportunities such as ESOL, computer literacy, and job-seeking support have **empowered individuals with new skills and confidence**.

WCAVA (RUGBY)

- A total of **165 organisations** were supported with setting up, developing policies, volunteering, finding funding opportunities and securing funding, as well as promoting services and events. This enabled many groups to grow and better engage with their communities.
- Support in identifying funding opportunities led to **£546,988.58** secured, while volunteering activities generated an estimated **£1,164,837** in economic value.
- **348 new volunteers** were placed into roles that helped them build skills, confidence, and experience, and increase capacity for local services to be delivered.
- Over **40 events** were delivered and the team also contributed to **44 wider events**, such as the **Benn Ward Community Fun Day** and **Ashlawn School Careers Fair**, strengthening local partnerships and promoting the services.

RUGBY FOODBANK

- Rugby Foodbank provided **6150 emergency food parcels** to people in Rugby who couldn't afford the essentials, **including 2327 parcels for children**.
- In recognition of their outstanding contribution, **Hope4 was awarded The King's Award for Voluntary Service** — the highest honour a local volunteer group can receive in the UK and was one of only two organisations in Warwickshire to receive the award in 2024.

BRANCAB (RUGBY)

- Over the past year, Rugby Citizens Advice made a significant impact by supporting **5,178 clients**.
- **A total of 15,343 issues were addressed**, with the most common relating to **Benefits and Tax Credits, Debt, and Financial Services & Capability**.
- The support delivered resulted in outcomes worth over **£6.2 million**, including more than £3 million in income gains and over £2 million in debt written off.
- Additionally, 506 clients received financial capability assistance, covering 1,342 issues such as **budgeting, managing bills, and securing better deals on utilities**.

Through expert guidance and practical help, Rugby Citizens Advice strengthened financial security and resilience for individuals and families across the borough, who are facing hardship.

BENN PARTNERSHIP CENTRE

ACTIVITIES OFFERED

Activities provided in 2024-25 include:

- **Walking group** (in the warmer months)
- **Gardening Club**
- **Meet and Eat Community Café**
- **Christmas Day Dinner** – Every year, the Centre hosts a free Christmas Day Dinner for approximately 80 people and delivers meals to around 20 others at home – some of Rugby’s most vulnerable residents; Many are lonely or can’t afford a meal.
- **Community Fridge** – the fridge is by the reception area and food items are available for everyone in need. Provision of food is through FareShare and collaboration with supermarkets i.e., Tesco.
- **Computer Literacy Support and Computer Lessons for over 55’s** – People can seek support with learning how to use phone apps, emails, social media etc.
- **Work Club** – support with job search, writing CVs and filling in/understanding applications.
- **Regular appointments** to help people with applying for visa, universal credit etc. BRANCAB (Rugby) and RBC signpost people, who need help with filling in housing applications, PIP etc., to the Centre.
- **ESOL Classes**
- Partnership with a number of groups and organisations that offer their services in the centre, such as **OCD group, Warwickshire Pride, Free Adult Community Singing Sessions and Thursday Art Group with RAGM.**



MEET AND EAT COMMUNITY CAFE

**AT THE BENN PARTNERSHIP CENTRE ,
RAILWAY TERRACE, RUGBY CV21 3HR
EVERY FRIDAY FROM 12:00PM TO 2:00PM**

**The Meet and Eat Community Cafe is a
community space where anyone is welcome to
come along to share a meal, spend time
together, make friends and chat.**



**We will from time to time have guests and
advisors, to educate us on healthy living,
energy saving, bills & debt management etc.**

EVERYONE IS WELCOME. IT IS FREE. NO COST.

Source: Facebook



Benn Partnership Centre
Railway Terrace ,Rugby
CV21 3HR

Wednesday 25th December

FREE CHRISTMAS DAY LUNCH

Will you be alone this Christmas day?
Do you have family who will be working Christmas day?
Or will you struggle to cook a festive lunch?

If so, call 01788 553033 or email info@bennpartnership.org.uk
before Friday 6th December to **BOOK** your place and advise
us of your dietary requirements.

Arrive at 10:30am with lunch at 1:00 pm and stay until
3:00pm.

PLEASE NOTE-first come first served basis. If you need a lift
to the venue or your meal delivered to you ,let us know!

BENN PARTNERSHIP CENTRE

BENN WARD COMMUNITY FUN DAY 2024

Consultation with residents in the Summer of 2023 identified a community event in Millenium Green Park would be welcomed, in response, the event was included in the Benn Ward Area Action Plan for 2024–25.

In partnership with the Benn Partnership Centre, we secured funding through the Heart of England Inclusive Communities Fund.

The event was a great success, with over 200 residents attending and providing positive feedback. Thanks to the grant, all activities were offered free of charge. These included, play and sports sessions with RBC Play Rangers and Barnardo’s, a circus skills workshop, face painting, and a free pizza slice in the park and afternoon tea at the Centre. A fire engine was also on site, allowing children to explore the equipment, and several information stalls were present, including BRANCAB, Warwickshire Police, WCAVA, and Act on Energy.



MICROGRANTS



Source: Love Heart Community CIC Facebook Page

- **Food Project with Love Heart Community** – The microgrant covered the cost of hiring a room at the Benn Partnership Centre, where residents could come every two weeks for a hot meal, some groceries, and a chance to connect with others. Most of the food was donated or picked up from supermarkets, helping to reduce food waste at the same time.
- **Southeast Asian Network** – The aim of the project was to create a positive and welcoming space for people of Southeast Asian heritage to come together. The sessions included arts and crafts and accommodated 8 to 10 participants.

NEW BILTON COMMUNITY ASSOCIATION

ACTIVITIES OFFERED

Activities provided in 2024-25 include:

- **Community Gardens** – NBCA maintains the gardens and has received Green Flag Community Awards for both New Bilton’s Jubilee Recreation Ground and the ‘pocket park’ at Gladstone Green for several consecutive years. The gardens are cared for by NBCA volunteers and residents, who grow a wide range of pollinator-friendly plants and flowers. NBCA also took part in a workshop with Warwickshire County Council on tree pruning techniques at the **community orchard** in New Bilton. NBCA are connected with Garden Organic and attended online training about biodiversity and pollination.
- **Play Sessions for Children in New Bilton Parks** – together with RBC, NBCA successfully secured funding to provide play sessions with RBC Play Rangers in Jubilee Recreation Ground and Freemantle Play Park.
- **Covid-19 memorial bench at Gladstone Green** – NBCA held a commemoration and dedication ceremony for National Covid-19 Day of Reflection, after securing money through WCC Cllr Grants for the bench at the Gladstone Green.
- **Drop-in on Wednesdays at Rugby Quaker** – Aside from the social aspect and card and board games, participants can seek help with applying for work, benefits, etc. NBCA also offers digital ‘assignments’ during the sessions - these are designed to help participants become more independent and confident in using the Internet, a computer and a smartphone.
- **Supporting people facing financial difficulties** – this includes donating vegetables to Rugby Christian Life Centre’s (CLC) food hamper project, providing slow cookers and air fryers (project funded by the UKSPF grant in 2023-24), and distributing donated toys to families in need.

MICROGRANT

Christmas Hampers for residents of New Bilton, with Rugby CLC – The microgrant covered the cost of additional food items to supplement the Christmas Hampers for 41 residents of New Bilton. The hampers also included toys, donated by Lidl, for residents with children.



Source: Warwickshire World



Thanks to the New Bilton Community Association

Source: Facebook

BENN AND NEW BILTON AREA ACTION PLANS

This year saw the introduction of the Benn and New Bilton Area Action Plans, developed in response to inequalities in these wards compared to other areas in the borough. Key issues include higher levels of fuel poverty, poorer health outcomes, and a greater number of residents on low incomes. The plans were created through joint working with council services, Warwickshire Police, and the Community Associations to address these challenges in a coordinated way. Cabinet approved the plans on 5 February 2024.

The projects that we delivered together with the Benn Partnership Centre and New Bilton Community Association as part of the plans include:

- **Benn Ward Community Fun Day** in Millenium Green Park.
- **Green Flag Community Awards in New Bilton Parks:** Gladstone Green and Jubilee Street Recreation Ground.
- **Winter and Summer Environmental Visual Audits in Benn and New Bilton Wards** - The aim of these audits is to identify and record any issues of concern i.e., fly-tipping and highways problems. Findings are then referred to the appropriate agency for action. The audits are carried out in partnership with the community associations, WCC, the Police and residents, promoting joint responsibility and targeted improvements in the wards.
- **Community Orchard at the Jubilee Recreation Ground** - Working in partnership with NBCA and WCC, the community orchard is comprising a mix of fruit trees to improve the ward's green spaces and food options. The orchard is made of 12 trees, including cherry, apple, apricot, pear, plum, walnut, and quince.

THE AREA ACTION PLANS FOR 2025/26

The actions outlined above are also included in the 2025–26 Action Plan. In addition, NBCA has partnered with Rugby Borough Council's Sports and Recreation Team to secure funding for free activities at Freemantle Play Park and New Bilton Recreation Ground. These sessions, delivered by the Play Rangers, took place every Friday during term time throughout June and July 2025.



THE INCLUSIVE COMMUNITIES FUND Funded by UK Government Commonwealth Games Legacy Fund West Midlands Combined Authority heart of england UNITED BY 2022 LEGACY CHARITY



BROWNSOVER COMMUNITY ASSOCIATION

ACTIVITIES OFFERED

Activities provided in 2024-25 include:

- **Monthly Litter Picking**
- **Gardening Club**
- **Funding Elmer, a community campervan, to visit different areas of Brownsover.**
Elmer provides refreshments, activities for children, and both outdoor and indoor seating. This helps bring the community together and combat loneliness. Up to 20 people may attend each session, however this depends on the weather.
- **Winter Family Project** – The project started in October 2022. In 2024-25 it ran three nights per week during the winter months and provided a hot meal for families free of charge. Many of the families are from Boughton Leigh Primary School, with the children receiving free school meals. The project is run entirely by volunteers. As well as providing a hot, nutritious meal, volunteers offer signposting to services and provide activities for the children.
- **Teddy Bears** – a mother and toddler group which runs once a week.
- **Buddy Club** – The weekly club is open to anyone to use the facilities, such as the internet and computers, as well as to seek advice and support with a variety of things, including benefits, job searches, and learning how to use the internet.
- **Youth Club** - The youth club is run in the outbuilding, owned by BCA, by the On Track team and is supported financially by BCA. On Track runs activities and provides a safe and supportive space for children and teenagers to spend time.
- **ESOL Classes** – BCA has hired an English teacher to run weekly two-hour lessons at the community centre, with 12 regular students attending.
- **Christmas Hampers** – BCA gave out 45 Christmas hampers, made up of essentials and Christmas treats, to the most vulnerable families and elderly people in the community.



MICROGRANT

Stay and Play Sessions ‘Little Squirrels’ – The microgrant covered the cost of hall hire to run Stay and Play sessions for preschool children with additional needs. The sessions were run by Entrust Care Partnership and facilitated by a mixture of skilled staff and volunteers.

LONG LAWFORD COMMUNITY ASSOCIATION

ACTIVITIES OFFERED

LLCA plays an enabling role in the community by supporting a range of impactful projects that directly benefit the people of Lawford. Highlights include:

- **Post Office and Mobile Library** – the Post Office service is available to Long Lawford residents every week, and mobile library comes every three weeks.
- LLCA funds **On Track** to deliver weekly sessions in the village every Thursday, offering a range of multisport and creative activities, that are well-attended.
- **Craft Club** – LLCA provided funding to the Lawford Lighthouse Craft Group for creative arts and crafts workshops.
- **Gardening Project** with Ladybirds – LLCA contributed to the Ladybirds’ gardening initiative, including the purchase of a new lawnmower.
- LLCA contributed funding to the Friends of Long Lawford Primary School to help reach their goal of **refurbishing the school library**.
- **Supporting the Lawford Summer Festival** – This popular annual event is well attended by residents of the Lawfords. It features craft stalls, children’s activities, live music, food and drinks, offering something for everyone to enjoy.
- Together with Long Lawford Parish Council, funded the **Christmas light switch on and community get together**.
- Provided funds to support the **Year 6 Residential trip**, Long Lawford Primary School.



Source: Facebook

NEWBOLD ON AVON COMMUNITY PARTNERSHIP

Newbold on Avon Community Partnership is made up of community members and local organisations, including the Chapel Newbold, Newbold Village Hall and The Newbold on Avon Rugby Union Club.

ACTIVITIES OFFERED

Activities provided in 2024-25 include:

- **Newbold Pantry**
- **Chair Exercise Classes**
- **Café**
- **Making Connexions / Elmer**
- **Day Trip to Weston-Super-Mare** – funded by grants from BCA and NOACP, helping to make the trip affordable.
- **Christmas Lights Switch-on**
- **Christmas Lunch and Christmas Celebrations**
- **Slow Cookers Scheme** - The building firm, Redrow, donated £350 for the purchase of slow cookers (and similar cookware) for those in need.
- **Kickboxing classes for youngsters at Newbold on Avon Rugby Club**
- **Cost of Living workshops** with Coventry and Warwickshire CDA – participants had an opportunity to improve their skills in shopping for less, balancing their budget and reducing energy bills.

NEWBOLD PANTRY

For £5, Newbold residents can buy 10 items, such as fresh fruit and vegetables, bakery, meat and frozen meals.

The Chapel offers 3 opportunities each week for Newbold residents to access the Pantry: on Mondays (following café), on Wednesdays (following chair exercise) and a later session (following family drop-in).

The Pantry is there to support people holistically, so it has been encouraging to see some of the new members engaging with other activities.

30+ households are using the Pantry regularly. Some people just use the Pantry in a time of need.



Source: Facebook

NEWBOLD ON AVON COMMUNITY PARTNERSHIP

ELMER

The Community Campervan travels throughout the Rugby area, with a particular focus on Newbold and Brownsover.

Operated by dedicated volunteers, the van brings vital support to local communities, offering information and advice on available services, providing food, and offering a friendly, welcoming presence for communities. This helps bring the community together and combat loneliness.



Source: Facebook

SCHOOL OF RAP

NOACP secured funding from the Police and Crime Commissioners to launch weekly studio sessions for young people to learn beat-making, songwriting, rapping, singing, DJing, and music production with an experienced producer. The sessions are free and take place every Friday evening at Newbold on Avon Rugby Club.

The group created "Love Rugby Song" (2025) – ‘A Heartfelt Anthem of Community and Pride Produced by School of Rap CIC Rugby as the emotional centrepiece of the 2025 Love Rugby Festival, the song “Love Rugby” is a powerful and uplifting tribute to the town’s deep roots.’



MICROGRANTS

NOACP funded 3 microgrants projects:

- **Christmas Lights at Mill Green Care Home:** Christmas lights were bought for the fir tree at the Mill Green Care Home, where the annual community carol event takes place. The lights were enjoyed by both the residents and everyone in Newbold as they passed by.
- **Christmas Gift Bags** with chocolates and toiletries were handed out to 32 residents in Newbold as a ‘thinking of you’ present; Many of the residents were on their own for Christmas or find this a difficult time of year due to bereavements, cost of living etc.
- **New Kitchen Equipment at the Village Hall** – The microgrant was for a microwave and an electric hot water urn at the Village Hall, to make it easier to cater for large groups and help reduce electricity costs.

OVERSLADE COMMUNITY ASSOCIATION

ACTIVITIES OFFERED

Activities provided in 2024-25 include:

- **‘Walk and Talk’ Monthly Community Walk** organised in partnership with WCC Community Development Workers.
- **Litter Pick**
- **Board Game Night**
- **Craft and Cake Night**

Overslade Community Association provides a welcoming space for residents to come together for a range of events and activities, while also offering a venue for organisations to run their own programmes and initiatives, such as:

- Parent and Toddler Groups
- Local visual impaired support group
- NHS parental training support groups
- Polish art group for children
- On Track Youth Club - activities include arts&crafts, multisport and workshops dealing with issues affecting young people
- Take a Break - a support group working with children and adults with disabilities
- Yoga classes

MICROGRANT

Girl Guiding Sessions: The Community Association administered a microgrant application from 1st Overslade Rainbows, Brownies, Guides, and Rangers. This project covered the cost of weekly subscriptions for families who would otherwise be unable to afford them. The project aimed to ensure that all girls, regardless of their socio-economic background, had equal access to Guiding and the valuable opportunities it offers.



Source: Facebook





COMMUNITY ASSOCIATIONS – OVERVIEW OF IMPACT

BENN PARTNERSHIP CENTRE

The Centre has made a strong impact by supporting Rugby residents. Its **Christmas Day Dinner** feeds around 100 lonely or struggling residents, offering food and companionship. **Benn Ward Community Fun Day 2024** offered great activities and the opportunity to get to know and speak to supporting organisations such as Act on Energy. The **Community Fridge** provides free food daily, helping those in need. Social activities such as the **Walking Group**, **Gardening Club**, and **Meet and Eat Cafe** reduce loneliness and build community. **Computer lessons** and **ESOL classes** improve skills and confidence, while the **Work Club** and **advice services** help with job hunting and essential forms such as visas and benefit applications. Partnerships with groups such as **Warwickshire Pride** and **OCD support** offer mental health help and inclusion. The centre was visited 852 times in 2024/25.

LONG LAWFORD COMMUNITY ASSOCIATION

LLCA has made a strong impact in Lawford by backing local projects. The **Post Office** and **Mobile Library** help residents stay connected and access services nearby. **On Track** sessions offer weekly sport and creative activities for young people. The **Craft Club** and **Ladybirds’ gardening project** provide social, hands-on activities. LLCA contributed to the **school library refurbishment** and supported the **Year 6 residential trip**, giving pupils wider learning opportunities. LLCA also contributed funding for the **Lawford Summer Festival** and **Christmas light switch-on** - popular, well-attended events that bring the community together. The Summer Festival is especially valued, offering entertainment for all ages and enjoyed by many every year.

BROWNSOVER COMMUNITY ASSOCIATION

In 2024-25, the Centre’s activities had a strong community impact. **Litter picking** and the **Gardening Club** helped improve the local area and brought people together. The **Elmer campervan** reduced loneliness by giving neighbours a chance to meet and take part in activities. The **Winter Family Project** provided free hot meals to families and individuals in need and helped connect them to support services. The **Teddy Bears** group gave moms and toddlers a weekly chance to meet and socialise. The **Buddy Club** offered companionship as well as helped people learn computer skills, get advice and support with job search and application forms. The **Youth Club** gave young people a safe space to spend time and join in activities. **ESOL classes** helped people improve their English. The **Christmas hampers** supported Brownsover families during the holidays.

NEWBOLD ON AVON COMMUNITY PARTNERSHIP

NOACP continues to make a strong impact in Newbold through a wide range of support and activities. The **Newbold Pantry** helps over 30 households regularly access affordable food (£5 for 10 items) while also encouraging people to connect with other local activities. The **Cafe and Chair Exercise Classes** offer regular social spaces that help reduce isolation. **Elmer** brings advice, food and friendly support to local streets, helping tackle loneliness. The **Cost-of-Living workshops** helped residents learn how to save money, budget better and manage rising household costs.

An affordable **day trip to Weston-super-Mare** gave families a chance to enjoy a break. The **Christmas lights switch-on** and **Christmas lunch** brought people together to celebrate the season. The partnership **created opportunities for young people** to take part in, such as **kickboxing** and **music sessions** that started in May 2025.

NEW BILTON COMMUNITY ASSOCIATION

NBCA has made a clear impact in New Bilton through practical, community-focused work. The **community gardens**, cared for by volunteers, have won **Green Flag Awards** for several years, creating green spaces that support pollinators and bring people together. NBCA also joined training on tree care and biodiversity. With RBC, NBCA helped secure funding for **play sessions with RBC Play Rangers** in local parks, giving children safe and fun activities. A **Covid-19 memorial bench** at Gladstone Green gave the community a place to reflect and remember. The **Wednesday drop-in** offers social connection, support with benefits or job applications, and helps improve digital skills. NBCA also supports people facing hardship; they **donated vegetables, distributed toys, and gave out slow cookers and air fryers** to help families cook affordable meals.

OVERSLADE COMMUNITY ASSOCIATION

In 2024-25, OCA provided activities that brought residents together and supported wellbeing. Events such as **‘Walk and Talk’ monthly walks, litter picking, board game nights, and craft and cake nights** helped build community spirit.

The Association also offers **space for local groups to run activities**, including weekly yoga classes, toddler groups, and visits from health visitors. The **On Track Youth Club** provides young people with arts, sports, and workshops on important issues.


WARWICKSHIRE COMMUNITY AND VOLUNTARY ACTION

REACH AND SUPPORT

 **165**
organisations supported

713 Instances of support

FUNDING SUCCESS

 Helped secure:
£546,988.58

Supported applications for:
£1,699,437.40

KEY OUTCOMES

-  Identifying funding opportunities
-  Fostering networking opportunities
-  Supporting organisations in promoting their activities, services and events i.e., DWP Job Fair
-  Supporting organisations in getting established and developing policies

FEEDBACK

 **100%**
of organisations rated Rugby WCAVA’s support as **Good** or **Very Good**

IMPACT

- Helping VCS groups develop
- Promoting social action and volunteering opportunities
- As a result of volunteering, many people gain new skills, confidence and experience



£1,164,837
ECONOMIC VALUE OF VOLUNTEERING

WARWICKSHIRE & SOLIHULL
CAVA
COMMUNITY & VOLUNTARY ACTION

VOLUNTEERING

Do you want to:

- Make a difference to your local community
- Meet new people
- Develop new skills
- Enhance your CV
- Increase your confidence
- Do something different with your spare time
- Try something new
- Feel good about yourself

Why not pop along to the Rugby Library and have a chat with our **WCAVA Volunteer Coordinator** to find out more about the many volunteering opportunities in and around Rugby on the following dates:

- Thursday 1st February 10.30-12.30
- Wednesday 21st February 10.30-12.30
- Tuesday 12th March 1-3pm

The reasons for **VOLUNTEERING** are endless

Alternatively, to find out more about volunteering in Rugby please email Amy Muzyka at amy.muzyka@wcava.org.uk or visit our website www.wcava.org.uk and select 'Volunteering'.

293
ORGANISATIONS
UPSKILLED AT
EVENTS

454
VOLUNTEERS
RECRUITED

348
VOLUNTEERS
PLACED

We Can - Rugby Jobs & Provider Fair

An Opportunity to meet organisations and find out about opportunities in and around Rugby
Workshops also available for claimants which are bookable via the Job Centre

10am - 1.30pm
Wednesday 18th September 2024
Benn Hall, Rugby

For more information please contact:
mary.dunleavy@dwp.gov.uk

Warwickshire County Council
Department for Work & Pensions

WARWICKSHIRE
CAVA
COMMUNITY & VOLUNTARY ACTION

RUGBY
COUNCIL

3,364
ATTENDEES
REACHED

44 EVENTS CONTRIBUTED TO
Including Benn Ward Community Fun Day, UKSPF Grants Drop in and Ashlawn School Careers Fair

WARWICKSHIRE & SOLIHULL
CAVA
COMMUNITY & VOLUNTARY ACTION

How To Recruit Trustees For Your Charity

Wednesday, 6th November 2024
6.30pm-8.00pm, Online (Zoom)

40+ EVENTS HELD
Including DWP Rugby Volunteer 1:1 appointments, Meet the Funder and Volunteer Celebration Afternoon Tea

RUGBY FOODBANK



STATS FOR 2024-25

Rugby Foodbank **provided 6150 emergency food parcels** to people who couldn't afford the essentials in Rugby in 2024-25, and **2327 (38%) of these went to children.**

Compared to 2023–24, this represents a **13% decrease in the total number of emergency food parcels distributed.**



Benn, Brownsover & Newbold, and New Bilton saw the highest number of residents turning to Rugby Foodbank for support.



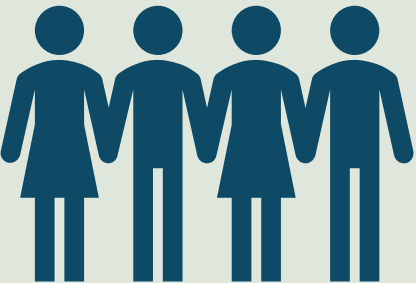
HOPE4 HONoured WITH THE KING'S AWARD FOR VOLUNTARY SERVICE

Hope4 received **The King's Award for Voluntary Service** — the highest honour a local volunteer group can achieve in the UK, comparable to an MBE. The charity was one of only two organisations in Warwickshire to be honoured with this prestigious award in 2024.



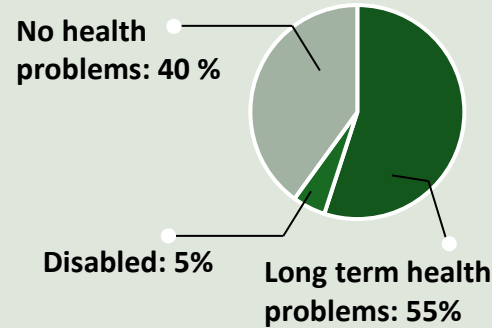
BRANCAB

GENDER

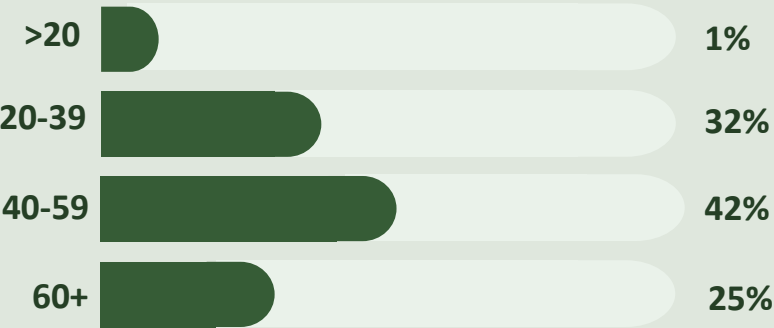


5178 Clients
Women: 59%
Men: 41%

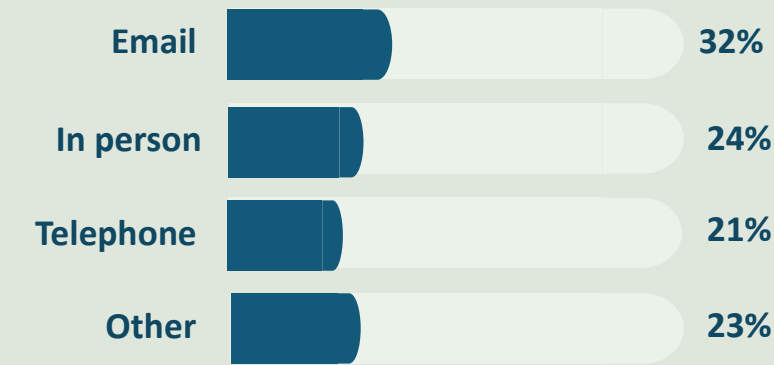
DISABILITY



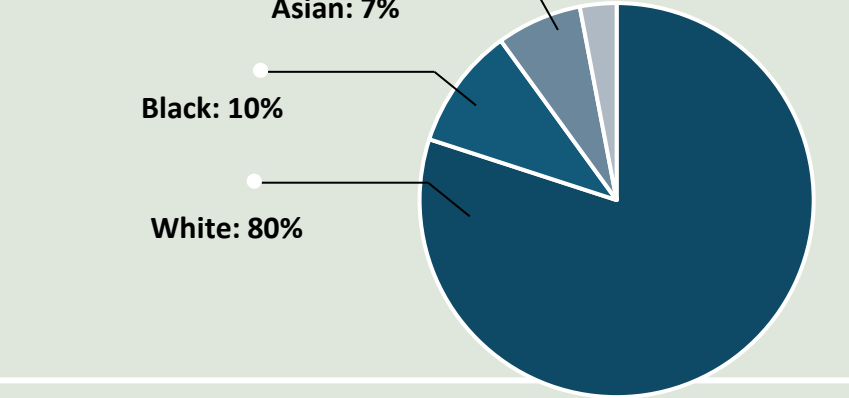
AGE



CHANNEL



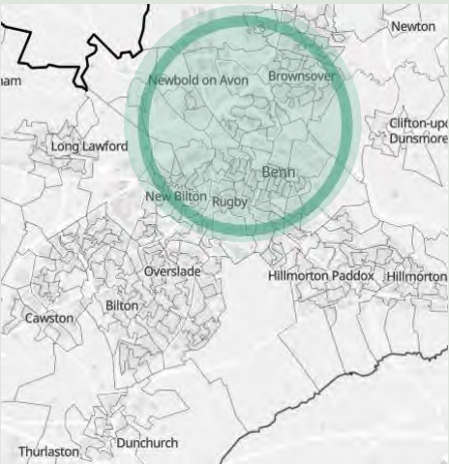
ETHNICITY



TOP 3 AREAS

- Benn
- Brownsover and Newbold on Avon
- New Bilton

BRANCAB secured £10,000 through the Community Support Fund 2024-25 to deliver outreach advice sessions on a weekly basis in Brownsover between April and December 2025.



TOP 5 ISSUES

BENEFITS & TAX CREDITS	DEBT	FINANCIAL SERVICES & CAPABILITY	CHARITABLE SUPPORT & FOODBANK	BENEFITS UC
4,672	2,744	1,417	1,263	1,144
Total number of issues presented: 15,343				

TOP 3 BENEFITS ISSUES

Personal independence payment	1874
General Benefit Entitlement	960
Council Tax reduction	380

TOP 3 DEBT ISSUES

Debt Relief Order	514
Breathing Space	347
Council Tax Arrears	340

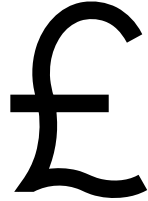
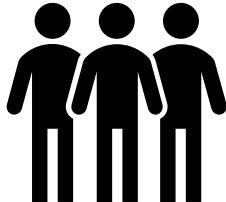
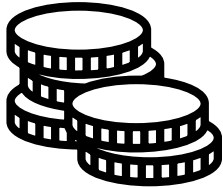
Most prevalent **Housing Debt Issues** were **Council Tax Arrears, Fuel Debts, Rent Arrears,** and **Water Supply & Sewerage Debts.**

FINANCIAL CAPABILITY

538 clients were given financial capability help, with **1417 issues** including budgeting, reducing expenditure, maximising income, banking, and getting the best utility deals.

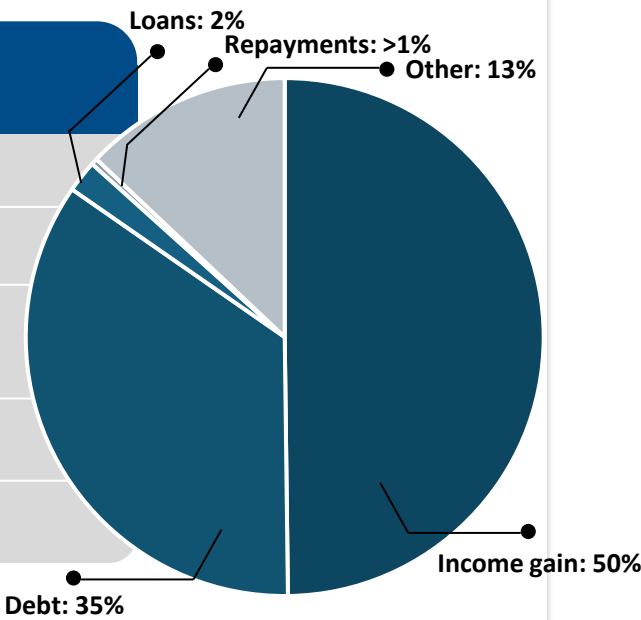
When compared with 2024-25, the number of clients increased by approx. 15% and the number of issues increased by approx. 8%,

OUTCOMES

 £6,297,920 ↑ 21%* TOTAL VALUE	 £7,321 AVERAGE PER CLIENT	 £3,785 AVERAGE PER OUTCOME
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OUTCOMES PER CATEGORY

Income gain	£3,145,687 ↓ 9%*
Debt written off	£2,211,940 ↑ 91%*
Re-imbursements, services, loans	£124,769 ↑ 36%*
Repayments rescheduled	£24,354 ↑ 14%*
Other	£791,169



*The arrows and percentages indicate the change from 2024-25.



ANONYMISED CASE STUDY

THE CLIENT SITUATION

Holly first presented to Rugby Citizens Advice while visiting the Rugby Foodbank. She initially spoke to the BRANCAB’s outreach adviser, who helps people in food crises. Holly lives with her husband and five children in a mortgaged property, and she used to work with her husband in the family business. Their world was turned upside-down when they received a devastating medical diagnosis for her 5-year-old son, Ben. He has been diagnosed with a serious, life-limiting illness that will lead to severe disablement. Holly needed to stop working because of Ben's care needs, which resulted in a significant downturn in the family's income, and they had to use the foodbank for the first time. The family were already in receipt of some Universal Credit and Holly wanted to know if there was any other financial support available.

HOW RUGBY CITIZENS ADVICE HELPED

Holly was made aware that she should be entitled to claim Disability Living Allowance (DLA) for Ben and that this would also open further help from Universal Credit if it is awarded. Upon receipt of the DLA form, BRANCAB referred the client to their Disability Rights Unit (DRU) for further assistance with completing it. The Rugby DRU made sure that Holly had all the evidence needed to send with the form and advised her to keep a diary about the care needs that Ben has. The DLA form was sent to DWP for assessment and Holly was made aware that, if the DLA was awarded, the DWP would need to be informed because she may be awarded the disabled child element and carer element of Universal Credit.

OUTCOMES

DLA Backdated payment received: **£5,160.40**

Payment of DLA for 1st year: **£9,583.60**

Carer Element of Universal Credit:

- Backdated payment received: **£1,388.17**
- Payment for 1st year: **£2,379.72**

Disabled Child Element of Universal Credit:

- Backdated payment: **£3,413.06**
- 1st Year of payment: **£5,850.96**

A TOTAL OF £27, 775.91

CONTRIBUTION TO THE COUNCIL'S CORPORATE STRATEGY 2025-2035

Examples of how the services and activities offered by the CA's, WCAVA, BRANCAB and Rugby Foodbank in 2024-25 contributed to the objectives of the RBC's Corporate Strategy.



A HEALTHIER RUGBY

To support people to live healthier, longer and more independent lives.

- Advice and support with understanding and applying for benefits, housing and other assistance, as well as signposting to relevant services
- Running and enabling social groups
- Providing / enabling activities for children and families
- Food support
- Offering volunteering opportunities and supporting and connecting with volunteers
- Offering / working with organisations that provide exercise opportunities
- Offering opportunities to make friends and a friendly, safe space to spend time

A THRIVING RUGBY

To deliver a thriving economy which brings borough-wide investment and regenerates Rugby town centre.

- Skills development and employment support
- Supporting delivery of events that attract residents
 - Creating safe and welcoming spaces
 - Collaborating with local businesses
 - Initiatives to improve public spaces such as maintaining community gardens and litter picking

A GREENER RUGBY

To protect the environment and ensure the borough adapts to climate change.

- Community gardens – ongoing maintenance and planting of a diverse range of pollinator-friendly plants to support local biodiversity and attract beneficial insects
- Green Flag Award
- Reducing food waste – working in partnership with shops and FareShare to support people facing food poverty, while also actively tackling food waste through redistribution

SUMMARY

It has been another fantastic year for the VCS organisations we support, and we would like to highlight some of the incredible contributions they have made.

A special recognition goes to **Newbold on Avon Community Partnership** for their continued dedication and support to individuals needing extra help through the community pantry. Their efforts also helped make youth activities such as kickboxing and music sessions in Newbold possible. The School of Rap produced a fun and heartfelt song, featuring the Mayor of Rugby Barbara Brown, young people and residents, as a tribute to Rugby.

We also extend our congratulations to **Hope 4** for receiving The King's Award for Voluntary Service – a well-deserved honour for their outstanding work.

Additionally, a big thank you to the **Benn Partnership Centre** for securing funding and successfully delivering the Benn Ward Community Fun Day.

Essentially, in 2024-25, the Voluntary and Community Sector (VCS) continued to deliver vital support to residents across Rugby. This report highlights the achievements of each organisation to illustrate the real impact of their work.

Our broader partnership with the VCS aims to make the most of resources across the public, private, and voluntary sectors. It also promotes community-based approaches that focus on **self-help and early intervention, with the long-term goal of strengthening residents' resilience.**

Through funding agreements with BRANCAB, WCAVA, Foodbank, and the Community Associations, **we gain valuable insight into the challenges faced by our residents.** This helps us to connect people more effectively with the services they need, **ensuring equitable access regardless of location, background, or financial circumstances.**




Appendix 2 EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Equality Impact Assessment

Service Area	Communities and Homes
Policy/Service being assessed	The impact of the Voluntary and Community Sector organisations funded by the Council in 2024/25.
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	Existing – the Council’s support of the voluntary and community sector is well established. The impact report is to demonstrate the positive impact and achievements of the voluntary and community sector organisations funded by the council in 2024/25, and how their work contributes to the delivery of the outcomes set out in the corporate strategy.
EqlA Review Team – List of members	Mary Jane Gunn Vanessa Niemczewska
Date of this assessment	1 August 2025
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	<p>The report outlines the contributions of voluntary and community sector groups funded by the Council in 2024/25, and highlights:</p> <ul style="list-style-type: none"> • The diversity and scope of the services and support they deliver • The reach of their work, reflected in the number of residents supported • The positive impact of those services and support on residents, including tackling social isolation, enhancing mental wellbeing, boosting income and improving access to nutritious food
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	<ul style="list-style-type: none"> • A Healthier Rugby – To support people to live healthier, longer and more independent lives • A Greener Rugby – To protect the environment and ensure the borough adapts to climate change • A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre
(3) What are the expected outcomes you are hoping to achieve?	<p>The expected outcome is that Cabinet notes and commends the work of the voluntary and community sector in 2024/25.</p> <p>The impact report also provides an opportunity to showcase the work of our voluntary and community sector, highlighting how their services support our most vulnerable residents, address inequality, and foster community cohesion.</p>

<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>This report affects residents, employees and the wider community and community groups in Rugby who will have the benefit of:</p> <ul style="list-style-type: none"> • Gaining insight into the impact of local voluntary and community sector organisations receiving grant funding in 2024/25, as well as the services they provide. • Seeing the good practice in our communities in service delivery to residents, including our most vulnerable residents. • Understanding how the local voluntary and community sector works in partnership to support vulnerable residents, thereby maximising value for money for the residents of Rugby.
<p>(5) Will the policy or decision involve substantial changes in resources?</p>	<p>N/A</p>
<p><u>Stage 2 – Evidence about user population and consultation</u></p>	<p>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>

(1) What does the data tell you about the groups this policy or decision impacts?

Possible data sources:

- national statistics/census data
- local statistics
- evaluations
- analysis of complaints
- user feedback
- outcomes from consultation/community voice
- Council published information, service data
- [District and Ward Profile – Warwickshire Observatory](#)
- [Office of National Statistics](#)
- [Fingertips health profiles](#)
- [Indices of Multiple Deprivation](#)
- [RBC Annual Workforce Equality Report](#)

The impact report considers the following organisations:

- 6 Community Associations / Partnerships: Brownsover Community Association, Newbold on Avon Community Partnership, Long Lawford Community Association, Benn Partnership Centre, New Bilton Community Association, Overslade Community Association
- Bedworth, Rugby and Nuneaton Citizens Advice Bureau (BRANCAB)
- Warwickshire Community and Voluntary Action (WCAVA)
- The Rugby Foodbank

The support provided by the above organisations in receipt of grant funding in 2024/25 is available to all 114,400 residents of the borough (Census 2021).

The Community Associations either offered, or worked with organisations/individuals, who offered activities targeted at protected groups, for example ESOL classes, computer lessons for over 55's and mother and toddler groups.

(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?

If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?

Yes, the information collected and provided in the report was through:

- Comprehensive quarterly reports as well as regular communication with **WCAVA**. Their users report high/very high satisfaction rates with their services.
- We consult regularly with **BRANCAB**, and their detailed quarterly reports tell us about the challenges faced by residents of Rugby, how they tackle those and the impact that has on residents.
- Quarterly monitoring meetings with **our Community Associations/ Partnerships**.
All the Community Associations / Partnerships consult regularly with the communities they serve through a variety of means, including surveys and events, to ensure they are delivering services that meet the needs of their community, and their consultation informs them that:
 - Residents value services that tackle isolation and loneliness.
 - Residents value services that promote good mental health.
 - Residents value support and information that enables them to connect with other services including those offered by RBC, WCC, Health and community safety.
 - Residents value services that offers them access to nutritious food.
- Regular communication and annual reporting from the Rugby Foodbank.

From this we learn:

- The voluntary and community sector is well used by residents of Rugby
- The voluntary and community sector supports our most vulnerable residents, in line with our corporate strategy objective: *to support people to live healthier, longer and more independent lives*
- The voluntary and community sector delivers well regarded services that tackle isolation and loneliness, promote good wellbeing both physical and mental and encourage community cohesion.

(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.	N/A		
<u>Stage 3 – Analysis of impact</u>			
<p>(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	Protected Characteristic	Nature of Impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Age	Positive - Computer lessons for over 55's at the Benn Partnership Centre. CA's offering / working with organisations such as RBC On Track who provide activities for children.	Medium
	Disability	Positive – Microgrant from BCA - the microgrant covered the cost of hall hire to run Stay and Play sessions 'Little Squirrels' for preschool children with additional needs.	Medium
	Sex	Neutral No direct impact identified.	Low
	Gender reassignment	Neutral No direct impact identified.	Low

	Marriage/civil partnership	Neutral No direct impact identified.	Low
	Pregnancy/maternity	Positive – CA's working with mother and toddler groups, and supporting families i.e., Winter Family Project with BCA.	Medium
	Race	Positive – Microgrant from BPC to Southeast Asian Network; the aim of the project was to create a positive and welcoming space for people of Southeast Asian Heritage to come together. The sessions included arts and crafts. ESOL classes enabled by BPC and BCA.	Medium
	Religion/belief	Neutral No direct impact identified.	Low
	Sexual Orientation	Positive- Warwickshire Pride held meetings at the Benn Partnership Centre.	Medium
(2) <u>Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty,	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high

geographically disadvantaged communities? If yes, please explain how?	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Positive; the VCS organisations, that the Council funds, offer services that improve access to food, advice, and support, reduces child poverty, enhances financial stability and education through guidance and resources.	High
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Positive; the VCS organisations, that the Council funds, offer services that improve access to local services, especially in more deprived wards.	High
(3) Using the information gathered in stages 2 and 3, please describe how the policy/strategy/service will: a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic	a. By offering inclusive, accessible support and advice to all individuals regardless of background, these services actively challenge discriminatory practices and promote fair treatment. b. They help reduce barriers to essential services (e.g., food, legal advice) for disadvantaged groups, ensuring people with protected characteristics (such as disability, race, or religion) can access the same opportunities as everyone else, including support for employment, education, and financial stability. c. Through community engagement, inclusive volunteering, and outreach initiatives, these organisations bring diverse groups together, promote mutual understanding, and encourage respect and collaboration across different communities.		

(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?	N/A
<p>(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?</p> <p>If no Equality Monitoring Data is being collected, why not?</p> <p>For support with this section, please refer to the Equality Monitoring Guidance.</p>	BRANCAB collects data on service users' age, gender, ethnicity and disability status. The data helps identify who is accessing services, highlight any gaps or underrepresented groups, and ensure support is inclusive.
<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.</p>	N/A

<u>Stage 4 – Action Planning, Review and Monitoring</u>	
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<p>(1) Data analysis What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>																														
<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1"> <thead> <tr> <th>Action</th> <th>Lead Officer</th> <th>Date for completion</th> <th>Resource requirements</th> <th>Comments</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
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<p>(3) Review and Monitoring State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>	<p>This EqlA will be reviewed in April 2026.</p>																													

An Equality Impact Assessment on this policy/intervention was undertaken on 1 August 2025 and will be reviewed on 31 July 2026.

SLA for the Community Associations 2024-25

1.0 Objectives:

The grant funding from the council will be awarded to support the community association in meeting the following objectives:

1. Understanding the needs of the community they support, for example through community surveys, community consultation, events that engage the local community.
2. Enabling people to take an active role in their community, for example through facilitating neighbourhood watch, residents groups and gardening projects.
3. Providing / enabling activities and services which contribute to:
 - the well-being of the community
 - tackling issues of isolation and loneliness
 - supporting more vulnerable groups
 - tackling social exclusion
 - tackling issues of financial exclusion
 - combat food poverty
 - working collaboratively with other partners and agencies to deliver the above, avoid duplication as well as ensure the best use of resources
4. Provide activities which recognise Rugby Borough Council's Corporate Strategy 2021-24:
 - Rugby is an environmentally sustainable place, where stakeholders work together to reduce and mitigate the effects of climate change
 - Rugby has a diverse and resilient economy, which benefits all residents
 - Residents are able to live healthy, independent lives, with the most vulnerable protected
 - Rugby Borough Council is a responsible, effective, and efficient organisation

Community Associations will have at their disposal annually £1000 in order to distribute micro grants to organisations in their ward that support the above objectives. Micro grants to be distributed in line with the criteria agreed by RBC and WCAVA. Criteria is attached as Appendix 2 (payment schedule is appendix 3).

2.0 SLA payment triggers:

Payments will be triggered by the following:

- Completion of an annual organisational health review in respect of governance, required policies and insurances. An instalment equivalent to 20% of the annual SLA payment will be triggered by completion of this review

- Engagement in quarterly review meetings with officers of the Communities and Projects Team, to discuss progress in achieving the objectives outlined in 1.0. The completion of each review meeting will trigger SLA payment