



29 September 2025

CABINET – 7 OCTOBER 2025

A meeting of Cabinet will be held at 6.00pm on Tuesday 7 October 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
Chief Executive

AGENDA PART 1 – PUBLIC BUSINESS

1. Minutes.
To confirm the minutes of the meeting held on 15 September 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 Wednesday 1 October 2025).

Growth and Investment, Digital and Communications Portfolio

- 5. Cycling Prohibition Byelaw.
- 6. Town Centre Regeneration Resource.
- 7. Improving Customer Service and reducing costs with Artificial Intelligence.

Partnerships and Wellbeing Portfolio

Nothing to report to this meeting.

Finance, Performance, Legal and Governance Portfolio

- 8. Council Tax Reduction - new scheme for April 2026 - Permission to consult.

Communities, Homes, Regulation and Safety Portfolio

Nothing to report to this meeting.

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.

- 9. 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 item on the grounds that it involves 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

Nothing to report to this meeting.

Communities, Homes, Regulation and Safety Portfolio

Nothing to report to this meeting.

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

1. Write offs.

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: Cycling Prohibition Byelaw

Name of Committee: Cabinet

Date of Meeting: 7 October 2025

Report Director: Chief Officer - Growth and Investment

Portfolio: Growth and Investment, Digital and Communications

Ward Relevance: All

Prior Consultation: Finance and Performance, Legal and Governance, WCC Cycle Forum, Press Notice.

Contact Officer: Ella Casey, Principal Planning Officer (Town Centre Regeneration), ella.casey@rugby.gov.uk

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 seeks Council approval for the revocation byelaw in the 1947 byelaw prohibiting use of persons riding bicycles, tricycles or other similar vehicles of certain footpaths.

Financial Implications: None arising.

Risk Management/Health and Safety Implications:	A dedicated strategic risk register is in place for each strand of the Corporate Strategy.
Environmental Implications:	Environmental implications are set out in Appendix 4. The revocation of the byelaw would positively contribute to the Council's climate change aspirations by allowing suitable routes to be added to the cycle route network and further promote active travel across the borough. It also seeks to promote modal shift specifically within the town centre (e.g. pedestrian, cycle and sustainable transport movements).
Legal Implications:	<p>The proposed revocation byelaw is required to follow the statutory process set out under section 236 of the Local Government Act 1972.</p> <p>Once commenced, the Council shall no longer have the legal power to enforce the provisions contained in the revoked byelaw.</p>
Equality and Diversity:	Equality and Diversity implications are set out in Appendix 5. The revocation of the byelaw could expand the cycle network and make more places safely accessible for those without a car. In addition it should promote active travel and reduce vehicle trips improving air quality in these locations.
Recommendation:	IT BE RECOMMENDED TO COUNCIL THAT the revocation byelaw (appendix 2) be approved and approval of the application to be submitted to the Secretary of State to confirm the byelaw be given.
Reasons for Recommendation:	This will ensure that the objectives and strategies within the Corporate Strategy, Warwickshire's Local Cycling and Walking Infrastructure Plan (LCWIP) and Warwickshire's Local Transport Plan can be enacted instigate positive change within the town centre to realise the opportunities in the town centre which will also deliver on the aims of the Corporate Strategy.

Cabinet - 7 October 2025

Cycling Prohibition Byelaw

Public Report of the Chief Officer - Growth and Investment

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT the revocation byelaw (appendix 2) be approved and approval of the application to be submitted to the Secretary of State to confirm the byelaw be given.

1. EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to set out the detail of the 1947 byelaw (“the Byelaw”) which prohibits the use of persons riding bicycles, tricycles or other similar vehicles on certain footpaths.
- 1.2 A public consultation was undertaken in relation to revoking the byelaw. No comments were received.
- 1.3 The footpaths named within the Byelaw have all been visited and individually assessed. Based on the assessment none of the footpaths require the byelaw to be in place and therefore the byelaw should be revoked. This would allow the Active Travel network within Rugby to be expanded and remove some routes that no longer exist or are already marked as Rights of Ways or cycle routes.

2. INTRODUCTION

- 2.1 The purpose of this report is to detail the existing byelaw (“the Byelaw”) prohibiting cycling on certain footpaths in the borough. Appendix 1 provides a copy of the byelaw which is currently in place. This report seeks to revoke the byelaw for the reasons given below.

3. PURPOSE OF BYELAW

- 3.1 The Byelaw (appendix 1) was made by the Council on 28th January 1947 to prohibit the use by persons riding bicycles, tricycles or other similar vehicles on certain footpaths. Any person offending against the Byelaw shall be liable on summary conviction to a fine not exceeding five pounds. The footpaths listed are:
 - 1. Church Walks
 - 2. Park Walk
 - 3. Footpath from Park Road to Kew Road
 - 4. Footpath from Plowman Street to West Leyes
 - 5. Footpath from Lawford Road to Pinfold Pit

6. Footpath from Avenue Road to Newbold
7. Footpaths on Bilton Green and Footpath leading from Bilton Green to Magnet Lane
8. Footpaths by Rounds Gardens
9. Castle Walk
10. Footpath from Rainsbrook Avenue to Ashlawn Road
11. Footpath from Pendred Road to New Street
12. Footpath from High Street to School Street, Hillmorton
13. Footpath from York Street to Hill Street
14. Footpath from Glebe Crescent to New Street
15. Footpath from Kingsley Avenue to Deerings Road
16. Footpath from Chamberlain Road to Bucknill Crescent
17. Footpath from Cromwell Road to Rugby Recreation Ground
18. Footpath from Magnet Lane to Bilton Allotments
19. Footpath from Parkfield Road to L.M.S. Railway Bridge, near Pinfolds Pit
20. Footpath from Craven Road to Graham Road
21. Footpath from Pytchley Road to Percival Road
22. Footpath from Hart Close to Lower Hillmorton Road
23. Footpath – L.M.S. Railway Bridge near Park Road to Bridge over River Avon

4. PUBLIC CONSULTATION

- 4.1. A press notice (appendix 2) was displayed in The Rugby Observer on 4 July 2025 and asked for any comments to be made to the Council within 30 days of the notice.
- 4.2. No comments were received.

5. REVOCATION OF BYELAW

- 5.1 The Byelaw was made in 1947 and therefore there have been various changes to the built environment but also transportation modes.
- 5.2. The Corporate Strategy seeks to promote a Healthier Rugby and support residents to live well by promoting healthy behaviours and lifestyles.
- 5.3. Warwickshire's Local Cycling and Walking Infrastructure Plan (LCWIP) is a long-term plan for investment in walking, wheeling and cycling routes and Active Travel Zones. This links to Warwickshire's Sustainable Futures Strategy and Local Transport Plan with Active Travel (e.g. walking, cycling wheeling) being at the top of the transport hierarchy.
- 5.4. Warwickshire's Local Transport Plan sets one of the six key strategies as Active Travel. This seeks to promote the use of active travel to reduce carbon emissions on short journeys, including those for freight, and to promote mental and physical wellbeing. Decreases in vehicle usage also bring about the improvements in local amenity, air quality, noise pollution and carbon reduction that make Rugby a better place.

- 5.5. Rugby's Town Centre Public Realm Masterplan objectives seek to provide opportunities for sustainable and active travel to support public transport access to the town centre as well as improving walking, cycling and wheeling.
- 5.6. The footpaths named within section 3 have therefore all been reviewed with the current policy and strategies listed above in mind. Any other potential impacts have also been considered to ensure there would not be any adverse impact in revoking/amending the byelaw.

Footpath	Responsible Authority	Commentary	Justification to remove from Byelaw
1. Church Walks	WCC	Town Centre Improvement scheme identified within Rugby Town Centre Public Realm Masterplan and within LCWIP.	Yes
2. Park Walk	WCC	Identified in LCWIP as potential scheme R09 Caldecott Park and Poplar Grove: Medium priority	Yes
3. Footpath from Park Road to Kew Road	WCC	Footpath too narrow for cycling however given that it is a footpath and not a cycleway cycling is not permitted legally on the route.	Yes
4. Footpath from Plowman Street to West Leyes	WCC	Currently signed as a WCC cycle route.	Yes
5. Footpath from Lawford Road to Pinfold Pit	WCC	Currently signed as a WCC cycle route.	Yes
6. Footpath from Avenue Road to Newbold	WCC	WCC cycle route.	Yes
7. Footpaths on Bilton Green and Footpath leading from Bilton Green to Magnet Lane	WCC	Footpath too narrow for cycling however given that it is a footpath and not a cycleway cycling is not permitted legally on the route.	Yes
8. Footpaths by Rounds Gardens	N/A	No longer exists – built over.	Yes

9. Castle Walk	RBC	Route to Railway Terrace towards the train station therefore active travel should be promoted.	Yes
10. Footpath from Rainsbrook Avenue to Ashlawn Road	WCC	Footpath too narrow for cycling however given that it is a footpath and not a cycleway cycling is not permitted legally on the route.	Yes
11. Footpath from Pendred Road to New Street	WCC	Footpath too narrow for cycling however given that it is a footpath and not a cycleway cycling is not permitted legally on the route.	Yes
12. Footpath from High Street to School Street, Hillmorton	WCC	Footpath too narrow for cycling however given that it is a footpath and not a cycleway cycling is not permitted legally on the route.	Yes
13. Footpath from York Street to Hill Street	WCC	Footpath too narrow for cycling however given that it is a footpath and not a cycleway cycling is not permitted legally on the route.	Yes
14. Footpath from Glebe Crescent to New Street	WCC	Footpath too narrow for cycling however given that it is a footpath and not a cycleway cycling is not permitted legally on the route.	Yes
15. Footpath from Kingsley Avenue to Deerings Road	WCC	Passes through Hillmorton Recreation Ground. RBC does not restrict cycling within the public open space, and contains a skatepark/cycle facility and with cycle racks. Designated formally as a right of way (333/RB22/1 and F05770) therefore cycling is not prohibited by definition.	Yes
16. Footpath from Chamberlain Road to	WCC	Footpath too narrow for cycling however given that it is a footpath and not a cycleway cycling is	Yes

Bucknill Crescent		not permitted legally on the route.	
17. Footpath from Cromwell Road to Rugby Recreation Ground	RBC	Trevor White Drive, part of Whitehall Recreation Ground, and the car park. RBC does not restrict cycling, and cycle racks and skatepark/cycle facilities and Park Connector Route.	Yes
18. Footpath from Magnet Lane to Bilton Allotments	WCC	Designated formally as a right of way (333/RB21/1 and F05700) therefore cycling is not prohibited by definition.	Yes
19. Footpath from Parkfield Road to L.M.S. Railway Bridge, near Pinfolds Pit	WCC & RBC	Designated formally as a right of way (333/RB5b/2 and 1) therefore cycling is not prohibited by definition.	Yes
20. Footpath from Craven Road to Graham Road	WCC	Not identified as potential cycle route however could in the future.	Yes
21. Footpath from Pytchley Road to Percival Road	WCC	Signed as shared use path.	Yes
22. Footpath from Hart Close to Lower Hillmorton Road	WCC	Footpath too narrow for cycling however given that it is a footpath and not a cycleway cycling is not permitted legally on the route.	Yes
23. Footpath – L.M.S. Railway Bridge near Park Road to Bridge over River Avon	WCC	The Black Path is a key connector between Brownsover and Rugby Town Centre. Path used for cycling.	Yes

5.7 Based on the above table none of the footpaths require the byelaw to be in place and therefore the byelaw should be revoked. This would allow the Active Travel network within Rugby to be expanded and remove some routes that no longer exist or are already marked as Rights of Ways or cycle routes.

6. RISKS AND IMPLICATIONS

- 6.1 Each route listed within section 5 has been individually assessed in terms of physical suitability, legal status, and alignment with wider strategic objectives such as the Local Cycling and Walking Infrastructure Plan (LCWIP) and the Town Centre Public Realm Masterplan. On this basis, officers are satisfied that none of the footpaths require continued restriction under the Byelaw.
- 6.2 There are a number of routes above which are marked as too narrow for cycling. As expressed, cycling would not be permitted on these routes even if the byelaw was revoked due to the nature of the routes however it would not be a criminal offence if someone did cycle on them if the byelaw were to be revoked, unless the cyclist is cycling recklessly or carelessly.
- 6.3 The principal risks associated with revocation relate not to infrastructure but to behaviour and enforcement. At present, the existence of the Byelaw and associated signage provides a clear framework for responding to complaints from pedestrians where cycling causes nuisance or safety concerns, even if enforcement has been limited in recent years. Removal of this framework may increase cycle use in pedestrian areas and, in turn, generate additional complaints from residents, particularly those who are older or disabled.
- 6.4 In the absence of the Byelaw, the expectation is likely to fall on the Council's Community Safety Team to manage complaints. Public pressure may arise for the introduction of alternative controls, such as a Public Spaces Protection Order (PSPO). While this could replicate some of the prohibitions of the existing Byelaw, it would require a far more resource-intensive process including evidence gathering, statutory consultation, legal drafting, signage, and ongoing enforcement.
- 6.5 Another route which could be undertaken if it was deemed necessary that cycling be prohibited on any footpath named, is for Warwickshire County Council to implement a Traffic Regulation Order to prohibit the use of that footpath by cyclists. This would create a legally enforceable prohibition, enforceable by the Police. However, all of the named footpaths have been assessed and it is not deemed that this would be necessary.
- 6.6 Warwickshire County Council has confirmed that if any of these routes require cycling to be permitted formally it has powers (Cycle Tracks Order) as the Local Highway Authority to enact this.
- 6.7 Cabinet should therefore note that revoking the Byelaw does not necessarily remove the underlying risk of conflict between pedestrians and cyclists. Instead, it may transfer that risk into a more complex and costly enforcement framework, and this should be weighed alongside the benefits of supporting Active Travel and removing outdated regulation.
- 6.8 Appendix 3 shows the revocation byelaw based on the above assessment.

7. LEGAL PROCESS

- 7.1. The Byelaw was made under section 111 of the Rugby Corporation Act 1933. This act was repealed by the Statute Law (Repeals) Act 1995.
- 7.2. Pursuant to sections 236B (1) and 236B subsections (2) to (3) of the Local Government Act 1972, a local authority may make a byelaw under this section to revoke a byelaw made by the local authority. Such power may be exercised only where the local authority has no other power to revoke the byelaw.
- 7.3. Section 236 of the Local Government Act 1972 sets out the legal process to be followed which includes prior notice and inspection, public consultation, submission to, sealing and commencement.

8. FINANCIAL IMPLICATIONS

- 8.1. None arising from this report as the byelaw is not enforced therefore there would be no loss of funds.

9. CONCLUSION

- 9.1 It is recommended to Council that the revocation byelaw (appendix 2) be approved and approval of the application to be submitted to the Secretary of State to confirm the byelaw be given.
- 9.2 This will ensure that the objectives and strategies within the Corporate Strategy, Warwickshire's Local Cycling and Walking Infrastructure Plan (LCWIP) and Warwickshire's Local Transport Plan can be enacted instigate positive change within the town centre to realise the opportunities in the town centre which will also deliver on the aims of the Corporate Strategy.

10. OPTIONS AVAILABLE

Option 1

Agree to recommend as set out within the report

Option 2

Not agree the recommendation as set out within the report

Name of Meeting: Cabinet

Date of Meeting: 7 October 2025

Subject Matter: Cycling Prohibition Byelaw Amendment

Originating Department: Growth and Investment

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	Warwickshire LCWIP - https://democracy.warwickshire.gov.uk/ieDecisionDetails.aspx?AllId=10487
2	Rugby Town Centre Public Realm Masterplan - 0bea332c-1f99-d800-7759-82cfa91ef38c
3	Warwickshire Local Transport Plan - WCCC-1980322935-2491
4	Warwickshire Sustainable Futures Strategy - Appendix 1 for Sustainable Futures Strategy.pdf

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

I
FORCE
3/1/92.

BOROUGH OF RUGBY

11



BYELAW

Prohibiting the use by persons riding
bicycles, tricycles or other similar
vehicles of certain footpaths

Made by the Council on the 28th day of January, 1947

Borough of Rugby

BYELAW

made under the provisions of Section 111 of the Rugby Corporation Act, 1933, by the Mayor, Aldermen and Burgesses of the Borough of Rugby, acting by the Council, on the twenty-eighth day of January, 1947, prohibiting the use by persons riding bicycles, tricycles or other similar vehicles of certain footpaths within the said Borough.

1. Throughout this Byelaw the expression " the Council " means the Mayor, Aldermen and Burgesses of the Borough of Rugby acting by the Council.
2. In so far as the Council may indicate by notices conspicuously exhibited alongside any of the footpaths described in the Schedule to this Byelaw that the riding of bicycles, tricycles or other similar machines on such footpath is prohibited, no person shall ride any such bicycle, tricycle or other similar machine upon such footpath.

Provided that this Byelaw shall not apply to any person riding a bicycle, tricycle or other similar machine, otherwise than to the obstruction or danger of any other person lawfully using such footpath

- (a) on any footpath included in the Schedule to this Byelaw if the person so riding has lawful authority so to do, or
- (b) On the footpath numbered 20 in the Schedule, if the person so riding is *bona-fide* going to or coming from premises abutting on that footpath.

PENALTY.

3. Any person offending against this Byelaw shall be liable on summary conviction to a fine not exceeding five pounds.
4. From and after the date on which this Byelaw comes into operation the Byelaws made by the Council on the 30th April, 1935, under the provisions of Section 111 of the Rugby Corporation Act, 1933, and confirmed by the Secretary of State on the 20th June, 1935, shall be and are hereby repealed.

SCHEDULE REFERRED TO.

1. CHURCH WALKS.

- (a) That part of the footpath sometimes known as Church Road between Church Street and a point 45 yards south of its junction with Elsee Road.
- (b) The footpath running from Little Church Street opposite Windsor Court to the above-mentioned footpath 1(a).
- (c) The footpath running along the western side of the Parish Church of St. Andrew from Church Street to Little Church Street.
- (d) The footpath running along the southern side of the Parish Church of St. Andrew from the above-mentioned footpath 1(c) to the above-mentioned footpath 1(a).
- (e) The footpath running along the northern side of the Trinity Churchyard from the above-mentioned footpath 1(a) to Church Street.

2. PARK WALK.

The footpath running along the western side of Caldecott Park from the junction of Park Road, North Street and Newbold Road to Lancaster Road.

3. FOOTPATH FROM PARK ROAD TO KEW ROAD.

The footpath running from the western end of Kew Road in a westerly direction to Park Road.

4. FOOTPATH FROM PLOWMAN STREET TO WEST LEYES.

The footpath running from the northern end of Plowman Street to a point 35 yards west of the junction of West Leyes and Little Pennington Street.

5. FOOTPATH FROM LAWFORD ROAD TO PINFOLD PIT.

The footpath off the north side of Lawford Road (commencing at a point 100 yards to the east of the London, Midland and Scottish Railway line) and running for 233 yards in a north-easterly direction as far as the footbridge over the said railway line.

6. FOOTPATH FROM AVENUE ROAD TO NEWBOLD.

The footpath running in a westerly direction from the western end of Avenue Road as far as the footbridge over the London, Midland and Scottish Railway line.

7. FOOTPATHS ON BILTON GREEN AND FOOTPATH LEADING FROM BILTON GREEN TO MAGNET LANE.

The footpaths on Bilton Green and the footpath leading from the southern side of Bilton Green in a southerly direction to Magnet Lane.

8. FOOTPATHS BY ROUNDS GARDENS.

(a) The footpath running from the junction of Plowman Street and Bridget Street across the Rounds Gardens in a northerly direction for 183 yards and then running in an easterly direction for 220 yards to its junction with Newbold Road at the western side of the Northfield Nursing Home.

(b) The footpath running from the north side of Newbold footpath to its junction with footpath 8(a).

(c) The footpath running off the south side of Oliver Street to its junction with footpath 8(a).

9. CASTLE WALK.

The footpath running from the eastern end of Castle Street in an easterly direction to Railway Terrace.

10. FOOTPATH FROM RAINSBROOK AVENUE TO ASHLAWN ROAD.

The footpath running from the western end of Rainsbrook Avenue in a southerly direction to Ashlawn Road.

11. FOOTPATH FROM PENDRED ROAD TO NEW STREET.

The footpath running from the eastern end of Pendred Road in an easterly direction to New Street.

12. FOOTPATH FROM HIGH STREET TO SCHOOL STREET, HILLMORTON.

The footpath running from the north side of High Street, Hillmorton, in a northerly direction to School Street, Hillmorton, and commonly known as "Narrow Lane."

13. FOOTPATH FROM YORK STREET TO HILL STREET.

The footpath running from the western end of Hill Street to the eastern end of York Street.

14. FOOTPATH FROM GLEBE CRESCENT TO NEW STREET.

The footpath running from the western point of Glebe Crescent in a westerly direction to New Street.

15. FOOTPATH FROM KINGSLEY AVENUE TO DEERINGS ROAD.

The footpath running from the eastern side of the junction of Kingsley Avenue and Hillmorton Road in an easterly direction to Deerings Road.

16. FOOTPATH FROM CHAMBERLAIN ROAD TO BUCKNILL CRESCENT.

The footpath running from the southern side of Chamberlain Road in a southerly direction to Bucknill Crescent.

17. FOOTPATH FROM CROMWELL ROAD TO RUGBY RECREATION GROUND.

The footpath running from the southern end of Cromwell Road to the southern gateway of Rugby Recreation Ground.

18. FOOTPATH FROM MAGNET LANE TO BILTON ALLOTMENTS.

The footpath running from the southern side of Magnet Lane in a southerly direction for a distance of approximately 176 yards to the Bilton Allotments.

19. FOOTPATH FROM PARKFIELD ROAD TO L.M.S. RAILWAY BRIDGE, NEAR PINFOLDS PIT.

The footpath running from the eastern side of Parkfield Road in an easterly direction to the footbridge over the London, Midland and Scottish Railway Line.

20. FOOTPATH FROM CRAVEN ROAD TO GRAHAM ROAD.

The footpath running from the northern side of Craven Road to the southern side of Graham Road.

21. FOOTPATH FROM PYTCHLEY ROAD TO PERCIVAL ROAD.

The footpath running from the south-eastern end of Pytchley Road in an easterly direction across the London and North-Eastern Railway Bridge to Percival Road.

22. FOOTPATH FROM HART CLOSE TO LOWER HILLMORTON ROAD.

The footpath, being a continuation of Hart Close, and running in a south-westerly direction to its termination at Lower Hillmorton Road, 100 yards from the junction of the latter road with Boundary Road.

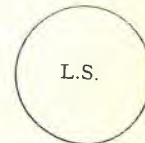
23. FOOTPATH—L.M.S. RAILWAY BRIDGE NEAR PARK ROAD TO BRIDGE OVER RIVER AVON.

The footpath running from the end of Park Road extension over the London, Midland and Scottish Railway Bridge in a northerly direction to a point approximately 36 yards north of the bridge over the River Avon.

The common seal of the Mayor, Aldermen and Burgesses of the Borough of Rugby was hereunto affixed on the fifth day of March, 1947, in the presence of

F. DYSON,
Mayor

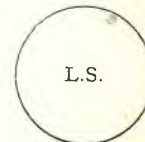
D. E. BIART,
Town Clerk



I hereby confirm the foregoing Byelaw and fix the date upon which it is to come into operation as the 1st June, 1947.

Whitehall,
29th April, 1947.

J. CHUTER EDE,
*One of His Majesty's
Principal Secretaries
of State.*



Classified

TELEPHONE 01527 588688 FACSIMILE 01527 584371

PUBLIC NOTICES

PUBLIC NOTICES



Notice of Byelaw Revocation

A Byelaw made by the Council on 28th January 1947 prohibits the use by persons riding bicycles, tricycles or other similar vehicles on the following footpaths:

- Church Walks
- Park Walk
- Footpath from Park Road to Kew Road
- Footpath from Plowman Street to West Leys
- Footpath from Lawford Road to Pinfold Pit
- Footpath from Avenue Road to Newbold
- Footpaths on Bilton Green and Footpath leading from Bilton Green to Magnet Lane
- Footpaths by Rounds Gardens
- Castle Walk
- Footpath from Rainsbrook Avenue to Ashlawn Road
- Footpath from Pendred Road to New Street
- Footpath from High Street to School Street, Hillmorton
- Footpath from York Street to Hill Street
- Footpath from Glebe Crescent to New Street
- Footpath from Kingsley Avenue to Deerings Road
- Footpath from Chamberlain Road to Bucknill Crescent
- Footpath from Cromwell Road to Rugby Recreation Ground
- Footpath from Magnet Lane to Bilton Allotments
- Footpath from Parkfield Road to L.M.S. Railway Bridge, near Pinfolds Pit
- Footpath from Craven Road to Graham Road
- Footpath from Pytchley Road to Percival Road
- Footpath from Hart Close to Lower Hillmorton Road
- Footpath - L.M.S. Railway Bridge near Park Road to Bridge over River Avon

Any person offending against the byelaw shall be liable on summary conviction to a fine not exceeding five pounds.

The Byelaw was made in 1947 and therefore there has been various changes to the built environment but also transportation modes. The Council are therefore seeking to revoke this byelaw under The Byelaws (alternative Procedure) (England) Regulations 2016 and put in place other measures to control cycling and wheeling on the footpaths listed above, where it is deemed necessary.

If you have any representations on the above please make them within 30 days of this notice either in writing to Regeneration, Town Hall, Evreux Way, Rugby, CV21 2RR or via email to regeneration@rugby.gov.uk

Goods Vehicle Operator's Licence

Springfarm Architectural Mouldings Group LTD of Newpark Industrial Estate, Greystone Road, Antrim, Northern Ireland BT41 2RU is applying for a licence to use Torrington Avenue, Coventry, CV4 9HP as an operating centre for 10 goods vehicles and 20 trailers.

Owners or occupiers of land (including buildings) near the operating centre(s) who believe that their use or enjoyment of that land would be affected, should make written representations to the Traffic Commissioner at Quarry House, Quarry Hill, Leeds, LS2 7UE, stating their reasons, within 21 days of this notice.

Representors must at the same time send a copy of their representations to the applicant at the address given at the top of this notice. A Guide to Making Representations is available from the Traffic Commissioner's office.

Goods Vehicle Operator's Licence

TS Powerlines Ltd of 1 Eaglesfield, Leire, Lutterworth LE17 5FG, is applying for a licence to use Elms Farm Industrial Estate, Ullleshope Road, Bitteswell, Leicestershire LE17 4LR as an operating centre for 3 goods vehicle and 2 trailers. Owners or occupiers of land (including buildings) near the operating centre(s) who believe that their use or enjoyment of that land would be affected, should make written representations to the Traffic Commissioner at Quarry House, Quarry Hill, Leeds LS2 7UE stating their reasons, within 21 days of this notice. Representors must at the same time send a copy of their representations to the applicant at the address given at the top of this notice. A Guide to making representations is available from the Traffic Commissioner's Office.

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TITAN 40cm electric chain saw 2000W, chain hush sharpened, anti kick back, £20.00 phone 07780900015

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SJP Born Lovely 50ml EDP and 10ml EDP for handbag £12 Tel: 07813 706 158 (Shirley area)

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JANE Norman dress, size 10, brand new! £20 Tel: 07813 706 158 (Shirley area)

LADIES black lace up espadrilles, flat heel, size 8 / 41, brand new! £10 Tel: 07813 706 158 (Shirley area)

WILLIAM and Mary complete dvd box set £10 Tel: 07813 706 158 (Shirley area)

19 CDs - sealed for sale. Tel 0788 2124182

SKIN Care Gift set (4) £2. Tel: 01527 521363

RAFFIA for craft. Unused. 600g. £4. Tel: 01217441003

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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	Major Projects and Regeneration
Is this a new or existing Policy/Service/Change?	An existing strategy (Corporate Strategy2025-35) 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. Positive impacts are identified in relation to sustainable transport/travel. These positive impacts are envisaged to be delivered in the next year.</p>
Completed By	Ella Casey (Principal Planning Officer – Town Centre Regeneration)
Authorised By	Nicola Smith (Chief Officer for Growth & Investment)
Date of Assessment	2 nd September 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 revocation of the byelaw would allow suitable routes to be added to the cycle route network and further promote active travel across the borough. It also seeks to promote modal shift specifically within the town centre (e.g. pedestrian, cycle and sustainable transport movements). This should therefore enhance the economy.		Growth and Investment	2 years
Transport	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Improvement of pedestrian and cyclist routes within the town centre and wider borough would increase active travel and therefore help the air quality within the designated zone.		Growth and Investment	Ongoing
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Appendix 4

	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 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	not required
Person responsible for review	Ella Casey (Principal Planning Officer – Town Centre Regeneration)
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	Cycling Prohibition Byelaw
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	Ella Casey – Principal Planning Officer (Town Centre Regeneration)
Date of this assessment	2 nd September 2025
Signature of responsible officer (to be signed after the EqlA has been completed)	<i>E. Casey</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' and 'A Healthier Rugby'. Revoking the byelaw would expand the active travel network throughout the town centre and wider borough and have a significant impact on the public realm in the town centre.
(3) What are the expected outcomes you are hoping to achieve?	The promotion of active travel as a modal shift for users in order to generate more sustainable travel movements to and from the 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- those who use the routes.
(5) Will the policy or decision involve substantial changes in resources?	No.
<u>Stage 2 – Evidence about user population and consultation</u>	

<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>Footfall in the town centre is currently very low and there are approximately 25% of shops which are vacant (including Rugby Central).</p> <p>Rugby is home to diverse communities with a number of faiths, nationalities and ethnicities represented.</p> <p>The last census showed 82% of residents were born in the UK; 92% were born within Europe; 2% Africa; 4% Middle East and Asia; 1% Americas and the Caribbean; and less than 1% Antarctica and Oceania</p> <p>Census data shows a population which is 86% white; 7% Asian, Asian British or Asian Welsh; 3% Black, Black British, Black Welsh, Caribbean or African; 3% mixed or multiple ethnic groups; and 1% defined as other ethnic groups.</p> <p>The census shows religions within the Borough as 51% Christian; 42 % no religion; 3% Hindu; 3% Muslim; 1% Sikh and <1% of each Jewish, and Buddhist.</p> <p>Age demographics demonstrate a population made up of 18% under 15 years old; 64% 15-64 years old and 18% over 64 years old.</p> <p>Furthermore, Rugby has a broad socioeconomic profile with significant variation between levels of deprivation being experienced.</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 Warwickshire County Council cycle forum has been consulted and a press notice was published in Jul 2025 for a period of 30 days. No comments were received.</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.	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	Neutral	N/A
	Disability	Neutral	N/A
	Sex	Neutral	N/A
	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 Nothing within this assessment indicates there will be any particular impact on any given group currently.	N/A

Appendix 5

(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 – the revocation could expand the cycle network and make more places safely accessible for those without a car.	Low
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Positive – the revocation should promote active travel and reduce vehicle trips improving air quality.	Medium
(3) Using the information gathered in stages 2 and 3, what will the positive impact of the strategy/policy be on equality?	The positive impact will be promoting active travel within the town centre and surrounding area.		
(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?	No		
(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used? If no Equality Monitoring Data is being collected, why not? For support with this section, please refer to the Equality Monitoring Guidance.	Nothing to be collected. Once confirmation of the routes to be cycle routes is confirmed and enacted by Warwickshire County council as the next stage to promote active travel it will be for them to assess the impact.		

(6) Complete this section if any adverse impacts were identified in 3.1.

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.

Stage 4 – Action Planning, Review and Monitoring

(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)?

The feedback/data should be used to inform your Action Plan in (2)

Positive – promotion of active travel creates more accessible places for all.

<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>N/A</p> <p>EqlA Action Plan</p> <table border="1" data-bbox="875 352 2112 579"> <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>N/A</p>																									

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on 2nd September 2025.’

Agenda No 6

AGENDA MANAGEMENT SHEET

Report Title:	Town Centre Regeneration Resource
Name of Committee:	Cabinet
Date of Meeting:	7 October 2025
Report Director:	Chief Officer - Growth and Investment
Portfolio:	Growth and Investment, Digital and Communications
Ward Relevance:	All
Prior Consultation:	Human Resources, Finance and Performance, Town Centre Working Group, Leadership Team
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:	No
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:	<p>To seek approval for the creation of a Project Officer post (0.6 full time equivalent, two-year fixed term) within the Major Projects and Regeneration Team to support the delivery of major regeneration initiatives and ensure effective project management and stakeholder engagement.</p>

Financial Implications:	The financial implications are set out in section 4 of this report. The two-year fix-term Project Officer post will be advertised as a Grade D which 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. By not having additional resource in place, there is a risk that project timelines will be delayed due to competing priorities in the Major Projects and Regeneration Team. Use of reserves is a key action towards delivering on the corporate strategy priorities.
Environmental Implications:	Environmental Implications are set out in Appendix 1. Town centre regeneration is currently at the start of its delivery journey and additional resource is required to deliver town centre regeneration projects. Whilst the role itself will have no direct impact, the projects the role would contribute toward would have a positive impact on the natural environment, workplaces and economy and transport.
Legal Implications:	Human Resources have been engaged and have evaluated the post.
Equality and Diversity:	Equality and Diversity implications are set out in Appendix 2. The role will have a low impact on equality and diversity, however all recruitment processes will be conducted as required by the Equalities Act 2010.
Options:	<p>Option 1: Approve the creation of a 0.6 full-time equivalent Project Officer post for a two-year fixed term period.</p> <p>Option 2: Not approve the creation of a 0.6 full-time equivalent Project Officer post for a two-year fixed term period.</p>
Recommendation:	<p>IT BE RECOMMENDED TO COUNCIL THAT -</p> <p>(1) the creation of a two-year fixed term Project Officer role in the Major Projects and Regeneration Team at 0.6 full-time equivalent be approved;</p> <p>(2) a supplementary General Fund revenue budget of £0.06m for 2025/26 be approved for the Project Officer for Town Centre Regeneration to be financed from the Town Centre Strategy</p>

Reserve; and

(3) ongoing revenue costs of £0.042m for the Project Officer be built into the General Fund Medium Term Financial Plan from 2026/27 to be financed from the Town Centre Strategy Reserve.

**Reasons for
Recommendation:**

To enable the Council to progress with the delivery of the Town Centre Regeneration initiatives as outlined in the Council's Corporate Strategy 2025-2035.

Cabinet - 7 October 2025

Town Centre Regeneration Resource

Public Report of the Chief Officer - Growth and Investment

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT -

- (1) the creation of a two-year fixed term Project Officer role in the Major Projects and Regeneration Team at 0.6 full-time equivalent be approved;
- (2) a supplementary General Fund revenue budget of £0.06m for 2025/26 be approved for the Project Officer for Town Centre Regeneration to be financed from the Town Centre Strategy Reserve; and
- (3) ongoing revenue costs of £0.042m for the Project Officer be built into the General Fund Medium Term Financial Plan from 2026/27 to be financed from the Town Centre Strategy Reserve.

EXECUTIVE SUMMARY

The Council is committed to delivering a Thriving Rugby through the regeneration of Rugby Town Centre, as outlined in the Corporate Strategy 2025–2035. To sustain high-quality delivery of the Town Centre Regeneration Action Plan, this report recommends allocating additional resources to the Major Projects and Regeneration Team.

Since October 2023, the team has been operating at full capacity. The Principal Planning Officer (PPO) currently spends around 40% of their time on tasks more appropriate for a Project Officer, such as stakeholder coordination, budget tracking, and reporting.

To address this, the report proposes the creation of a Project Officer (0.6 FTE, two-year fixed term), funded from the Town Centre Strategy Reserve at an estimated cost of £0.048m. This role will enhance delivery capacity, reduce delays, improve performance monitoring, and allow the PPO to focus on strategic priorities.

1. INTRODUCTION

- 1.1 The Council has made a strong commitment to a *Thriving Rugby* by commending work to regenerate Rugby Town Centre as outlined in the Corporate Strategy 2025-2035.
- 1.2 The purpose of this report is to provide a clear rationale for the allocation of additional resources to the Major Projects and Regeneration Team to ensure

continued delivery of high-quality outcomes using the existing Town Centre Reserve.

2. BACKGROUND

- 2.1 The first commitment to town centre regeneration in-house resource was in October 2023, when Council approved funds to appoint a Principal Planning Officer for Town Centre Regeneration (PPO) on a permanent basis to project manage and drive forward the workstreams identified in the Town Centre Regeneration Action Plan to realise the Council's corporate priority.
- 2.2 The Major Projects and Regeneration Team currently consist of the Major Projects and Regeneration Manager as well as the PPO for Town Centre Regeneration, which are dedicated to town centre regeneration delivery, with support from other Council departments, specific to the workstream. There are currently 11 workstreams and 29 individual projects within those workstreams, all overseen by the Major Projects and Regeneration Team, which is operating above full capacity with limited ability to absorb additional tasks or respond flexibly to urgent priorities.
- 2.3 Since the appointment of the PPO it has become clear that approximately 40% of their time is spent on tasks that are better suited to a Project Officer, such as monitoring and tracking of smaller projects, coordination of internal and external stakeholders and partners.
- 2.4 The Council's commitment to town centre regeneration has a resource implication and as work has progressed it is clear further support is required to continue delivery of high-quality outcomes.

3. PROJECT OFFICER – TOWN CENTRE REGENERATION

- 3.1 The appointment of a Project Officer for Town Centre Regeneration supports the Council Priority, Thriving Places and more specifically will support the Major Projects and Regeneration team to:
 - o Develop a Town Centre Delivery Plan;
 - o Develop a cultural quarter development brief;
 - o Create a high quality and better-connected public realm; and
 - o Rugby Central Development Brief.
- 3.2 The role would ensure there is a dedicated resource providing project support, freeing up the PPO's time to focus on the strategic high value programmes, which provides focused delivery capacity for complex, multi-stakeholder projects that require coordination across departments and external partners.
- 3.3 The Project Officer will take on project co-ordination, procurement tasks, internal and external stakeholder engagement, budget monitoring, tracking expenditure, prepare regular progress reports, briefings and presentations for senior officers and elected members as well as conduct research on best practices and regeneration trends.

- 3.4 Having a Project Officer will also reduce project delays and ensure there is minimal cost overruns through professional oversight and proactive resolution.
- 3.5 The additional capacity in the team will also enable more effective project performance monitoring ensuring robust tracking of KPIs, milestones and ensuring outcomes demonstrate value for money.
- 3.6 While the current tasks suited to a Project Officer are currently taking approximately 40% of officer time, the number of projects is increasing and therefore it is proposed that a more proactive approach to project management and delivery will require more capacity and so the post is being requested for a 0.6 full time equivalent (FTE) as a two year fixed term contract, to be reviewed again in 18 months to assess the team's future requirements.

4. FINANCIAL IMPLICATIONS

- 4.1 The Project Officer role has been graded as a Grade D. As this role is proposed to be 0.6 FTE on a two- year fixed term contract, it is proposed that this is funded from the Town Centre Strategy Reserve at an estimated cost of £0.024m per annum, totalling £0.048m. This excludes any pay awards that may be forthcoming in future years.
- 4.2 The estimated impact per financial year is shown below in Table 1, based on an assumed start date of January 2026:

Table 1: Financial Implications

Financial Information	2025/26 £	2026/27 £	2027/28 £	2028/29 £
Increase in Expenditure:				
Increase in salaries	6,000	24,000	18,000	0
All other increases in expenditure - detail below:				
Total Increase in Expenditure	6,000	24,000	18,000	0
Savings				
Reduction in salaries	0	0	0	0
All other expenditure savings - detail below:				
	-	-	-	-
Total Savings	0	0	0	0
Income				
	-	-	-	-
Total Income Changes	0	0	0	0
Total Net Cost	6,000	24,000	18,000	0

- 4.3 As this expenditure will be fully financed from the Town Centre Strategy reserve, there will be a net nil impact on the General Fund.

5. OPTIONS AVAILABLE

Option 1:

The creation of a two-year fixed term Project Officer role in the Major Projects and Regeneration Team at 0.6 full-time equivalent be approved; and

Option 2:

A revenue budget of £0.048m for the Project Officer for Town Centre Regeneration be funded from the Town Centre Strategy Reserve.

6. CONCLUSION

- 6.1 It is recommended that a two-year fixed term post for a Project Officer as detailed in the report, is approved. This will assist the Council in delivering the aims of the Corporate Strategy specific to town centre regeneration.

Name of Meeting: Cabinet
Date of Meeting: 7 October 2025
Subject Matter: Town Centre Regeneration Resource
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

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	Town Centre Regeneration Resource
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	The Town Centre Regeneration Strategy is an existing strategy assessed 17th November 2023. This report is about additional resource to deliver the regeneration initiative from the Strategy.
EqlA Review Team – List of members	Helen Nightingale – Major Projects and Regeneration Manager
Date of this assessment	23 September 2025
Signature of responsible officer (to be signed after the EqlA has been completed)	<i>Helen Nightingale</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)?	The creation of additional resource in the team is required to assist in the Council delivering its corporate vision for the town centre which sets out a strategy for the regeneration of the town centre. The corporate strategy has reinforced a delivery focus in relation to regeneration in the town centre. The role will help deliver the 11 workstreams previously approved.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	It primarily fits with 'A Thriving Rugby'. The role will increase capacity in the Major Projects and Regeneration Team to enable the Council to achieve the projects identified in the Corporate Plan's Action Plan, specifically the Cultural Quarter development brief, Town Centre Delivery Plan and creating a high quality and better connected public realm.
(3) What are the expected outcomes you are hoping to achieve?	Increased capacity in the Major Projects and Regeneration Team to enable capacity to focus on the strategic high value programmes, which provides focused delivery capacity for complex, multi-stakeholder projects that require coordination across departments and external partners.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	Yes. By increasing capacity, additional tasks can be undertaken with the effects being felt by customers, employees and wider community groups.
(5) Will the policy or decision involve substantial changes in resources?	Yes, this role is to create additional resource in the Major Projects and Regeneration Team for a two year fixed term.
<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).

Appendix 1

<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 role will help manage the current workstreams. How the 11 workstreams will impact on customers, community groups and employees will be monitored through stakeholder engagement, which has been mapped for each identified workstream. Each workstream should therefore consider stakeholder and community engagement.</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 consultation was needed with community groups or the wider public. This is for additional Council resource and the relevant internal officers have been consulted.</p>

Appendix 1

<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>No consultation is needed with community groups or the wider public. This is for additional Council resource, and the relevant internal officers have been consulted.</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? 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 - all recruitment will be conducted as required by the Equalities Act 2010</p>	<p>Low – all recruitment processes will be conducted as required by the Equalities Act 2010</p>
	<p>Disability</p>	<p>Neutral - all recruitment will be conducted as required by the Equalities Act 2010</p>	<p>Low – all recruitment processes will be conducted as required by the Equalities Act 2010</p>
	<p>Sex</p>	<p>Neutral - all recruitment will be conducted as required by the Equalities Act 2010</p>	<p>Low – all recruitment processes will be conducted as required by the Equalities Act 2010</p>
	<p>Gender reassignment</p>	<p>Neutral - all recruitment will be conducted as required by the Equalities Act 2010</p>	<p>Low – all recruitment processes will be conducted as required by the Equalities Act 2010</p>
	<p>Marriage/civil partnership</p>	<p>Neutral - all recruitment will be conducted as required by the Equalities Act 2010</p>	<p>Low – all recruitment processes will be conducted as required by the Equalities Act 2010</p>

Appendix 1

	Pregnancy/maternity	Neutral - all recruitment will be conducted as required by the Equalities Act 2010	Low – all recruitment processes will be conducted as required by the Equalities Act 2010
	Race	Neutral - all recruitment will be conducted as required by the Equalities Act 2010	Low – all recruitment processes will be conducted as required by the Equalities Act 2010
	Religion/belief	Neutral - all recruitment will be conducted as required by the Equalities Act 2010	Low – all recruitment processes will be conducted as required by the Equalities Act 2010
	Sexual Orientation	Neutral - all recruitment will be conducted as required by the Equalities Act 2010	Low – all recruitment processes will be conducted as required by the Equalities Act 2010
(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 - all recruitment will be conducted as required by the Equalities Act 2010	Low – all recruitment processes will be conducted as required by the Equalities Act 2010
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Neutral - all recruitment will be conducted as required by the Equalities Act 2010	Low – all recruitment processes will be conducted as required by the Equalities Act 2010

Appendix 1

<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 recruitment process will follow the legislative requirements as set out in the Equalities Act 2010 and therefore will ensure there is no unlawful discrimination, harassment or victimisation.</p> <p>Once in post the member of staff will undergo all mandatory equality and diversity training required of the role.</p>
<p>(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?</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>For new role, it is difficult to attain equality monitoring data, however the post holder will undergo and keep up to date their mandatory training in respect of equality and diversity.</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>	
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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>N/A</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 data-bbox="875 352 1120 424">Action</th> <th data-bbox="1120 352 1364 424">Lead Officer</th> <th data-bbox="1364 352 1615 424">Date for completion</th> <th data-bbox="1615 352 1865 424">Resource requirements</th> <th data-bbox="1865 352 2116 424">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> </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>The Council conducts annual equality data monitoring, through its Annual Workforce Equality Report.</p>																								

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on 23 September 2025.’

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	Major Projects and Regeneration
Is this a new or existing Policy/Service/Change?	A request for additional resource in Major Projects and Regeneration, by means of a Project Officer.
If existing policy/service please state date of last assessment	
Ward Specific Impacts	Borough-wide
Summary of assessment Briefly summarise the policy/service/change and potential impacts	<p>Rugby Town Centre Regeneration Strategy focuses on Rugby Town Centre, including the Town Hall and the key movement corridors of Corporation Street and North Street. The strategy seeks to link key sites and spaces within the town. It provides a clear framework for regeneration and development by setting parameters for development, steering investment priorities and providing the basis for landowners and investors to progress their plans. This is the basis for the work in relation to town centre regeneration.</p> <p>Town centre regeneration is currently at the start of its delivery journey and additional resource is required to deliver town centre regeneration projects. Whilst the role itself will have no direct impact, the projects the role would contribute toward would have a positive impact on the natural environment, workplaces and economy and transport.</p>
Completed By	Helen Nightingale – Major Projects and Regeneration Manager
Authorised By	Nicola Smith (Chief Officer for Growth & Investment)
Date of Assessment	23 September 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"/>	Whilst the role itself will have no impact. Projects the role will work on include the improvements being made to the town centre and the active engagement with businesses seeks to boost footfall and activity within the town centre. This should therefore enhance the economy.		Growth and Investment	Ongoing Tied to all ongoing workstreams.
Transport	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The role will be largely desk based and therefore will have no direct impact on transport emissions for the council. A negligible negative impact if the officer is travelling to the Town Hall by car. The role will support projects the role will work on include two of the workstreams (public realm and sustainable transport) specifically looks to improve key routes and improve pedestrian and cyclist routes within the town centre. It also seeks	The officer could make use of the Council's Cycle to Work Scheme if they were based locally enough to cycle.	Growth and Investment	Ongoing Public Realm Masterplan is completed and detailed design stage of priority projects is now being taken forward. Construction and delivery will follow.

Appendix 2

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				to improve bus connectivity, accessibility and reliability, creating a modal shift in transport. This workstream has various independencies with other identified workstreams i.e. public realm masterplan. The public realm masterplan is completed will be the first to deliver change to the environment of the town centre and promote sustainable transport.			
Natural Environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Whilst the role itself will have no impact. Projects the role will work on include public realm interventions look to introduce tree planting, connect green spaces, and additional community spaces into the town centre.		Growth and Investment	Ongoing
Homes and Energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Waste, Resources and the Circular Economy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Appendix 2

	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 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	No review proposed.
Key points to be considered through review	N/A
Person responsible for review	Helen Nightingale – Major Projects and Regeneration Manager.
Authorised by	Nicola Smith (Chief Officer for Growth & Investment)

AGENDA MANAGEMENT SHEET

Report Title: Improving Customer Service and Reducing costs with Artificial Intelligence

Name of Committee: Cabinet

Date of Meeting: 7 October 2025

Report Director: Chief Officer Digital and Communications

Portfolio: Growth and Investment, Digital and Communications

Ward Relevance: None

Prior Consultation: Chief Executive, Deputy Chief Executive, Portfolio Holder, Liberal Democrat Spokesperson, Cabinet, ITDS Manager, Transformation

Contact Officer: Dr. Thomas D Griffiths
Chief Officer Digital and Communications

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 relates to improving customer service and fulfilment across all Council priorities by better responding to resident and business needs in an effective and efficient way and reducing costs to serve.

Summary: The Council will improve customer service and reduce costs through the implementation of the

proposed AI & Automation Pilot Projects through a Project fund. This will provide seed-funding for proof of concept projects, which if effective and viable will be scaled up for full implementation subject to further Cabinet approval.

Financial Implications: The report seeks financial allocation from an existing Transformation Reserve for 2 years at £80,000 per year. Further project funding after Year 2 will be derived from cashable savings secured through AI implementation with an expected ROI ratio of 2:1. Further reports on actual project performance will be made to Cabinet with a business case for further AI and Automation investment to deliver further service and efficiency improvements

Risk Management/Health and Safety Implications: There are no health and safety implications arising directly from this report.

Environmental Implications: There are no local environmental implications arising directly from this report but cloud computing used will require energy net zero energy and environmental management through the Council's cloud platform supplier.

Legal Implications: By adopting an AI Adoption Framework and Board oversight GDPR implications will be anticipated and managed effectively.

Equality and Diversity: Improving the quality and responsiveness to customers lowers the barriers to the access for all communities of interest. Reducing our costs to serve customers improves the Councils value for money for tax payers.

Options: No alternative options have been provided.

Recommendation: IT BE RECOMMENDED TO COUNCIL THAT –

- (1) the proposed Rugby Borough Council Artificial Intelligence and Automation adoption framework be approved; and,
- (2) a supplementary budget of £80,000 for the proposed Artificial Intelligence Pilot Project funding in both the 2025/26 and 2026/27 financial years as outlined in Section 6 of this report be approved;

- (3) an AI Project Outcome report be made to a subsequent Cabinet meeting outlining progress and delivery of successful change or barriers to success with projected cashable savings. A business case will be presented for further AI programme implementation with a funding schedule;
- (4) delegated authority be granted to the Chief Officer for Digital and Communications for the following:
 - a. to implement the AI and Automation adoption framework & associated governance detailed in Section 2; and,
 - b. to authorise any necessary expenditure of the AI Pilot Project fund via the schema detailed in Section 4; and
- (5) a savings target of £200,000 be built into the MTFP for the 2026/27, 2027/28, and 2028/29 financial years to reflect savings realised by the investment in AI and Automation at Rugby Borough Council.

Reasons for Recommendation:

The introduction of an AI Pilot Project fund will significantly improve customer service and cost-efficiency at the Council, harnessing AI and Automations technology to increase the effectiveness and responsiveness of front-line services quickly and proactively.

The proposed AI & Automation Adoption framework will further ensure the robust and responsible usage of AI at Rugby Borough Council.

Cabinet - 7 October 2025

Improving Customer Service and Reducing costs with Artificial Intelligence

Public Report of the Chief Officer Digital and Communications

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT –

- (1) the proposed Rugby Borough Council Artificial Intelligence and Automation adoption framework be approved; and,
- (2) a supplementary budget of £80,000 for the proposed Artificial Intelligence Pilot Project funding in both the 2025/26 and 2026/27 financial years as outlined in Section 6 of this report be approved;
- (3) an AI Project Outcome report be made to a subsequent Cabinet meeting outlining progress and delivery of successful change or barriers to success with projected cashable savings. A business case will be presented for further AI programme implementation with a funding schedule;
- (4) delegated authority be granted to the Chief Officer for Digital and Communications for the following:
 - a. to implement the AI and Automation adoption framework & associated governance detailed in Section 2; and,
 - b. to authorise any necessary expenditure of the AI Pilot Project fund via the schema detailed in Section 4; and
- (5) a savings target of £200,000 be built into the MTFP for the 2026/27, 2027/28, and 2028/29 financial years to reflect savings realised by the investment in AI and Automation at Rugby Borough Council.

1. Background

- 1.1 Improving the standards of resident experience and increasing the quality of engagement between the Council and the communities in Rugby Borough is the key driver of innovation and improvement.
- 1.2 It is essential that Rugby Borough Council pivots at pace to effectively capitalise on the operational benefits that can be realised through the usage of technology.
- 1.3 The proposals in this report represent a key milestone in the Councils adoption of technology and AI-assisted service delivery, offering an exceptional opportunity to improve the experience of residents and the

quality of services provided within our communities.

- 1.4 Rugby Borough Council has recently established a Data, Insights and Automation (DIA) team. The DIA team will explore the adoption and exploitation of AI and Automation technologies.
- 1.5 This paper outlines two proposed initiatives to drive innovation, change and transformation across the Council, harnessing technology to increase the effectiveness and responsiveness of front-line services, these are:
 - i) **Artificial Intelligence Adoption Framework** – establishing an enhanced governance process and structure to ensure robust and responsible usage of AI.¹
 - ii) **Artificial Intelligence Pilot Project fund** – providing small-scale funding to assess the viability and suitability of proposed applications of AI across the Council.²
- 1.6 This paper defines the AI and Automation Adoption Framework, outlining the governance and approval processes which will be followed to ensure robust, responsible and fair usage across the Council.
- 1.7 The framework will enable RBC to pilot, scale and embed AI and Automation technologies at pace, delivering enhanced service delivery for our residents and communities; and driving significant operational and financial benefits for the Council.
- 1.8 Additionally, the framework will ensure the Council remains compliant with GDPR and data protection legislation, ensuring all data held by the Council is handled in accordance with legal and regulatory requirements.
- 1.9 The paper recommends an initial savings target of £200,000 be included in the MTFP for the 2026/27, 2027/28, and 2028/29 financial years to reflect the savings realised by the investment in AI and Automation.
- 1.10 This savings target is a minimum expected saving, the target will be reviewed on a regular basis and increased as appropriate, to reflect the progress of the proposed AI and Automation invest-to-save initiative at Rugby Borough Council.

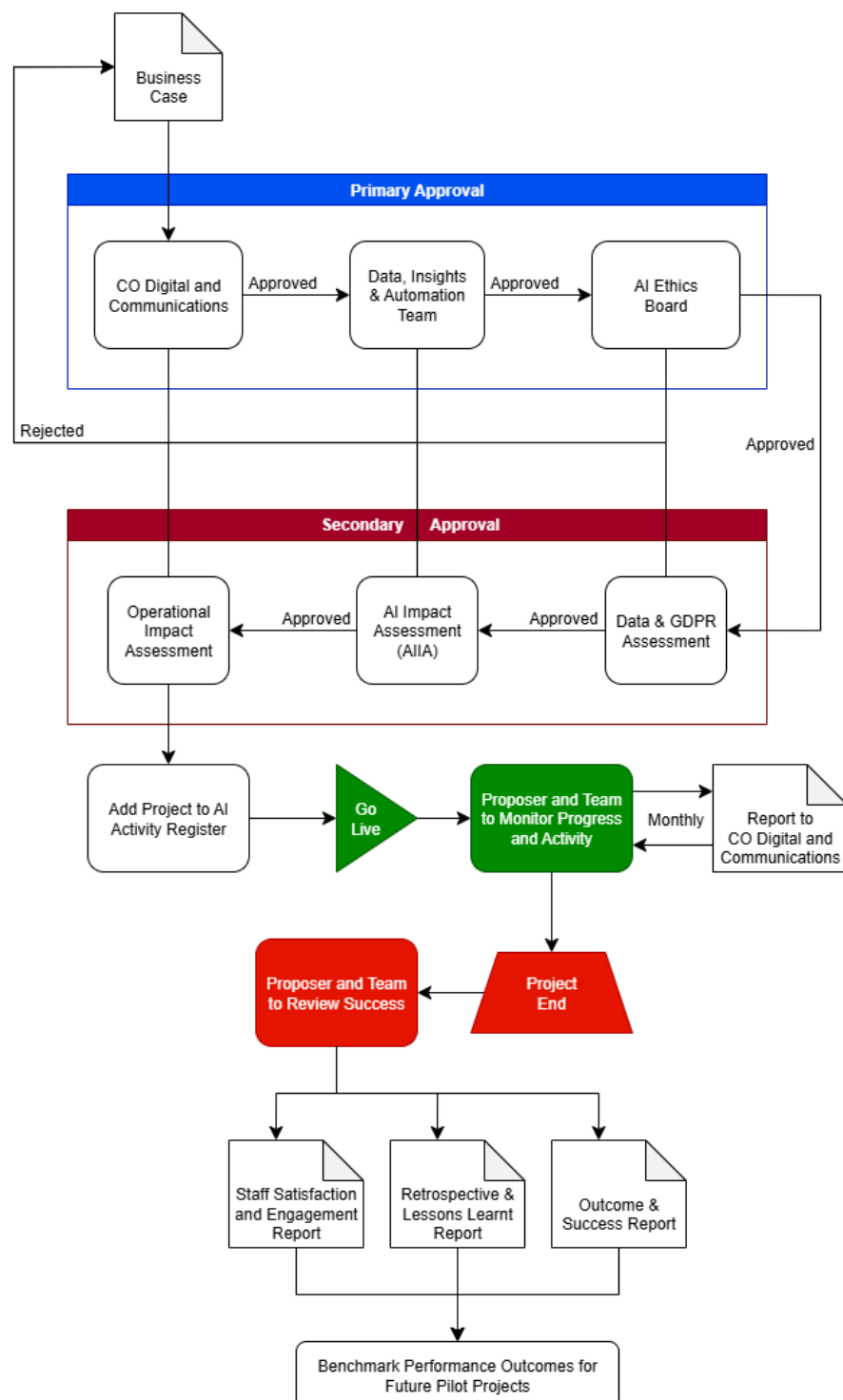
2. AI and Automation Adoption Governance Framework

- 2.1 The purpose of the framework is to provide a robust workflow, providing oversight and accountability for the adoption of AI and automation at RBC.
- 2.2 This will ensure technologies are deployed in line with the RBC Corporate Strategy, ethical principles, and legal & regulatory guidelines.

¹ Building upon the governance established in 'Rugby Borough Council AI Tooling Policy' **June 2024**

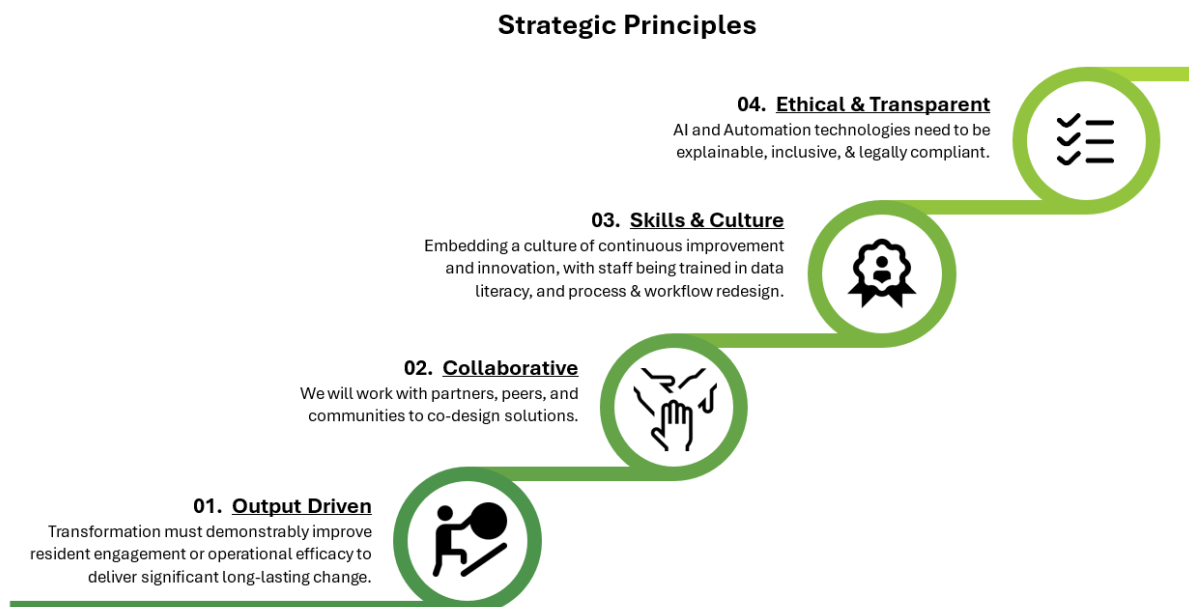
² Providing small-scale proof-of-concept funding, enabling responsive and agile solution design.

- 2.3 All instances of AI and Automation usage or system development must be assessed by the Chief Officer Digital and Communications, in conjunction with the AI Ethics Board.
- 2.4 The compliance and suitability of each business case will be reviewed on a case-by-case basis. The Chief Officer Digital and Communications will determine if approval is granted for the project in consultation with the Cabinet Portfolio Holder for IT.
- 2.5 An AI Activity Register will be established, managed by the DIA team, to record and monitor all usages of AI across the Council. This register will be used to ensure continued compliance with regulatory standards and adherence to industry best practice.
- 2.6 The following diagram illustrates the proposed governance workflow framework:



3. Strategic Principles

- 3.1 The following strategic principles have been established to guide the future development of AI and Automation technology at Rugby Borough Council:



4. AI Pilot Project Funding Schema

- 4.1 The funding of pilot projects has been successfully trialled across the Digital and Communications directorate. The pilot projects, commonly referred to as ‘Proof of Concepts’, allow for an organisation to try a small-scale version of a product or have access for a limited and defined timeframe.
- 4.2 This allows for an assessment of the viability and suitability of a product or service to be carried out, prior to committing significant time, resources or finances to the project.
- 4.3 The pilot project funding model introduces an increased level of flexibility and agility, enabling a quicker and more responsive solution to be delivered in a changing and uncertain environment.
- 4.4 It is proposed that this approach be utilised for the introduction of AI and Automation technologies at Rugby Borough Council.
- 4.5 In order to stimulate innovation and robustly assess the operational value of Artificial Intelligence within Rugby Borough Council, a dedicated £80,000 AI Pilot Project fund (APP) will be created; funded from the Transformation Reserve.
- 4.6 The APP fund will provide pilot project funding and support a portfolio of small-scale AI projects that demonstrate clear service impact, measurable benefits, and alignment with Council priorities.

- 4.7 Each pilot project sponsor, typically the reporting chief officer, will submit a business case outlining the scope and justifications for the pilot project.
- 4.8 The Chief Officer - Digital and Communications, in conjunction with the AI Ethics Board, will assess the suitability and efficacy of each pilot project on a case-by-case basis. The Chief Officer - Digital and Communications will determine if funding shall be granted from the proposed APP fund.
- 4.9 Business cases will be assessed on the following criteria:
- a) Address a clearly defined service problem or inefficiency.
 - b) Demonstrate potential to deliver measurable benefits (*savings, time released, resident satisfaction*).
 - c) Commit to deliver benefits or results within a 9-12 month period.
 - d) Commit to ethical, transparent use of AI and comply with the Council's AI policies.
 - e) Include a clear plan for evaluating impact and lessons learned.
- 4.10 If the funding request is successful, each pilot project will receive between £6,000 and £10,000.
- 4.11 The proposed arrangement will enable a minimum of 8 pilot projects to be funded, this will be awarded on a first-come, first-served basis until the APP fund is fully allocated.
- 4.12 Each funded pilot project must present a monthly update to the Chief Officer - Digital and Communication and members of the Data, Insights and Automation team.
- 4.13 Upon completion of each funded pilot project a summary report will be presented to Leadership team evaluating the operational impact of the pilot project, outcomes observed, and any lessons learned which can be shared more widely across the Council. A report will be made and suggestions received from a cross-party selection of Members of Council to maintain transparency and encourage promotion of the initiative.

5. Approved Pilot Projects

- 5.1 The following projects have been approved and are currently being assessed for suitability or actively developed with our commercial partners:
- i) **Microsoft Teams Transcription & Minuting** – the Council is actively piloting the use of an AI-powered plugin for MS Teams which can create detailed transcripts of meetings and produce accurate meeting summary documentation.

Feedback indicates that the plugin has replaced a significant amount of manual work and has enabled the sharing of meeting summaries and agreed actions with the participants within minutes of the meeting ending.

- ii) **Chatbot Development** – officers are working with a commercial delivery partner to create a range of chatbot functionality within the Council, these broadly fit into two distinct categories:
 - a. **External Facing** – This chatbot will be present on the Council website and will be used to improve the resident experience, making information retrieval easier and quicker and reducing demand on the Customer Service Centre.
 - b. **Internal Facing** – This chatbot will be utilised by Council staff to assist with document, policy and workflow process identification, increasing the speed and effectiveness of staff.
- iii) **Automated Email Response Support** –officers are working with a commercial partner to develop a predictive support tool to assist with responding to emails from residents, businesses and community groups. The tool will analyse the message, providing suggested responses and retrieving relevant information from Council systems to greatly improve the speed and quality of email responses.

- 5.2 It is proposed that the pilot projects listed above offer real potential to deliver significant operational improvements for Council officers. This will have a direct positive impact on the Council's ability to deliver the core Corporate Strategy agenda.
- 5.3 The costs associated with the continued running of the pilot projects listed are included in Section 6 below. It is proposed that the continued funding of successful pilot projects will be funded from the AI Development Budget.

6. Financial Impacts

- 6.1 The financial impacts of the proposed APP fund, the continuation of the previously approved pilot projects are outlined in the table below.
- 6.2 It is proposed that the APP fund Year one (Y1) is funded from the Transformation reserve, with a summary outcome report being presented to Council outlining the impacts of the projects over the 12-month period.
- 6.3 If successful, it is proposed that the APP fund Year two (Y2) is subsequently funded from the Transformation reserve, with a summary outcome report being presented to Council outlining the impacts of the projects over the combined 24-month period.
- 6.4 The AI Development Budget will be used to further fund the continued development of any successful pilot projects or other large-scale AI and Automation initiatives that are approved by the Chief Officer Digital and Communications.
- 6.5 Through detailed analysis, officers have identified some significant savings in the IT Refresh programme at Rugby Borough Council.

- 6.6 These identified savings have been included in the table below, reducing the overall financial impact of the proposed APP fund and AI Development Budget.

Financial Information		2025/26	2026/27
		£	£
Increase in Expenditure:			
	AI Development Budget	0	
	Artificial Intelligence Pilot Project Fund Y1	80,000	0
	Artificial Intelligence Pilot Project Fund Y2	0	80,000
Approved Projects	MST Maestro Meeting Transcription	4,000	4,000
	AWS Chatbot Development	9,300	2,000
	AWS Automated Email Response	6,000	10,000
	Total Increase in Expenditure	99,300	96,000
Savings:			
	Reduction in IT Refresh Programme Spend	27,000	102,000
	MTFP Savings Target (annual)		200,000
	Total Savings	27,000	302,000
Projected Total Net Cost/Saving		72,300	206,000

7. Conclusion

- 7.1 The proposed AI & Automation Adoption Framework represents a robust governance pathway to ensure that any proposed application of the technology is assessed for both operational suitability and regulatory compliance.
- 7.2 This assurance and approval process will drive the responsible adoption of AI and Automation across the Council, delivering operational, financial and social benefits to Rugby Borough.
- 7.3 It is recommended that Council approves the funding associated with the AI & Automation Pilot Projects, the AI Development Budget, and approves the additional recommendations listed in this report.

Name of Meeting: Cabinet

Date of Meeting: 7 October 2025

Subject Matter: Improving Customer Service and Reducing costs with Artificial Intelligence

Originating Department: Digital and Communications

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
	<i>Supporting Local Government Reorganisation with the establishment of a Data, Insights & Automation function within Rugby Borough Council.</i> September 2025
	<i>Rugby Borough Council AI Tooling Policy</i> June 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

AGENDA MANAGEMENT SHEET

Report Title: Council Tax Reduction - new scheme for April 2026 - Permission to consult

Name of Committee: Cabinet

Date of Meeting: 7 October 2025

Report Director: Chief Financial Officer

Portfolio: Finance and Performance, Legal and Governance

Ward Relevance: All

Prior Consultation: Porfolio Holder, Leadership Team

Contact Officer: Richard Moore, Revenues and Benefits Manager
richard.moore@rugby.gov.uk

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 purpose of this report is to update Cabinet on the work undertaken so far and to request permission to undertake a consultation with both the public and the Major Precepting Authorities in respect of proposed changes to the Council's Council Tax Reduction Scheme with effect from 1st April 2026.

Each year the Council is required to review its Council Tax Reduction Scheme in accordance with the requirements of the

Schedule 1A of the Local Government Finance Act 1992 and to either maintain the scheme or replace it.

Council Tax Reduction (CTR) was introduced from 1 April 2013 when it replaced the Central Government funded Council Tax Benefit regime. From its inception, the funding available to the Council from government has reduced year on year.

As with the majority of authorities within England, we need to make changes to the CTR scheme for working age applicants (the scheme for pension age applicants is prescribed by Central Government) in order to reduce the significant administrative burden placed on the Council by the introduction of Universal Credit.

This report provides details of the proposed scheme which will provide assistance to the most vulnerable and negate the negative administrative effects of the introduction of Universal Credit. If the review of our current scheme is approved, the report requests permission to consult on these proposed changes as required by the legislation

Financial Implications:

Since 2013 the tax base has grown by over 14% whilst the effect of CTR on the tax base has reduced considerably by over 23%.

The overall CTR caseload is reducing year on year due to mainly the increasing income of pensioners (this is in line with all other English Authorities) and whilst the working age caseload increased temporarily through the COVID crisis, this is again reducing and is expected to reduce further from now on.

The current Council Tax Reduction scheme costs approximately £6.34m which is borne by the Council's Collection Fund. Costs are shared between the Council and the Major Precepting Authorities in the following proportions:

- Rugby Borough Council (10%);
- Warwickshire County Council (77%)
- Police and Crime Commissioner (13%);

The approach and 'shape' of the scheme is changing, and the overall approach will be to provide additional support to those households on the very lowest incomes. Based on current modelling, were the new scheme to be in place at the current time, the cost would be approximately £750,000, of which £75,000 would be a charge to the General Fund

Financial modelling will continue to be undertaken throughout the project as CTR caseloads change throughout any financial year

Risk Management/ Health and Safety Implications:	No implications as a direct result of this report
Environmental Implications:	There will be no measurable environmental impact, therefore no Climate Change and Environmental Impact Assessment has been completed. If after the consultation period there are implications, an assessment will be completed for the report recommending the new scheme is adopted.
Legal Implications:	<p>Schedule 1A (3) of the Local Government Finance Act 1992, states that before making a scheme, the authority must:</p> <ul style="list-style-type: none"> • consult any major precepting authority which has power to issue a precept to it, • publish a draft scheme in such manner as it thinks fit, and • consult such other persons as it considers are likely to have an interest in the operation of the scheme. <p>In addition to the statutory consultation, in order to set a new scheme, the Council is obliged to make a resolution by 11th March of the year prior to the scheme coming into place.</p>
Equality and Diversity:	A completed Equality Impact Assessment is attached as appendix 1.
Options:	The alternative to introducing a new income-banded scheme for Council Tax Reduction from 2026/27 is to leave the existing scheme in place. This would be a short-term option; lead to increasing costs of administration; and in the longer term, continue to significantly affect the collection of Council Tax and the effectiveness of the scheme to support households within the Council's area
Recommendation:	Consultation with the public and Major Precepting Authorities on the introduction of a new income banded/grid scheme for working age applicants with effect from 1 April 2026 be approved.
Reasons for Recommendation:	<p>The current CTR scheme is no longer fit for purpose and is need of significant reform to protect residents and reduce the administrative burden on the council. The proposed scheme will</p> <ul style="list-style-type: none"> • reduce the administrative burden placed on the Council by the introduction of Universal Credit • to improve the overall level of support for the lowest income families; and • to improve the level of Council Tax collection • address some of the the issues faced by the Revenues and Benefits Service in administering the current scheme.

Cabinet - 7 October 2025

Council Tax Reduction - new scheme for April 2026 - Permission to consult

Public Report of the Chief Officer - Finance and Performance

Recommendation

Consultation with the public and Major Precepting Authorities on the introduction of a new income banded/grid scheme for working age applicants with effect from 1 April 2026 be approved.

1 Background

- 1.1 CTR was introduced by Central Government in April 2013 as a replacement for the Council Tax Benefit scheme administered on behalf of the Department for Work and Pensions (DWP). As part of the introduction, the Government:
 - 1.1.1 Placed the duty to create a local scheme for Working Age applicants with billing authorities;
 - 1.1.2 Reduced initial funding by the equivalent of ten per cent from the levels paid through benefit subsidy to authorities under the previous Council Tax Benefit scheme; and
 - 1.1.3 Prescribed that persons of Pension age would be dealt with under regulations set by Central Government and not the authorities' local scheme.
- 1.2 Since that time, funding for the Council Tax Reduction scheme has been amalgamated into other Central Government grants paid to Local Authorities and also within the Business Rates Retention regime. It is now generally accepted that it is not possible to identify the amount of funding actually provided from Central Government sources.
- 1.3 The current CTR scheme administered by the Council is divided into two schemes, with pension age applicants receiving support under the rules prescribed by Central Government, and the scheme for working age applicants being determined solely by the local authority.
- 1.4 Pensioners, subject to their income, can receive up to 100% support towards their council tax. The Council has no power to change the level of support provided to pensioners and therefore any changes to the level of CTR can only be made to the working age scheme.

- 1.5 When CTR was introduced in 2013, for working age applicants, the Council broadly opted the previous means tested Council Tax Benefit scheme as the basis of awarding support
- 1.6 Due to the reduction in finance, the Council reduced the maximum level of support available to working age applicants 85%.
- 1.7 The only other changes made were in line with prescribed requirements (set by Government) and to bring the scheme into line with either Housing Benefit or Universal Credit

2. The main issues with the current scheme

- 2.1 There are a number of issues with the current scheme that will need addressing if the system is to continue to provide effective support to low-income taxpayers and also to provide the service in an efficient manner. The main issues are as follows:
 - 2.1.1 The need to continue to assist low-income households and assist in the collection of Council Tax;
 - 2.1.2 The introduction of Universal Credit for working age applicants; and
 - 2.1.3 The need for a simplification of the scheme.

3. The need to assist low-income households and assist in the collection of Council Tax

- 3.1 Similar to other authorities, the Council now requires all working age applicants to pay a minimum payment (15%). Under the previous scheme (Council Tax Benefit), almost 75% of working age applicants would not have been required to pay any Council Tax and would have received full (100%) support.
- 3.2 It is essential that this level of support is maintained notwithstanding that the design and the administration of the scheme needs to change.

4. Council Tax Reduction and the roll out of Universal Credit

- 4.1 The introduction of Universal Credit within the area has, as experienced in all other areas, brought a number of significant challenges to both the administration of CTR and also the collection of Council Tax generally.
- 4.2 All Councils have experienced the following:
 - 4.2.1 The reluctance of Universal Credit claimants to make a prompt claim for Council Tax Reduction leading to a loss in entitlement.
 - 4.2.2 A high number of changes to Universal Credit cases are received from the Department for Work and Pensions requiring a change to Council Tax Reduction entitlement. This currently stands at 41,000 per annum and is expected to rise to 52,000 changes per annum from the end of 2025. On average 40% of Universal Credit claimants have between eight and twelve

changes in entitlement per annum. These changes result in amendments to Council Tax liability, the re-calculation of instalments, delays, and the demonstrable loss in collection; and

- 4.2.3 The increased costs of administration through multiple changes with significant staff time being needed. Consequently, this has resulted in delays in processing CTR claims and sending revised council tax bills.
- 4.2.4 The existing means tested CTR scheme, is too reactive to change, and is not viable in the longer term now that Universal Credit has been rolled out fully within the area and the managed migration from legacy benefits (to be completed by the 2026). The move to a new more efficient CTR scheme from 2026/27 has now become essential.

5. The need for a simplified approach to the Council Tax Reduction Scheme.

- 5.1 Notwithstanding the introduction of Universal Credit, the existing scheme is based on an 'old fashioned;' means tested benefit scheme. It has major defects namely:
 - 5.1.1 It is difficult for customers to understand and is based on a complex calculation of entitlement;
 - 5.1.2 The administration for staff is complex, with staff having to request significant amounts of information from applicants; and
 - 5.1.3 Staff have to undergo significant training to be competent in processing claims, it takes over a year for an assessor to be proficient in the basics.
 - 5.1.4 The timescales for processing applications is lengthy, mainly due to the complexity and evidence required to support the applications; and
 - 5.1.5 The administration of the scheme is costly when compared to other discounts for Council Tax
- 5.2 There is now a need to review our CTR scheme, not only to mitigate the effects of Universal Credit, but also make it easier for customers to make a claim and to significantly reduce the time and costs of administration so work demands are more manageable on the team.

6. The proposed approach for the 2026/27 Council Tax Reduction Scheme

- 6.1 In view of the problems being experienced with the current scheme, it is proposed that an alternative approach be taken from 2026/27. The approach is to fundamentally redesign the scheme to address all of the issues with the current scheme and in particular:
 - 6.1.1 To maintain the level of support available to the poorest households;
 - 6.1.2 To address the problems with the introduction of full-service Universal Credit; and

- 6.1.3 To reduce the administration costs and delays in processing due to the high level of changes received in respect of Universal Credit;
- 6.2 Work has been ongoing since the beginning of January this year on a proposed new scheme which is now complete. If agreed by Cabinet, consultation needs to be undertaken with the public and the major precepting authorities. If agreed by Full Council later this year, the new scheme will take effect from 1st April 2026.
- 6.3 The current means - tested schemes will be replaced by a simple income grid model as shown below in Table 1:

Table 1 – EXAMPLE

	Passported	Single	Single with 1 Child	Single with 2 or more Children	Couples £	Couple with 1 Child £	Couple with Two or more children £
Discount level	Weekly Income Levels £						
Band 1* xx%	Relevant Benefit	£0.00 to £125.00	£0.00 to £225.00	£0.00 to £275.00	£0.00 to £175.00	£0.00 to £225.00	£0.00 to £275.00
Band 2 xx%	N/A	£125.01 to £175.00	£225.01 to £275.00	£275.01 to £325.00	£175.01 to £225.00	£225.01 to £275.00	£275.01 to £325.00
Band 3 xx%	N/A	£175.01 to £225.00	£275.01 to £325.00	£325.01 to £375.00	£225.01 to £275.00	£275.01 to £325.00	£325.01 to £375.00
Band 4 xx%	N/A	£225.01 to £275.00	£325.01 to £375.00	£375.01 to £425.00	£275.01 to £325.00	£325.01 to £375.00	£375.01 to £425.00

- 6.4 It is proposed that the highest level of discount will be at a maximum level of liability Band 1, and all current applicants that are in receipt of a ‘*passport benefit’ such as Income Support, Jobseeker’s Allowance (Income Based) and Employment and Support Allowance (Income Related) receive maximum discount:
- 6.5 All other discount levels are based on the applicant’s and partner’s, (where they have one) net income;
- 6.6 The scheme allows for variation in household size with the levels of income per band increasing where an applicant has a partner, and / or dependants;
- 6.7 All of the proposed scheme options specified below, have the same 'grid' and are identical in other respects except for non-dependant deductions;
- 6.8 For all of the above options, the following key features will apply:

- To encourage work, a standard £25 per week disregard will be provided against all earnings. This will take the place of the current standard disregards and additional earnings disregards. Where a family also receives a childcare disregard (for childcare costs not paid for by Central Government schemes), the income levels in the 'grid scheme' are set at a higher rate;
- No charges will be made for non-dependants;
- Disability benefits such as Disability Living Allowance and Personal Independence Allowance will continue to be disregarded;
- Where any applicant, their partner or any dependant child(ren) are disabled, a further disregard of £50 per week will be given, thereby maintaining the current level of support to those with disabilities;
- Carer's Allowance and the Support Component of Employment and Support Allowance will be disregarded;
- Child benefit and Child Maintenance will be disregarded;
- The following elements of Universal Credit will also be disregarded:
 - An amount in respect of the Housing Element;
 - Limited Capability for Work and Work Related Activity Element;
 - Carer's Element; and
 - Disabled Child Element
- The total disregard on war pensions and war disablement pensions will continue (maintaining the Council's commitment to the Armed Forces Community Covenant);
- Extended payments will be removed; and
- The capital limit will be £6,000 but with no tariff (or assumed income) being applied.

7. How the new scheme will address the problems with the current Council Tax Reduction

- 7.1 With the simplicity of the proposed new scheme and by taking a more 'Council Tax discount approach', it will address the problems associated with the increased administration and delays in processing caused by failings in the current scheme and Universal Credit as follows:
- 7.2 The scheme will require a simplified claiming process. All applicants will see a significant reduction in the claiming process and, where possible, CTR will be awarded automatically.

- 7.3 For Universal Credit applicants any Universal Credit data received from the Department for Work and Pensions (DWP) will be treated as a claim for CTR. Where information is received from DWP, the entitlement to CTR will be processed automatically without the need to request further information from the council taxpayer. These changes will have the following distinct advantages namely:
- 7.3.1 Speed of processing – all claims will be able to be calculated promptly and largely automatically without the need to request further information which inevitably leads to delays;
 - 7.3.2 Maximising entitlement to every applicant. The claiming process will be simplified significantly for all CTR claimants. Entitlement to CTR will be maximised with a reduced risk of loss of discount or the need for backdating;
 - 7.3.3 Maintenance of collection rates the new scheme will avoid constant changes in discount, the need for multiple changes in instalments and therefore assist in improving and increasing collection rates. The maintained maximum level of discount will also assist all those applicants on the lowest levels of income, again improving the overall collection rate;
 - 7.3.4 The income bands are sufficiently wide to avoid constant changes in discount. The current CTR scheme is very reactive and will alter even if the overall change to the person's liability is small. This is leading to constant changes in Council Tax liability, the need to recalculate monthly instalments and the requirement to issue a large number of Council Tax bills. The effect of this is that Council Tax collection is reduced.
- 7.4 The new scheme, with its simplified income banding approach will have the following advantages:
- 7.4.1 Only significant changes in income will affect the level of discount awarded;
 - 7.4.2 Council Taxpayers who receive Council Tax Reduction will not receive multiple Council Tax demands and adjustments to their instalments; and
 - 7.4.3 The new scheme is designed to reflect a more modern approach, where any discount changes it will be effective from the day of the change rather than the Monday of the following week.
- 8. The effect of proposed scheme on individual households**
- 8.1 The proposed changes will have a significant effect on households especially those on the lowest of incomes. Current modelling allows us to project the likely outcomes for typical households given their individual circumstances.

8.2 Based on the schemes as outlined the following would result:

Table 2 - the potential number of winners and losers under the proposed options

Winners	2745 (84%)
Stay the Same	349 (11%)
Losers	171 (5%)

8.3 Inevitably, with any change in scheme, there will be some losers although the proposed scheme has been designed to protect the most vulnerable and the vast majority of applicants.

8.4 In order to assist any household who may lose entitlement, it is proposed that the new scheme will contain additional provisions to protect individuals who experience exceptional hardship. Where any applicant is likely to experience exceptional hardship, they will be encouraged to apply for an exceptional hardship payment.

8.5 The Council will consider all applications for hardship on an individual case-by-case basis, taking into account available income and essential outgoings. Where appropriate further support will be given to the applicant. Any discretionary awards made are to be paid through the Collection Fund.

Name of Meeting: Cabinet

Date of Meeting: 7 October 2025

Subject Matter:

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

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	Revenues and Benefits
Policy/Service being assessed	Local Council Tax Reduction Scheme
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	Existing – Annually reassessed
EqlA Review Team – List of members	Richard Moore, Zoe Chapman
Date of this assessment	23 September 2025
Signature of responsible officer (to be signed after the EqlA has been completed)	Jon Illingworth 23 September 2025

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>	Local Council tax Reduction Scheme
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	The LCTRS is designed to help low income households with their council tax payments.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	The scheme helps households with a low income, whether they are in or out of work, to meet their council tax obligations. This prevents residents from falling into debt and protects them from severe financial hardship, thereby meeting 2 of the councils priorities of a fairer Rugby and a healthier Rugby
(3) What are the expected outcomes you are hoping to achieve?	By targeting LCTRS at those on low incomes we intend to make council tax a fair and manageable cost for all
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	Customers Wider community
(5) Will the policy or decision involve substantial changes in resources?	Yes – less resources will be needed to manage the new scheme
<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>The following groups will benefit from the revised policy;</p> <p>Working age people Unemployed Disabled Low income households – 2,700 caseload</p> <p>Less write offs Less resource needed to collect small debts</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 will start on 8 October 2025</p> <p>How will we consult – is it all online? How will we engage with those not on line</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	Working-age people will be positively impacted as they are set to benefit from additional support. This brings their level of support in line with those of pension age, who already benefit from the support the new scheme will provide.	High
	Disability	Yes – additional protections in place for disabled people	High
	Sex	Neutral	
	Gender reassignment	Neutral	
	Marriage/civil partnership	Neutral	
	Pregnancy/maternity	Neutral	
	Race	Neutral	

Appendix 1

	Religion/belief	Neutral	
	Sexual Orientation	Neutral	
<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	For low-income households , this policy directly addresses a major source of financial stress: unaffordable council tax. The funds released will enable them to better afford crucial expenses—such as rent (helping secure their tenancies), heating , and food —thereby offering direct, vital support to children, disabled people, and other vulnerable members of the community.	High
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution		

- (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 **Local Council Tax Reduction (LCTR)** policy will aim to eliminate unlawful discrimination, harassment, and victimisation by being designed and implemented with a due regard for the **Public Sector Equality Duty (PSED)**, as required by Section 149 of the **Equality Act 2010**.

The primary way the LCTR policy addresses this is by ensuring that the *criteria* for receiving the reduction are **fair, objective, and apply equally to all eligible residents**, regardless of their protected characteristics (age, disability, race, sex, sexual orientation, religion or belief, gender reassignment, pregnancy and maternity, marriage/civil partnership).

The new scheme is usually designed to maintain protection for groups legally considered to be particularly vulnerable, such as **pension-age claimants** and individuals in receipt of certain **disability benefits**. The scheme ensures these vulnerable groups (who often share a protected characteristic) do not face a greater financial burden, it minimizes the risk of indirect discrimination.

(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?

1 Low Awareness/Complexity - Many eligible people, particularly working-age households who are new to claiming or migrating from older benefits, do not know they are eligible or that they need to apply *separately* from other benefits like Universal Credit (UC).

Proactive Notification and Partnership: a. Councils must automatically trigger an LCTR application or clearly prompt the claimant as soon as they are notified of a new UC claim. b. Work with local partners (Citizens Advice, food banks, housing associations) to flag the scheme to clients. c. Run public awareness campaigns specifically targeting working-age households.

2 Complex Administration & Evidence - The application process for the previous scheme required a claimant to provide extensive proof of income, savings, and the circumstances of other adults in the household (non-dependants), which can be difficult to gather, especially for vulnerable individuals.

Simplify the Application: a. Electronic Data Sharing: Maximise the use of data matching with the Department for Work and Pensions (DWP) to verify income and circumstances automatically, reducing the burden on the claimant. b. Clearer Guidance: Ensure application forms and guidance are written in plain language, avoiding technical jargon. c. Assisted Digital Support: Offer dedicated, one-on-one appointments (in person or by phone) to help vulnerable claimants complete the forms and gather evidence.

3. Non-Dependant Deductions – The original scheme made a deduction (reduction of support) if an adult other than a partner lives in the property, based on the non-dependant's income. This can be complex, punitive, and difficult for the claimant to track, often leading to claim delays or non-take-up.

Policy Simplification: a. Remove or Cap Deductions: The new scheme removes non-dependant deductions entirely regardless of the non-dependant's income. b. Focus on the Claimant's Income: Design the scheme to primarily assess the claimant's own financial circumstances, rather than penalising them for other adults in the household.

4. Lack of Backdating Flexibility Unlike the national Pension Age scheme, backdating claims for the working-age LCTR is often limited or non-existent in local schemes. If a claimant applies late (e.g., due to illness or poor advice), they lose out on entitled support.

Standardise Backdating - Align with Pension Age Rules: Adopt a policy that allows for a standard backdating period (e.g., up to 3 or 6 months) to ensure a safety net for vulnerable people who cannot claim immediately

5. Digital Exclusion As more services move online, claimants without internet access, digital skills, or trust in online forms face a significant barrier.

Maintain Accessibility: a. Alternative Channels: Ensure paper application forms are readily available and widely distributed through community hubs. b. Face-to-Face Access: Maintain a physical presence or a dedicated phone line to process applications for those who cannot use digital methods.

(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?

If no Equality Monitoring Data is being collected, why not?

For support with this section, please refer to the Equality Monitoring Guidance.

The data collected will cover the nine **Protected Characteristics** defined in the Equality Act 2010, though the method of collection varies (direct self-declaration, data-matching with DWP, or using proxy indicators).

Age

Direct data from the claim form (date of birth), which is crucial for distinguishing between the protected **Pension Age** claimants and **Working Age** claimants who are most affected by local scheme changes.

Disability

Data on whether the claimant or any member of their household is in receipt of a specific disability benefit (e.g., Personal Independence Payment (PIP), Disability Living Allowance (DLA), or disability premiums).

Sex (Gender)

The registered sex of the main claimant (used to identify disproportionate impact on groups like lone parents, who are overwhelmingly female).

Race/Ethnicity

Self-declared data from the application form, or where unavailable, a comparison of the scheme's caseload profile against local census demographics.

Pregnancy and Maternity

Often tracked via proxy indicators, such as the receipt of certain benefits related to a new baby or a child under a specific age.

Religion or Belief

Self-declared data from the application form (less common for direct service impact but included in demographic cross-referencing).

Sexual Orientation

Self-declared data (often limited or not collected directly in standard benefit forms due to privacy concerns, but a lack of data is itself noted as a barrier to analysis).

Gender Reassignment

Self-declared data (often limited for the same reasons as Sexual Orientation).

Marriage and Civil Partnership

Data on the claimant's household status (e.g., single, cohabiting, married, civil partnership), as this directly affects the financial assessment.



<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>	
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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" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Action</th> <th style="text-align: left;">Lead Officer</th> <th style="text-align: left;">Date for completion</th> <th style="text-align: left;">Resource requirements</th> <th style="text-align: left;">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>																														

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).’