



11 April 2025

## **RUGBY BOROUGH COUNCIL**

A meeting of Rugby Borough Council will be held in the Council Chamber at the Town Hall, Rugby at 7.00pm on Wednesday 23 April 2025.

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

**Dan Green**  
**Acting Chief Executive**

### **A G E N D A**

#### **PART 1 – PUBLIC BUSINESS**

1. Apologies for absence.
2. Minutes.  
To approve the minutes of the meeting held on 19 March 2025.
3. Declaration of Interests.  
To receive declarations of -
  - (a) non-pecuniary interests as defined by the Council's Code of Conduct for Councillors;
  - (b) pecuniary interests as defined by the Council's Code of Conduct for Councillors; and
  - (c) notice under Section 106 Local Government Finance Act 1992 - non-payment of Community Charge or Council Tax.
4. To receive the Mayor's Announcements.

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

**(a) Cabinet – 8 April 2025**

- (1) Town Centre Regeneration update – Growth, Investment, Digital and Communications Portfolio.
  - (2) Public Realm Masterplan – Priority Projects - Growth, Investment, Digital and Communications Portfolio.
7. To receive and consider the reports of officers.
    - (a) Adoption of the Economic Strategy – report of the Chief Officer – Growth and Investment.
    - (b) Appointment of Monitoring Officer – report of the Acting Chief Executive (report to follow).
  8. Notices of Motion pursuant to Standing Order 11.
    - (a) “This Council recognises the significant impact changes to personal independence payments will have on both recipients, their carers and young people who are cared for. Being fit enough to work will be a big challenge for many people suffering from long-term disabilities and or have physical mobility problems, becoming able to take up paid employment or unpaid will be life changing in itself. Transferring to a different funding regime may require dependable benefit advice whilst cases are being reviewed.

This Council therefore supports local advice and support service for Rugby residents making those changes through a PIP advice and support services with ease of access for both service users, and sign posting towards appropriate providers.

This Council should try to ensure through its Partnership and Wellbeing portfolio that our residents shall not fall further into poverty as predicted by the Office for Budget Responsibility and work with community providers to minimise the impact on children, carers, and their households.”

Proposer: Councillor Sandison  
Secunder: Councillor Trimble

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 it involves the likely disclosure of information defined in paragraph 3 of Schedule 12A of the Act.”

## **PART 2 – EXEMPT INFORMATION**

1. To receive and consider the private reports of officers.
  - (a) Proposed purchase of land – report of the Chief Officer – Communities and Homes.

### **QUESTIONS AT COUNCIL**

*A Councillor may ask a question at the meeting by giving notice in writing of the question to the Chief Executive no later than midday on Tuesday 15 April 2025. The rules relating to Questions are set out in Part 3a of the Council's Constitution.*

**REPORT OF CABINET**

**8 April 2025**

**PRESENT:**

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

Councillors McKenzie, Poole and Roodhouse were also in attendance

**1. TOWN CENTRE REGENERATION UPDATE**

Cabinet considered a report concerning an update on progress with regard to the regeneration of the town centre. The report is available here:

[Cabinet report 8 April 2025 - Town Centre Regeneration update](#)

**Recommendation of Cabinet**

Cabinet decided to recommend to Council that the Town Centre Regeneration progress report be noted.

**Recommended that** – the recommendation of Cabinet be approved.

**2. PUBLIC REALM MASTERPLAN – PRIORITY PROJECTS**

Cabinet considered a report concerning the proposed allocation of UK Shared Prosperity Funding 2025/26 from Warwickshire County Council to undertake further work in relation to priority projects identified in the Public Realm Masterplan. The report is available here:

[Cabinet report 8 April 2025 - Public Realm Masterplan-Priority Projects](#)

**Recommendation of Cabinet**

Cabinet decided to recommend to Council that £272,199 (revenue) of the UK Shared Prosperity Fund (2025/26) to be received from Warwickshire County Council be allocated to progress priority projects 1-3 within the Public Realm Masterplan to RIBA stage 3.

**Recommended that** – the recommendation of Cabinet be approved.

**COUNCILLOR M MORAN  
CHAIR**

***AGENDA MANAGEMENT SHEET***

<b>Report Title:</b>	Economic Strategy 2025-2035 - Adoption
<b>Name of Committee:</b>	Council
<b>Date of Meeting:</b>	23 April 2025
<b>Report Director:</b>	Chief Officer – Growth and Investment
<b>Portfolio:</b>	Portfolio Holder for Growth & Investment and Digital & Communications
<b>Ward Relevance:</b>	All
<b>Prior Consultation:</b>	Economic Strategy Working Group / Cabinet
<b>Contact Officer:</b>	Matthew Fletcher – Economic Development Manager <a href="mailto:Matthew.fletcher@rugby.gov.uk">Matthew.fletcher@rugby.gov.uk</a>
<b>Public or Private:</b>	Public
<b>Report Subject to Call-In:</b>	Yes
<b>Report En-Bloc:</b>	No
<b>Forward Plan:</b>	Yes
<b>Corporate Priorities:</b>	This report relates to the following priority(ies): <ul style="list-style-type: none"><li>• A Healthier Rugby – To support people to live healthier, longer, and more independent lives.</li><li>• A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.</li><li>• A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.</li><li>• A Fairer Rugby – To reduce inequalities and improve housing across the Borough.</li></ul>
<b>Summary:</b>	The report seeks Council’s approval to adopt the Economic Strategy (Appendix 1).
<b>Financial Implications:</b>	

There are no direct and immediate financial implications arising from the adoption of the Economic Strategy. An Action plan is to be produced. Projects developed out of this plan may require some of funding, either internal or external that can't be met from existing budgets, however these will need to be developed and considered on an individual basis.

**Risk Management/Health and Safety Implications:**

There are no Health and Safety / Risk Management issues identified through the development of an Economic Strategy for the Borough.

**Environmental Implications:**

A completed Climate Change and Environmental Impact Assessment is attached at Appendix 2 to this report. The strategy would have a positive impact on the Council's ambitions to reduce the impact of climate change through positive interventions.

**Legal Implications:**

There are no legal implications arising directly from this report.

**Equality and Diversity:**

A completed Equality Impact Assessment is attached at Appendix 3 to this report. The strategy will result in a positive impact on equality.

**Options:**

- i. To adopt the Economic Strategy
- ii. Do not adopt the Economic Strategy

**Recommendation:**

THE PORTFOLIO HOLDER RECOMMENDS THAT

(1) The Economic Strategy attached at appendix 1 be approved for adoption; and

(2) the Chief Officer for Growth and Investment in consultation with the Portfolio Holder for Growth & Investment and Digital & Communications be granted delegated authority to make minor amendments and corrections as necessary to the Economic Strategy prior to its publication for consultation.

**Reasons for Recommendation:**

Based extensive work completed in creating the strategy and consultation with stakeholders, the strategy is now ready for adoption. .

**Council - 23<sup>rd</sup> April 2025**

**Economic Strategy 2025 - 2035 adoption**

**Public Report of the Chief Officer for Growth and Investment Error!  
Bookmark not defined.**

THE PORTFOLIO HOLDER RECOMMENDS THAT

- (1) The Economic Strategy attached at appendix 1 be approved for adoption; and
- (2) The Chief Officer for Growth and Investment in consultation with the Portfolio Holder for Growth & Investment and Digital & Communications be granted delegated authority to make minor amendments and corrections as necessary to the Economic Strategy.

**1. Executive Summary**

- 1.1 A draft Rugby Borough Council Economic Strategy 2025 – 2035 was produced by the Council's Economic Development Team in conjunction with Senior Officers and Councillors. It was approved to go out to consultation for 30 days, at Cabinet on 4 March 2025.
- 1.2 Development of the strategy was overseen by a cross-party Economic Strategy Member Working Group (ESWG).
- 1.3 This is the first Rugby Borough Council Economic Strategy and production of the strategy is considered essential to setting the trajectory for economic growth of the Rugby economy for the next 10 years.
- 1.4 By adopting a detailed strategy that sets the course for economic growth of the Borough over the next 10 years it is intended to raise awareness of the current strengths, weaknesses, opportunities and threats of the local economy and to prioritise areas for delivery to address the issues identified.
- 1.5 Consultation feedback on the strategy has not resulted in any changes to the document approved at Cabinet in March 2025.
- 1.6 This report is seeking authority to formally adopt the strategy following a public consultation held between the 5 March and 7 April 2025.

**2. Background**

- 2.1 The Corporate Strategy seeks to deliver a thriving economy which brings borough-wide investment and regenerates Rugby town centre. One of the ways in which this priority will be delivered is to develop a standalone,

Economic Strategy. The strategy will have a 10-year time horizon but will be subject to periodic reviews ideally every 3 years.

- 2.2 There will be a supporting action plan that will have both short and longer-term actions. The strategy has been produced to take account of the wider strategic context and economic landscape in which the economy of Rugby operates and key drivers for change which will impact on the economy. This is a time of rapid change, and the strategy and action plan need to be agile and responsive to that change. The strategy needs to inform and link national and regional priorities with local imperatives to optimise the impact for Rugby the place, its residents, and businesses
- 2.3 The strategy sets out a clear set of priorities and realistic actions for Rugby Borough Council and its partners and can be used to influence other relevant strategies and policies, lobby for additional public sector resources, secure inward investment and ensure that interventions and actions have a strong Rugby focus.
- 2.4 The strategy will be the document that sets the route map for future partnership engagement and guides external organisations in the interventions necessary to support a prosperous and healthy economy for Rugby.
- 2.5 The development of the strategy has been overseen by a cross-party Economic Strategy Member Working Group (ESWG). The strategy has also been informed by detailed discussions and consultations with individual businesses, business representation groups, developers and land owners and internal colleagues.
- 2.5 The strategy clearly identifies 3 main themes that underpin all identified objectives, outcomes and priorities for delivery:

**Resident Rugby:** Residents are at the very heart of the new Economic Strategy. It sets an aspiration to provide skilled employment and upskilling opportunities, address pockets of rural and urban deprivation, enhance the town centre offering and provide a healthy, clean and safe environment for all.

**Business Rugby:** The strategy sets the foundations for creating a prosperous environment where every Rugby Borough business can thrive and grow whilst at the same time encouraging new high skill, high growth businesses will be a key outcome in the successful delivery of the strategy.

**Growth Rugby:** We know that Rugby Borough is already experiencing rapid population growth, and we need to ensure this growth trajectory is matched in every aspect of the local economy. We need to build on our existing strong foundations, whilst working towards a fairer, better, greener and more sustainable future that makes Rugby Borough a place people want to live, work, visit and invest.

- 2.6 For the 3 main themes there are accompanying priorities for delivery and the strategy identifies what activities we will undertake to unlock each of these opportunities.

- 2.7 All economic data and analysis referenced in the strategy is taken directly from the Office for National Statistics (ONS).
- 2.8 Robust monitoring and evaluation are a critical component of delivering the strategy. It will provide the Council with the tools to communicate the progress and showcase evidence of the impact to help leverage the necessary additional investment into the borough.
- 2.9 This robust data will be open to scrutiny and accountability from all stakeholders, with whom we will work collaboratively to share learning and develop additional data collection processes where required to ensure the full impact on our residents, businesses and communities is understood.

### **3. Consultation and next steps:**

- 3.1 A large amount of consultation was carried out prior to the formal consultation period with key stakeholders. The formal consultation resulted in limited responses which required no changes to the strategy to be made.
- 3.2 Upon adoption of the Economic Strategy an action plan will be created focusing on short, medium and long term deliverables. Short term will be seen as within 3 years, medium term within 6 years and long term to cover actions up to and including 2035. This action plan will be reported to Cabinet in July.

**Name of Meeting:** Council **Error! Bookmark not defined.**

**Date of Meeting:** 23 April 2025

**Subject Matter:** Economic Strategy 2025 - 2035 adoption

**Originating Department:** Growth and Investment

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

**LIST OF BACKGROUND PAPERS**

<b>Doc No</b>	<b>Title of Document and Hyperlink</b>

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.

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Exempt information is contained in the following documents:

<b>Doc No</b>	<b>Relevant Paragraph of Schedule 12A</b>

# RUGBY BOROUGH COUNCIL

ECONOMIC STRATEGY

2025 – 2035



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# FOREWORD

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## Welcome to the Rugby Borough Council **Economic Strategy 2025 – 2035, that places people and businesses at the heart of our plan for growth.**

In preparing this strategy we have listened to residents, businesses and partners who have engaged with us through events, meetings and our day-to-day business as council officers and councillors.

From residents, we understand they are deeply concerned that the pace of recent population growth has not been matched with appropriate investment in health care. We also understand their concerns at the extent to which Rugby is spreading because of recent and ongoing development. We understand that some residents are unable to access skilled work, and this creates significant inequality within the Borough. For residents in urban and rural areas, we understand the need for access to affordable housing for future generations of families and the need for local services and amenities such as shops, pubs and village halls. We also hear loud and clear that access to green space is important to residents and there is deep frustration at the lack of investment in Rugby town centre.

Businesses in the town centre have echoed that call for investment, support and policies that will help them survive and thrive. There is already a strategy for town centre regeneration which this economic strategy will help us progress into meaningful and practical action. From small to medium sized businesses we have heard that there is very little opportunity to 'grow-on' as the vacant premises are not the right size, causing them to either stagnate or leave Rugby; this strategy addresses that issue. Businesses in the logistics sector have told us of their potential to deliver skilled jobs to support automation and other technologies, however those skills are hard to secure from the local population. This strategy sets out how we will forge alliances between those businesses and education to provide the training, giving access to better jobs with better pay.

This is a flavour of what we have heard from residents and businesses, and summary of how this economic strategy addresses those concerns. Before we set out that vision in detail it is important to recognise and celebrate the many strengths of Rugby Borough on which we build our plan.

## Natural Environment

Beautiful countryside with pockets of ancient woodland.

A host of natural assets including Draycote Water reservoir and country park, Coombe Abbey, Ryton Pools and Swift Valley nature reserve.

The Diamond Wood Country Park where over 50,000 young trees have been planted.

Extensive parks within the urban footprint with a focus on leisure and biodiversity.

A strategy to connect open spaces and make use of disused railways, the canals and other natural corridors for people and nature through the Park Connector Network.



## Connectivity

A train station on the West Coast Mainline connecting Rugby to multiple destinations including London, Birmingham, North West England and Scotland.

Access to motorways connecting north, south and west (M1,M6,M69) and the A14 heading east.

Within the Golden Triangle, 90% of the UK population is within 4 hours driving time of Rugby.

Multiple canals, primarily the Oxford Canal and associated arms with close proximity to junctions with the Grand Union Canal and Leicester Line.



## Innovation

Ansty Park is one of the region's key science, technology and innovation parks and hosts the nationally recognised Manufacturing Technology Centre and global companies including FANUC, Polestar and Meggitt.

Home to other leading manufacturing, logistics, storage and warehousing firms at the cutting edge of implementing new technologies, including Ardagh Glass, Iron Mountain, Car Zeiss, Evri, DHL and Prologis

Long-term commitment from other large international companies such as GE and CEMEX, which procure locally and encourage innovation in our small to medium sized enterprises.



## Heritage

Historic Market town since 1255.

Tradition of local farmers and food producers in rural communities.

Attractive architecture in the town centre including St Andrew's Church and Rugby School.

Idyllic rural villages with extensive history.

Changing the world through inventions; the world's first transatlantic phone call, the holograph and the game of rugby union.

Inspiring literary connections: Lewis Carol studied at Rugby School and poet Rupert Brooke was born in Rugby.



This economic strategy is a **new initiative for 2025** and supports the Corporate Strategy of a **better, greener, fairer Borough** by providing a vision for economic growth that **celebrates and builds on all that is good about Rugby and the villages.**



**Cllr Louise Robinson**

Portfolio Holder for Growth & Investment and Digital & Communications



**Cllr Isabelle McKenzie**

Chair – Economic Strategy Working Group

## Leisure

A multi-screen cinema and 3 town centre facilities providing cultural provision for theatre production, live music, conferencing, and national touring organisations with regular shows.

Rugby Library and Rugby Art Gallery, Museum and Visitor Centre providing opportunities for residents to learn and access the visual arts.

Queens Diamond Jubilee Centre with 8 lane swimming pool, studio spaces, sports hall and a soft play facility.

England Athletics accredited 8 lane athletics track with field events provision.

A wide network of community amateur sports clubs including bespoke facilities for football, rugby union and gymnastics.

Tourism on the canal network.

Strong live music scene (bars, concerts, festivals), diverse eateries featuring cuisines from around the world and many urban and rural events, festivals and markets all year round.

## Education

Excellent education system with a mixture of grammar schools, state and academy and private schools.

Further education college offering courses to residents of 16 plus and Heart of England Training working with local businesses to deliver apprenticeships.

Within easy commute of many highly regarded Further and Higher Education establishments.



# THE ROADMAP TO WELLBEING, PROSPERITY AND GROWTH:

## Supporting delivery of the Corporate Strategy

The mission of the [Rugby Borough Council Corporate Strategy 2025-2035](#) is to **'develop policy and work in collaboration to protect the vulnerable, reduce inequalities, improve skills and access to skilled jobs, increase affordable housing, boost our infrastructure such as health services and education, and protect and nurture the natural environment.'**

The overarching vision of the new Corporate Strategy is **'to achieve a more sustainable economy for all, where our natural environment, people and businesses are thriving.'**

This economic strategy aligns with the mission, vision and with the overall aims of the corporate strategy to achieve **a thriving Rugby which brings borough-wide investment and regenerates Rugby town centre; and a healthier Rugby where we support people to live healthier, longer and more independent lives.**

## Informing the Local Plan

This strategy will help guide the priorities and decision-making through the current review of the Local Plan. The purpose of the Local Plan is not only to deliver the homes and jobs required to meet the Borough's needs, but also to ensure that this growth is delivered in sustainable locations, with the infrastructure necessary to support that growth.

New employment sites will be allocated to ensure there is a

diverse range of job opportunities and places for existing and new businesses to expand. Development on these sites will be expected to facilitate a greener, more biodiverse borough through well designed buildings which are net zero and the creation of new country parks.

The Local Plan will also ensure that whether urban or rural there are policies to support the local economy so that businesses can prosper, the town centre is regenerated, rural businesses can diversify, and leisure and tourism opportunities are promoted.

**We will lead the development of game changing investment through ensuring the local plan supports this economic vision, ensuring investors and developers are clear on the future aims for the borough economy.**

## Themes & priorities

This economic strategy prioritises people, businesses and growth, pages 16 - 31 set out several commitments under each of these themes. Our immediate, strategic priorities for each of these themes are:

### People:

addressing health and income inequalities by reducing the gaps in skills between high and low earners...

### Businesses:

providing the right support at the right time to develop and grow within the borough.

### Growth:

improving and promoting our inward investment offer to be competitive and attract best in class businesses that bring high levels of investment and skilled jobs, while ensuring growth is sustainable and appropriate.

## Long-term goals

The strategy sets an ambitious course over the next ten years to lay the foundations for long term and sustainable economic improvement. It will take more than a decade to achieve our long-term goals such as:

### People:

reducing inequalities by improving the health and economic outcomes for people living in high deprivation areas.

### Businesses:

achieving a 'buy-local' culture among residents and businesses with greater connectivity between our rural and urban micro-economies so that money circulates within the Borough as much as possible.

### Growth:

diversifying inward investment to ensure our ideal location for logistics and transport does not create an over-reliance on this sector.

Whilst the ambition is long term, delivery begins now to address immediate challenges presented by the cost of living crisis, rising energy costs and skills gaps alongside the longer-term impact of climate change and demography.

## Funding

The Council will fund this strategy by:

investing savings from council tax and business rates (reserves) into town centre regeneration and climate change adaption/mitigation,

investing Community Infrastructure Levy collected from development,

directing appropriate government grant funding and spending towards the economic strategy,

securing other grant funding and other forms of inward investment.

## Partnership

In leading this strategy, Rugby Borough Council is committed to collaborative working with key partners and has invested in an economic development team to increase our collaboration with the public, private and community sectors. The Council is also committed to continuous improvement and making it easier for our partners and stakeholders to engage with us; we will improve how we offer effective support, partnership, facilitation, and leadership.

The Council is also mindful that local government in Warwickshire is likely to reform during implementation of this strategy with the possible creation of a new council (or councils) replacing Warwickshire County Council, Rugby Borough Council, and some other neighbouring district councils. As the reform agenda progresses, we will continue to progress our corporate strategy, economic strategy and Local Plan, working to review and embed our vision into any future structure of local government. In this context, we will seek early opportunities to work in partnership with the County Council and neighbouring authorities.

## Next steps

The creation of the Rugby Borough Council Economic Strategy 2025 - 2035 is a step change in the approach to understanding and developing the local economy, prioritising the needs of people, businesses and places whilst reducing the impacts on natural resources and environment. This is the start of a journey that will be refined and adapted over time.

# WHERE ARE WE NOW

## ECONOMY:

3.2bn GVA  
(ONS 2022)



### Resident Population:

(ONS 2021)

RUGBY:	114,835
Warwickshire:	596,773
Great Britain:	65,078,924



### Average Workplace Earnings:

(ONS 2024)

RUGBY:	£34,731 p/a
Warwickshire:	£33,160 p/a
Great Britain:	£33,384 p/a



### Business Count:

(ONS 2024)

RUGBY:	5,225
Warwickshire:	28,335
Great Britain:	2,275,000



### Employment Rate

(ONS 2024)

RUGBY:	82.4%
Warwickshire:	81.2%
Great Britain:	75.7%



### Qualifications by RQF Level:

(ONS 2023)

RUGBY:	Level1+: 92.3%	Level2+: 90.0%	Level3+: 77.3%	Level4+: 52.4%
West Midlands:	Level1+: 87.5%	Level2+: 84.3%	Level3+: 63.6%	Level4+: 42.5%
Great Britain:	Level1+: 89.0%	Level2+: 86.5%	Level3+: 67.8%	Level4+: 47.3%

Taken from the 2021 census, Rugby had a total of 114,835 usual residents residing in 47,016 households, indicating an average household size of 2.4.

The overall population of Rugby increased by 14.3% between the 2011 and 2021 census which was the largest % increase in the West Midlands.

The borough covers an area of 40.6 square kilometres resulting in a population density of 325.7 individuals per square kilometre.

The average age of borough residents is 40.6 years.

At 3.1% unemployment in Rugby is lower than the West Midlands at 4.3% and Great Britain at 4.4% (ONS2024)

There are large disparities in levels of economic activity between men (88.3%) and women (66.7%) with female gross weekly pay correspondingly also lower.

The predominant ethnic group in Rugby is 'White', constituting 85.7% of the total population. The 'Asian, Asian British or Asian Welsh' ethnic group is second largest, making up 7.63%, while 'Mixed or Multiple ethnic groups' accounts for 2.8%.

The largest business sectors in Rugby are logistics (14.7%) and manufacturing (12.9%) with particular strengths in aerospace and automotive. (NOMIS 2024)

Rugby has a track record of being an innovative and entrepreneurial area and currently has a higher than UK average start up rate by small businesses.

The majority of the population are in very good health. Most common age groups are those aged 35 to 49 years and aged 50 to 64 years.

The majority of the households are Single family households (66.91%). Most of the properties in Rugby are semi-detached or detached, with the majority of the ownership either being owned or private rented.



# WHERE ARE WE NOW

## DEVELOPMENT

The built environment of the Borough, and the town in particular, has changed significantly over the last 15 years mainly as a result of new housing developments. These include sites in:

- | **Cawston**
- | **Technology Drive**
- | **Former Cattle Market**
- | **Coton Park**
- | **Rugby Gateway**
- | **Land North of Ashlawn Road**



While some housing development has been contained within the existing boundaries of the town, the majority of completions have been located on the outskirts, acting to considerably expand the urban spread of the town. This is particularly the case for the two large Sustainable Urban Extensions at Houlton and South West Rugby which will provide, when completed, over 11,000 new homes and associated community infrastructure.

Outside of Rugby town, the main rural settlements of Binley Woods, Long Lawford Wolston, Dunchurch and Ryton on Dunsmore have all seen major housing developments, while new dwellings have also been built at Coton House to the north of the town.

In addition to rapid housing growth there has also been considerable development of employment land, with the major completions of employment developments in Rugby Borough, being:

- | Ansty Park and Prospero: **222,227 sqm**
- | Prologis, Ryton-on-Dunsmore: **191,469 sqm**
- | Rugby Gateway, Rugby town north: **113,161 sqm**

- | Symmetry Park, Thurlaston: **89,800 sqm**
- | Central Park, Rugby town north: **41,459 sqm**
- | Britvic, Swift Valley Industrial Estate, Rugby town: **20,043 sqm**
- | Stepnell Park, Rugby town west: **7,940 sqm**
- | SUEZ Malpass Farm, Rugby town west: **7,700 sqm**
- | Europark, east of Newton: **7,227 sqm**
- | Parkfield Road Business Park, Rugby town west: **5,491 sqm**

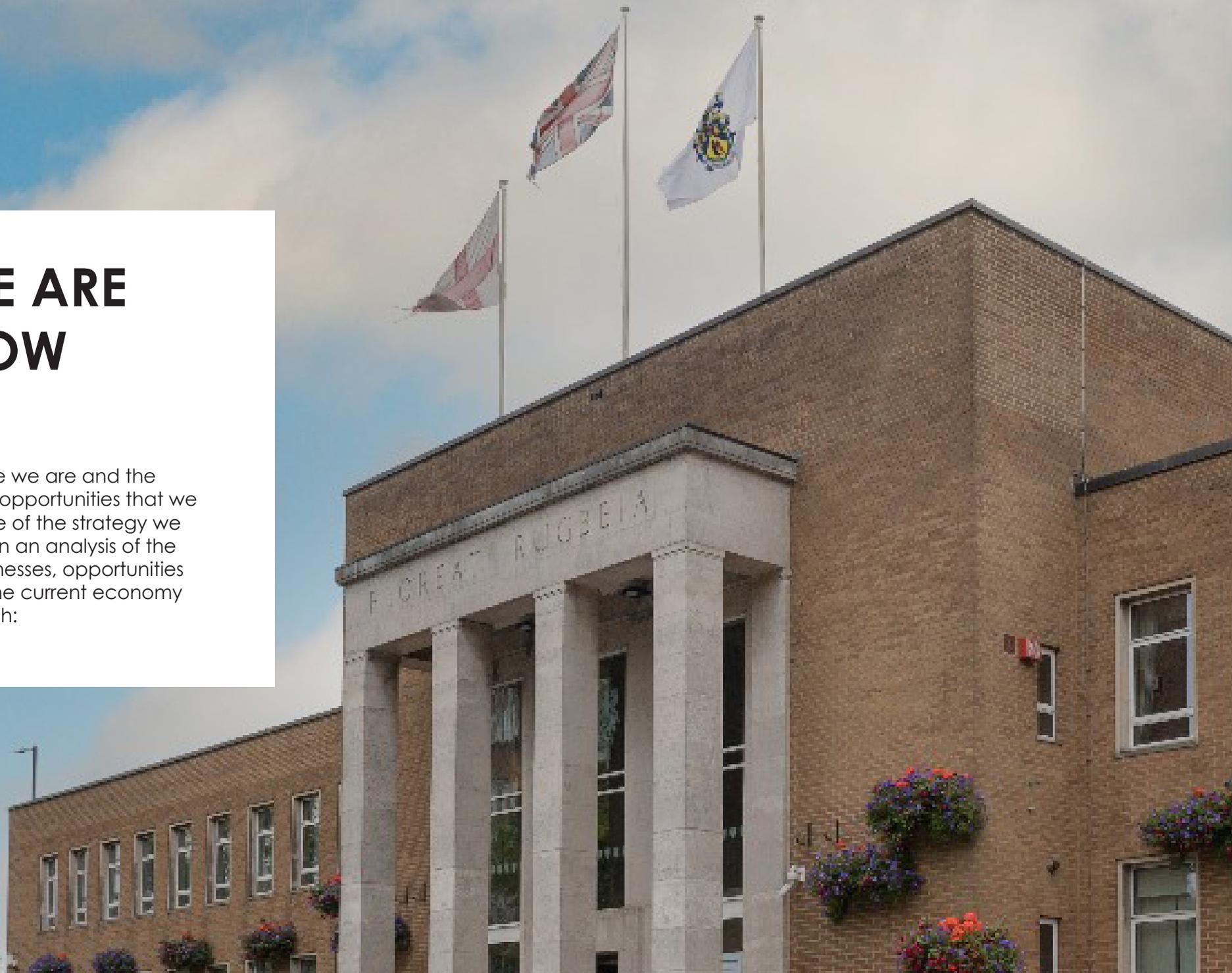
Some of these developments have occurred on sites vacated by former employers, as is the case with the former car manufacturing plant in Ryton-on-Dunsmore, or involve the expansion of active occupied sites, as is the case with Britvic. However, others, such as Rugby Gateway and Symmetry Park, have involved the change of use of substantial tracts of agricultural or otherwise rural land which has been necessary to support businesses and bring the jobs necessary to support the expanding population.



# WHERE ARE WE NOW

## SWOT

To identify where we are and the challenges and opportunities that we face over the life of the strategy we have undertaken an analysis of the strengths, weaknesses, opportunities and threats of the current economy in Rugby Borough:



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## STRENGTHS

One of the UK's most dynamic and in demand locations

At the heart of the Golden Triangle motorway network

Highly sought after location for logistics sector

High quality green spaces with national and locally designated bio and geo diversity sites

A strong and internationally recognised cultural and sporting heritage

Above national average workplace earnings (ONS2024)

Above national average of higher skilled residents (ONS2023)

A strong economic development focus and in-house function

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## WEAKNESSES

Evidence of economic inequality with two wards in the most deprived quartile in England and Wales (ONS2024)

Nearly 30% of the working population is either in low skill, low pay occupations, economically inactive or unemployed, with large disparities in levels of economic activity between men (88.3%) and women (66.7%) with female gross weekly pay correspondingly also lower. (ONS2024)

Identified shortage of good quality smaller industrial/ business space for our small and medium sized enterprises (SMEs) to thrive and grow

A lack of university presence undermines Rugby's ability to be part of wider innovation networks

The town centre struggles to attract the necessary footfall to support a thriving day and nighttime economy

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## OPPORTUNITIES

A strong heritage and association with engineering, automotive and aerospace industries

A strong character and attractive public realm provide potential for future successful town centre regeneration

Securing nationally significant retail operators that will be the catalyst for increased footfall and spend

Emerging sector specialisms linked to green technologies and Biotech

Increase networking opportunities and support for local businesses

New employment and residential sites identified in the Rugby Borough Local Plan

Growing the creative, cultural and visitor economy

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## THREATS

Potential for deepening inequality where some people and places will thrive, while other may be left further behind

Continued pressure on green spaces from the need to develop land for employment use and housing

Failing to provide skilled jobs and bright futures for young people.

Cost pressures on businesses and residents

Impacts of climate change

# AN ECONOMIC VISION FOR RUGBY:

**VISION** | A more sustainable economy for all, where our natural environment, people and businesses are thriving

THEMES	People	Business	Growth
<b>OBJECTIVES</b>	Helping people to succeed where they live and work	Enabling every business to reach their potential	Growth with purpose to the benefit of all
<b>OUTCOMES</b>	Reduced economic and health inequalities by increasing economic activity, apprenticeship participation and raising skill levels in residents as a proportion of the total workforce	A growing and diverse business base and retention of existing Rugby businesses through the provision of employment space to meet demand	Increasing prosperity for all, measured through gross disposable income, business rates and visitor spend
<b>PRIORITIES THAT UNLOCK OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>Health and wellbeing</li> <li>Stronger community collaboration</li> <li>Accessing education and employment</li> <li>Leisure and green spaces</li> <li>A town centre that works for everyone</li> </ul>	<ul style="list-style-type: none"> <li>Creating an infrastructure that supports resident owned businesses to thrive</li> <li>Resilient and diverse business base</li> <li>A high skill high pay economy</li> <li>Retaining local talent</li> <li>Supporting entrepreneurs and business start-up</li> <li>Building a greener economy</li> </ul>	<ul style="list-style-type: none"> <li>The right kind of growth</li> <li>Green and sustainable future</li> <li>Promoting pride of place</li> <li>Sustainable connectivity</li> <li>Developing a Destination Rugby Brand</li> </ul>
<p><b>Delivered in partnership with Rugby Borough Council, businesses, communities, voluntary and community sector, anchor institutions and County-Wide and National Public Sector partners</b></p>			



# THEME 1: People

Helping people to succeed where they live and work:

## Health and wellbeing:

There is a wealth of evidence that demonstrates the close relationship between economic activity and inequalities in health outcomes and life expectancy. This economic strategy puts the health and wellbeing of the people of Rugby Borough front and centre to help drive a thriving economy that reduces inequalities in health outcomes and life expectancy.

### Active population

The council is using existing assets to promote and support health and wellbeing activities for residents. The Queen's Diamond Jubilee Centre is a state-of-the-art leisure centre that provides support to a wide cross section of the community. Our ample green spaces provide residents with support for both their mental and physical wellbeing through participation in regular park runs and activities such as tree and hedge planting.

### Access to healthcare

Presently the majority of residents need access to their own transport, or public transport to access appropriate urgent care; in many cases the nurse-led unit at St Cross cannot meet their needs and they travel to hospitals in Coventry, Nuneaton and Warwick. This is an inequality that the council is working to address.

The council welcomes plans from University Hospitals Coventry & Warwickshire NHS trust, which includes developing a centre of excellence at St Cross and providing some services at a new town-centre facility as part of the health on the high street initiative. We look forward to working with UHCW to help take forward other initiatives that improve local access to hospital care.

The problem of access to health provision is not confined to urgent care. There is a general sense among residents that the provision of GPs, dental surgeries and pharmacists has not kept pace with population growth. Through more active working with healthcare partners and assisting with a more joined up approach across sectors we can ensure that the needs of our residents are put directly to health care providers.

### Improving prevention

Preventing avoidable ill-health is good for people and for our local health economy. Given the aging population, there are opportunities to prevent and reduce the impacts of frailty, slips, trips, falls and dementia. Across the wider population there are opportunities to help prevent avoidable illness through support for smoking cessation, healthy eating and exercise while also supporting people affected by addiction and substance abuse.

There is already good work being undertaken around social prescribing and health referrals to facilities such as the Queens Diamond Jubilee Centre, but we recognise more needs to be done. This includes better service integration across health and social care, and closer collaboration with the community and voluntary sectors.

### Systems approach

This strategy places Rugby Borough Council at the very forefront of driving the health and wellbeing agenda over the next ten years and we will develop key partnerships and joined up working with local providers of healthcare services, the NHS and Coventry and Warwickshire Integrated Care Board. We want to extend the partnerships further than just healthcare providers and will work with local schools and businesses to ensure awareness of the importance of a healthy lifestyle linked to employment opportunities and supporting a vibrant and thriving economy.



## We will:

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Ensure better and more available access to all healthcare services, pressing for health on the high street and doctor led urgent care at St Cross.

Develop strong partnerships with key healthcare providers

Be at the forefront of driving the health and wellbeing agenda in Rugby

Continue to apply for grants and funding to expand programmes such as Changemakers that focus on prevention and rehabilitation

Continue to develop our assets, such as parks and leisure centre, to improve health and wellbeing.

## Stronger community collaboration:

We recognise that stronger community collaboration will be important to supporting a thriving economy, where equality of opportunity is provided to all residents in accessing core services such as housing, transport, leisure and cultural facilities, employment opportunities, financial advice, legal support and education and lifelong learning.

We want to be a key facilitator of this collaboration and ensure it is provided in the right place at the right time to allow access to as many members of the community as possible. We want to help create a culture where groups become self-supporting and self-sustaining, identifying issues specific to their location and informing on future service needs and requirements.

### We will:

Facilitate community engagement in the right place at the right time for all



## Accessing education and employment:

We are committed to providing our residents with the best possible access to education and employment opportunities available locally.

### Young people

A key component of the expanded economic development function of the Council will be much closer working relationships with education providers. We will work with our schools and local college to help every young person find their best next step, be that further and higher education or apprenticeships and full-time employment. We will facilitate introductions to organisations like the Careers and Enterprise Company and private sector apprenticeship providers who can advise on the best vocational routes available, matching career aspirations with key employment sectors locally.

We are concerned by the threat to our economy and community of losing the local talent pool to employers outside of the Borough and want to encourage closer collaboration between our businesses and education providers in order to retain the local workforce. We will encourage our employers to be more invested in recruiting from the existing resident cohort and will look to them in supporting education providers, particularly further education, to greater match local skills provision with the needs of our businesses.

### Adult learners

Ensuring access to employment and training is not just for our young people and school leavers, we want to promote an ethos of lifelong learning that allows residents to flex their career choices based on their own circumstances and the changes in the local business base moving forward. The skills provision needs to be equally as flexible, allowing people to learn at a time and place that best suits them.

The post pandemic onset of increased remote working is mirrored with increased access to online learning, providing opportunities for residents to meet their educational needs and acquire new skills for later year careers. Some residents may benefit from support to identify and access online learning, particularly those that are digitally excluded.

### Cost

Equality of opportunity in lifelong learning is not just about the physical access but also the financial implications associated with undertaking learning. We do not wish to see situations where people are financially disadvantaged by choosing to further their vocational learning and will work with the local education providers and Department for Work and Pensions to identify all possible routes to the financial support available whilst undertaking learning.

## We will:

- | Build closer working relationships with education providers throughout the Borough
- | Work with businesses to retain the local workforce
- | Promote the benefits of lifelong learning
- | Make learning opportunities more accessible to all residents
- | Reduce digital exclusion to improve access to online learning

## Leisure and green spaces:

We recognise the importance placed by residents on leisure provision and accessible green spaces. The link between having these services available and maintaining a healthy lifestyle are well documented and is something we will prioritise through delivery of this strategy.

### Parks

Across the borough we have over 300 designated green spaces and developing them further to meet the needs of residents is key, including a commitment to increasing access to country parks. We will engage local communities in ensuring the spaces closest to them are well maintained, accessible safe spaces that can be enjoyed by residents of all ages. We also want to further roll out the Park Connector Network to ensure more joined up connectivity between our parks and green spaces.

### Waterways & tourism

Rugby borough has a picturesque and well-developed canal and waterways infrastructure that provides residents with homes and opportunities to enjoy healthy outdoor activities. This asset could be a driver for growing the local visitor economy through attracting walkers, boaters, cyclists and tourists looking for an affordable short stay.

### Wider cultural offer

We need to better connect our residents with the existing cultural offering available, particularly in the town centre. Rugby Art Gallery and Museum offers exhibitions that appeal to all ages and celebrate the area's strong cultural heritage and bright artistic future.

Rugby Amateur Theatre Society celebrates its 75th anniversary in 2026 and is recognised as setting the standard for amateur

theatre across the Midlands. The council-owned Benn Hall regularly provides live music and performances, and there are many other examples of venues and local groups providing other cultural activities. The council will go further in developing and raising the profile of our rich cultural offer to help encourage more residents to engage.

## We will:

- | Make green spaces more accessible for the enjoyment of all
- | Continue to improve the biodiversity of our green spaces
- | Promote our canals and waterways for residents and visitors
- | Better connect residents with the local cultural offering

## A town centre that works for everyone:

Our commitment to our residents would not be complete without us working hard to provide them with a town centre that everyone can be proud of and want to use regularly, both by day and night.

Our vision for the town is a thriving centre with a mix of retail, leisure, residential and community spaces which will be achieved

through physical redevelopment and improved public realm. There will also be a focus on the arts and tourism offer, creating a cultural quarter to bring together independent business and local artists. An expanded local events programme and markets will aim to increase footfall and support our retail businesses.

In order to achieve this, we are working with leading place-making specialists in building a strong narrative for how the town will look and feel going forward. We will also produce a Delivery Strategy for the regeneration of the town centre to ensure that workstreams and projects are brought forward in a cohesive manner. The Delivery Strategy will provide more detail of key projects in the town centre and will also be used to secure external funding where opportunities arise.

## Environment

We know through previous consultation on the town centre that residents wish to see a smarter, cleaner appearance to the town, with regular events and specialist markets. A town that is better connected and unhindered by traffic leading to an improvement in air quality and promoting access through greener routes, cycle lanes and pedestrian walkways.

Work is almost complete on a Public Realm Masterplan, designed to enhance the towns wonderful existing assets, so they can be properly celebrated. The widening of footpaths, the narrowing of key roads and the introduction of additional planting will all contribute to a much-improved look and feel of the spaces in the town centre and will better connect one part of the town to another.

We are fully committed to reducing the number of empty units in the town centre and will work with landlords and property owners to bring units back in to use, not necessarily always for retail purposes but also for other uses such as residential, arts and crafts, education and business incubation and healthcare related activities. Where a perceived lack of cooperation is

evident from those responsible, we will use all powers available to us in order to ensure the property is brought back into use.

## Retail

As retail habits change, we recognise that town centres are adapting their functionality. We want to proactively support independent retailers to take up vacant space in the town centre, diversifying the current offering and providing residents and visitors with more reasons to come into the town.

## Nighttime economy

A strong nighttime offering is key to supporting a thriving town centre and we will work with our existing businesses to ensure better co-ordinated marketing and promotion as well as actively seeking other businesses in the sector that can further enhance this element of the town centre economy.

## We will:

- | Support and enable delivery of town centre regeneration
- | Develop a programme of events and specialist markets
- | Give residents living in outlying villages compelling reasons to visit the Town Centre
- | Support independent retailers to take space in the town centre
- | Promote and grow the Rugby nighttime economy
- | Work with landlords and agents to diversify the town centre offer

# THEME 2: Businesses

enabling every business to reach their potential:

## Developing our business support infrastructure:

### Accessible, relevant support

We will improve our direct support to businesses and support provided through our partners to ensure the right support is available at the right time, with the needs of our micro and small to medium-sized enterprises (98.4% of the business population) at the heart of the local business support eco-system.

In 2025, the council launched a new Business and Community Hub that aims to improve sustainable and effective collaboration between stakeholders, residents, and businesses in Rugby. By leveraging the resources and expertise of various community and business service providers, the Hub will provide comprehensive support to enhance employment & training opportunities, business growth, and community engagement and it is hoped this will be the first of many such facilities across the borough during the lifetime of this strategy.

### Employment land (Local Plan)

Investment in physical infrastructure is essential to ensuring Rugby Borough has the right quality and quantity of business space available to support growing businesses as well as new inward investors.

A lack of available and affordable grow on space is continually identified as an inhibitor to growth and as a reason for businesses relocating out of the borough. New employment sites in the current Local Plan have focused on large, high-quality units resulting in a lack of supply of small and grow on space units.

Addressing this issue is a top priority and we will use regulatory tools such as the allocation of small unit space in the emerging local plan to ensure the delivery of high quality small to medium size industrial space in accessible locations across the borough. We will further ensure closer links are forged between Rugby businesses, landowners, developers and agents to bring forward new developments that meet the needs of our growing businesses so they can retain and grow their business and employment count within the Borough.

## We will:

- | Ensure the right business support is available at the right time in the right place
- | Grow the Business and Community Hub model throughout the borough
- | Work with all relevant partners to bring forward employment space that meets the needs of our growing businesses, using all available regulatory levers to address this market failure.
- | Inform the new local plan process on the future needs of businesses

## Resilient and diverse business base:

### Driving excellence in logistics

Rugby has been a magnet for largescale inward investment from the logistics sector over the last 20 years and will continue to be a major draw for such inward investment. This is to be welcomed as the sector advances its approach to sustainability and use of technology, automation and engineering, which brings higher-skilled jobs. To support this, we will engage directly with businesses in the sector to develop training and apprenticeships in robotics, automation, sustainability and IT associated with the needs of high-quality advanced logistics. Our ultimate aim is to be recognised nationally as a centre of innovation in logistics technology.

### Driving diversity

Our economy must not become overly reliant on one sector to support our inward investment pipeline. We need to create a resilient and diverse business base that can develop over the course of this strategy and future proof the Rugby economy. We will focus on improving the borough's attractiveness to high skilled sectors and occupations more generally.

Most high productivity industries have several needs in common: good transport links, wide and deep labour markets, a strong supply of quality workspace and plenty of knowledge-based service firms. Our ambition is to ensure all these needs are suitably addressed to ensure the necessary degree of resilience is achieved and maintained. This will include providing employment land close to the main population centres, so we maximise access to, and for, the workforce.

### Engagement & networking

We will continue to engage with Third Sector organisations that have a role in supporting residents, particularly those in financial

hardship or excluded from being economically active. We also recognise that the Third Sector contributes to the economy through retail outlets, community hubs and events.

We have good existing links to many of our businesses and we will work closely with existing networks and established representative groups to further strengthen our relationships with businesses and third sector organisations. We will also explore the creation of new forums to ensure we hear from these key stakeholders as we further develop and deliver this strategy.

## We will:

- | Become recognised nationally as a centre of innovation in logistics sustainability and technology
- | Place great emphasis on leading our inward investment activity and messaging
- | Focus our inward investment activity on creating a more diverse business base
- | Increase our levels of business engagement across the borough
- | Make it easier for businesses and third sector organisations to communicate with the Council
- | Work with our businesses to develop training and apprenticeship opportunities that meet business needs

## A high skill high pay economy:

### Increase inward investment

Rugby Borough Council is investing in economic development and regeneration functions and taking a direct lead on securing inward investment and placemaking activities aimed at high value job creation; this will drive our ambition for a higher skill, higher pay economy. Our focus is on becoming known for welcoming and supporting new industry and for being best in class at attracting new investment and jobs.

### Build on our heritage

In addition to new businesses making Rugby Borough their home we also need to prioritise support for businesses operating in sectors where we have a proud heritage like engineering, aerospace, and manufacturing as well as emerging specialisms linked to green technologies and Bio-tech.

### Invest in skills

We know that creating the right physical infrastructure alone will not create the shift needed to move to a higher skill higher pay economy. We also need the education, skills and lifelong learning systems to be fit for purpose to meet the needs of businesses and learners. Through working collaboratively with our educational establishments, private providers, and industry, we will strive to improve skills development and employment opportunities. Aligning workforce capabilities with current and future business need, particularly in our identified existing and emerging growth sectors.

## We will:

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- | Grow and develop the Council's in-house Economic Development function
- | Maximise our location and proud heritage in highly skilled industries
- | Proactively work to attract new and developing sectors
- | Work with our educational establishments to greater align provision with the future needs of businesses

## Retaining local talent:

We aim to retain more local people, working locally and in jobs that provide them an income that means they can reinvest in the local economy, through using their town centre more and enjoying many of the attractions and leisure activities available throughout the borough.

### Collaboration

We will encourage and help facilitate strategic partnerships between businesses and educational providers to identify current and future skills needs. We will identify opportunities to collaborate on higher skilled provision to meet the requirements of new job roles and inform the business case for siting a Higher Education establishment in the borough.

## Lifelong learning & inclusion

Whilst an obvious emphasis is on retaining our younger residents by providing higher skilled, higher paid employment opportunities, we will also champion an ethos of inclusive lifelong learning. We will work to ensure that currently unemployed residents, returners to the labour market and those looking for a career change, have access to training and secure employment opportunities that fit their personal circumstances, skillset and career aspirations.

### We will:

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- | Increase local employment opportunities for Rugby residents
- | Develop the business case to house a higher education facility within the borough
- | Lead on developing stronger links between education and business
- | Promote lifelong learning and ensure barriers to learning are removed



## Supporting entrepreneurs and business start-up:

Excellent connectivity, location, land availability and affordability identify Rugby as an attractive place for prospective entrepreneurs and new business start-ups. We will prioritise support in this area.

### Digital infrastructure

Digital connectivity is key to ensuring our businesses and residents keep pace with technological advancements. We will work to accelerate digital infrastructure roll out, including gigabit, superfast broadband and 5G to ensure every business across the borough is able to function to its optimum digital capacity. We will also identify solutions to digital exclusion that can be a barrier to economic activity for residents.

### Physical infrastructure

Rugby borough has many commuters who reside in Rugby and operate businesses elsewhere. There are also people who have left Rugby to establish businesses that we aim to attract back to the borough. To achieve this, we will create the conditions for small businesses to survive and grow. This includes re-purposing of existing buildings (particularly in the town centre) to provide 'state of the art' business premises for existing and future residents. This will also support our ambition to diversify the town centre.



## We will:

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- | Prioritise support for new business start-ups
- | Work with digital providers to increase the rate of digital infrastructure roll out
- | Make Rugby a place people can both live in and run their business from
- | Re-purpose existing buildings to provide 'Grade A' business premises

and green finance and innovation. We will identify local businesses working in these fields and support their endeavours through leveraging funding and other support through our partners and stakeholders.

### Modern construction

The council is committed to ensuring our buildings and estates use modern construction methods that minimise adverse environmental impacts; this includes renovation and retrofitting. We are also committed to driving similar high standards from developers and will develop a local hub that will promote and support modern methods of construction.

## Building a greener economy:

### Making the case

This strategy embraces the green agenda and recognises the inevitable changes driven by our own, and Government targets around net zero. For example, decarbonisation of transport and buildings are significant priorities that require new infrastructure. There are long-term economic benefits to decarbonisation, and it is important we articulate and facilitate the short-term business case for investment.

### Supporting green businesses

In parallel, there is a growing demand for education and skills to enable the supply and application of more sustainable technologies. The green economy is also giving rise to a range of growth sectors, such as: low carbon hydrogen; green public transport and active travel; carbon capture, usage and storage;

## We will:

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- | Clearly articulate the economic benefits of supporting greener infrastructure
- | Identify and work with local suppliers of green infrastructure and technologies
- | Target support for businesses operating in growth sectors linked to green technologies
- | Develop a local hub for modern methods of construction

# THEME 3: Growth Rugby

Growth with a purpose to the benefit of all:

## The right kind of growth:

The council is targeting the right kind of growth that will benefit our residents, businesses and future generations; we do not want growth for growth's sake. We aim to create the conditions for all our people and businesses to feel connected to, and truly invested, in the place.

### We will:

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- | Focus our activities on the right type of growth so everyone can feel connected to Rugby
- | Ensure diverse housing provision which is good quality and meets diversity of needs and tenure

## Green and sustainable future:

Rugby's close motorway connections and high volume of logistics means our area is at risk of pollution and poor air quality. Rugby Borough Council has already demonstrated its commitment to acknowledging such issues through the development of its own [Climate Change Strategy](#) with a view to achieving its ambitious goal of achieving Net Zero council greenhouse gas emissions by 2030.

It is essential to the future of this strategy and the creation of a green and sustainable borough that we acknowledge the risks posed by climate change and work hard to offset these through positive action and dedicated resource in support of a borough-wide circular economy that encourages an ethos of buy local, use, reuse and recycle.

### We will:

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- | Support and enable delivery of the Rugby Borough Council Climate Change Strategy
- | Offset the risks of pollution and poor air quality through delivering positive action and providing dedicated resource
- | Facilitate and support the local circular economy

## Promoting pride of place:

This strategy summarises some of the many attributes of Rugby Borough that residents and businesses can have pride in, these include:

- | **Connectivity**
- | **Innovation**
- | **Education**
- | **Leisure**
- | **Heritage**
- | **Natural environment**

Over the course of this strategy, we will celebrate and add to these attributes to help instil a sense of pride of place. A high priority in this regard is town centre regeneration that will build on our market town and architectural heritage to create a town centre that all people of the borough enjoy visiting and speak well of. This principle also extends beyond Rugby town; we are equally committed to developing and celebrating our rural communities over the course of this strategy.

With regards the borough's location and connectivity, the council will be at the forefront of ensuring Rugby is seen as a place to travel to, whether to work, live or visit. Coherent demonstration of how accessible we are to new businesses and drawing people and jobs into the borough is vital to ensuring a controlled period of sustained growth whilst aligning the rate of housing with employment growth and provision of key services such as health and education.



## We will:

Take a proactive lead on communicating and promoting all aspects of the borough as a great place to live, work, visit and invest

Ensure continued alignment between the rate of housing, employment growth and provision of public services such as education and health

## Sustainable connectivity:

Providing timely and affordable public transport to and from our outlying communities is vital to a thriving economy and ensuring education, leisure and public services are accessible.

Measures that reduce the need for individuals to drive will be encouraged; this includes the creation of safe cycling routes and green corridors.

Investment in cycling and walking routes is also a key driver for growing the Rugby visitor economy and will develop safe off-road links between our established rural villages.

Rugby Borough also has a network of canals, disused railway lines and linear parks that we can improve and promote as accessible walking and cycling routes. Linking notable visitor attractions along the way to create an overall destination experience that can be marketed to a wider leisure and recreation audience. This will have a multiplying effect on the local economy, with increased dwell time and visitor spend, increased bed nights at local hotels and an overall increase in people from outside of the borough accessing local services and facilities.

## We will:

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- | Prioritise making sustainable commuting around the Borough easier
- | Secure investment in safe cycling routes and green corridors and work with the highways authority to develop an active travel transport network
- | Bring forward additional recreational routes through developing underutilised transport networks and green spaces



## Developing a Destination Rugby brand:

Growing the Rugby visitor economy is a key ambition of this strategy. We aim to make Rugby the 'go to' leisure, shopping and arts destination for people within a 10 to 20-mile radius through a compelling offer and experience. To create this offer we will be driven by what people want from their local market town, drawing on our heritage and looking to the future for inspiration.

### Heritage

Our history and heritage are well documented, from the game of rugby itself and its origins within the stunning setting of Rugby School through to the production of the first prototype jet engines by Sir Frank Whittle. A strong history in literature, the arts and science provide visitors with an insight into the works of Rupert Brooke and the scientist Joseph Norman Lockyer who discovered helium and founded the science journal Nature.

### Ambitions

Our rich sporting heritage and thriving theatre and live music scene makes Rugby an obvious choice for sporting events, concerts and live shows. Our much-publicised ease of access and location lends itself to hosting largescale events and a destination of choice for the development of stadiums, showgrounds and venues capable of hosting the internationally significant events.

We are passionate about making Rugby a genuine destination, where people want to visit, stay, spend and enjoy everything that we have to offer. We recognise though that this will only happen if 'we' make it happen. This will involve strong commitment from the Borough Council through investing in its existing green spaces

and leisure offer to provide a rounded visitor experience that all ages can enjoy, through allowing our restaurants, pubs and cafés to make better use of their outside spaces and pavement areas and through promoting our existing hotels and encouraging greater investment in the nighttime economy and overnight stay sector.

## We will:

- | Develop and promote the Destination Rugby brand
- | Match our primary location with a compelling visitor experience
- | Champion our strong history and heritage
- | Promote Rugby as a destination of choice for siting new hotels, stadiums, and large event venues
- | Invest in our green spaces and leisure offer
- | Support our hospitality businesses to make best use of available space

# IMPLEMENTING THE STRATEGY:

**This economic strategy makes an ambitious commitment to developing our economy which, if delivered effectively, will unlock opportunities for a more connected and prosperous future for all.**

The activities listed are not exhaustive, and we expect activity to evolve over time as new opportunities emerge.

Strategic delivery of this 10-year vision for Rugby Borough will be supported by a series of 1–3-year action plans which will provide further detail and insight into the phasing of activity and the related performance targets.

## MEASURING OUR SUCCESS:

Robust monitoring and evaluation are a critical component of delivering the strategy. It will provide us with the tools to communicate our progress and highlight evidence of impact to help leverage the necessary additional investment into the borough.

This robust data will be open to scrutiny and accountability from all stakeholders, with whom we will work collaboratively to share learning. We will develop data collection processes to ensure the full impact on our residents, businesses and communities is measured and understood.

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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, in doing so committed to:

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

The Council's Corporate Strategy (2021-2024) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions must now be progressed through the decisions which the Council makes.

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

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

**If you require help, advice and support to complete the form, please contact Dan Green, Deputy Chief Executive.**

**SECTION 1: OVERVIEW**

<b>Portfolio and Service Area</b>	Growth and Investment
<b>Policy/Service/Change being assessed</b>	RBC Economic Strategy 2025 - 2035
<b>Is this a new or existing Policy/Service/Change?</b>	This is a new economic strategy
<b>If existing policy/service please state date of last assessment</b>	N/A
<b>Ward Specific Impacts</b>	Relevant to entire Borough
<b>Summary of assessment</b> Briefly summarise the policy/service/change and potential impacts	<p>The new RBC Economic Strategy 2025 – 2035 identifies and highlights the environmental impacts of a developing economy, and adapting to climate change is a key cross cutting theme throughout the strategy.</p> <p>There is direct reference in the Economic Strategy to the RBC Climate Change Strategy with a link provided and direct reference to the Council aspiration of achieving its ambitious goal of achieving Net Zero council greenhouse gas emissions by 2030.</p> <p>The strategy takes into account a number of environmental factors and identifies a clear strategic direction regarding these matters moving forward.</p>
<b>Completed By</b>	Jon Hinde – Interim Economic Development Lead
<b>Authorised By</b>	Nicola Smith – Chief Officer for Growth and Investment
<b>Date of Assessment</b>	23 <sup>rd</sup> January 2025

## SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
<b>Energy usage</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The strategy states: We want to look to a future where Rugby can identify itself as a green and sustainable borough. We know that due to our location and related business activities, our close motorway connections and high volume of logistics we are at risk of pollution and poor air quality. Therefore, the strategy looks to support more sustainable, greener and environmentally friendly travel plans and the open up of green corridors, particularly in and around the town centre.	The identification of green routes and alternative forms of travel are intended to mitigate any identified negative impacts	Economic Development Team	Ongoing
<b>Fleet usage</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
<b>Sustainable Transport/Travel (customers and staff)</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	An overarching aim within the strategy is to support a greener, more sustainable transport network. This will be	The identification of green routes and alternative forms of travel are intended to mitigate any identified negative impacts	Economic Development Team	Ongoing

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				<p>equally applicable to customers and staff as it is residents and businesses.</p> <p>To further support this, the strategy states: Any measure that reduces the need for individuals to drive to and from places is to be encouraged to support a reduction in air pollution but ultimately the aim must be the creation of safe cycling routes and green corridors where local people can easily get to work, go shopping and enjoy leisure and recreational activities both by bike and on foot.</p>			
<b>Sustainable procurement</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The strategy states: It is essential to the future of this strategy and the creation of a green and sustainable borough that we acknowledge the risks and work hard to offset these through positive action and dedicated	The identification of the need to buy local and support a Rugby circular economy will ultimately support more sustainable procurement practices.	Economic Development Team	Ongoing

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				resource in support of a Borough-wide circular economy that encourages an ethos of buy local and use and reuse.			
<b>Community leadership</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>There is clear and obvious support from both members and senior officers for an Economic Strategy for the Borough. This is identified from the outset with a supporting foreword endorsed by members and within the strategy itself where it states:</p> <p>The strategy has a specific priority action regarding <b>stronger community collaboration</b>, and states: We recognise that stronger community collaboration will be important to supporting a thriving economy, where</p>	It can only be considered as a positive that the strategy identifies the strong leadership ambitions of the Council in delivering the strategy along with the clear intention to create strong and meaningful community partnerships.	Economic Development Team	Ongoing

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				<p>equality of opportunity is provided to all residents in accessing core services such as housing, transport, leisure and cultural facilities, employment opportunities, financial advice, legal support and education and lifelong learning.</p> <p>We want to be a key facilitator of this collaboration and ensure it is provided in the right place at the right time to allow access to as many members of the community as possible. We want to help create a culture where groups become self-supporting and self-sustaining, identifying issues specific to their location and informing on future</p>			

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				service needs and requirements.			
<b>Biodiversity and habitats</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
<b>Adaptation</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
<b>Impact on other providers/partners</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The strategy acknowledges the need to work with partners in delivering successful outcomes, and states: We fully acknowledge that all of this cannot be achieved through the work of the Borough Council alone.</p> <p>We want to capitalise on and build momentum through developing further our key public / private sector partnerships and to identify the different roles we can play as a partner, facilitator, enabler and where necessary leader.</p>	Working closer with partners in both the consultation and delivery of the strategy can only be a positive for the future prosperity of the Rugby economy	Economic Development Team	Ongoing

### SECTION 3: REVIEW

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

<b>Review date</b>	<b>April 2026</b>
<b>Key points to be considered through review</b>	<b>Positive outcomes of the strategy on the identified climate change and environmental impacts</b>
<b>Person responsible for review</b>	<b>Economic Development Manager</b>
<b>Authorised by</b>	<b>Chief Officer – Growth and Investment</b>

# 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](mailto:rebecca.ewers@rugby.gov.uk)  
01788 533509

## Equality Impact Assessment

<b>Service Area</b>	<b>Growth and Investment</b>
<b>Policy/Service being assessed</b>	<b>RBC Economic Strategy 2025 - 2035</b>
<b>Is this a new or existing policy/service?</b>	<b>This is a new strategy to Rugby Borough Council</b>
<b>If existing policy/service please state date of last assessment</b>	
<b>EqIA Review Team – List of members</b>	<b>Nicola Smith – Chief Officer, Growth and Investment Matthew Fletcher Fletcher – Economic Development Manager</b>
<b>Date of this assessment</b>	<b>03<sup>rd</sup> April 2025</b>
<b>Signature of responsible officer (to be signed after the EqIA has been completed)</b>	

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

**Details of Strategy/ Service/ Policy to be analysed**

<b><u>Stage 1 – Policy to be analysed</u></b>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	<b>The Economic Strategy 2025 - 2035 sets a vision and priorities for the Council Economic Development function. It will lead to the production of subsequent action plans that will inform future service delivery.</b>
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	The Economic Strategy demonstrates alignment with the new Corporate Strategy 2025 – 2035 and identifies the corporate strategy as the golden thread that brings together all other RBC strategy documents.
(3) What are the expected outcomes you are hoping to achieve?	<p>There are 3 identified core themes within the strategy all with supporting objectives and outcomes:</p> <p><b>Resident Rugby</b> Objective: Helping people to succeed where they live Outcome: Increased economic activity, apprenticeship participation and raised skill levels in residents as a proportion of the total workforce</p> <p><b>Business Rugby</b> Objective: Enabling every business to reach their potential Outcome: A growing and diverse business base and retention of existing Rugby businesses through the provision of employment space to meet demand</p> <p><b>Growth Rugby</b> Objective: Growth with purpose to the benefit of all Outcome: Increased prosperity for all, measured through gross disposable income, business rates and visitor spend</p>
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> <li>• Customers</li> <li>• Employees</li> <li>• Wider community or groups</li> </ul>	Successful delivery of the strategy will have a positive impact on customers, businesses, community groups and partner organisations in the Borough.

<p>(5) Will the policy or decision involve substantial changes in resources?</p>	<p>Yes - The Growth and Investment service has recently undertaken an extensive recruitment exercise to recruit 3 new members of staff that will become the economic development function of the Council with responsibility for delivering the actions and priorities identified within the new RBC Economic Strategy.</p>
<p><b><u>Stage 2 – Evidence about user population and consultation</u></b></p>	<p>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>
<p>(1) What does the data tell you about the groups this policy or decision impacts?</p> <p>Possible data sources:</p> <ul style="list-style-type: none"> <li>• national statistics/census data</li> <li>• local statistics</li> <li>• evaluations</li> <li>• analysis of complaints</li> <li>• user feedback</li> <li>• outcomes from consultation/community voice</li> <li>• Council published information, service data</li> <li>• <u>District and Ward Profile – Warwickshire Observatory</u></li> <li>• <u>Office of National Statistics</u></li> <li>• <u>Fingertips health profiles</u></li> <li>• <u>Indices of Multiple Deprivation</u></li> <li>• <u>RBC Annual Workforce Equality Report</u></li> </ul>	<p>The economic intelligence gathered in support of the strategy tells us that:</p> <ul style="list-style-type: none"> <li>• Rugby had a total of 114,835 usual residents residing in 47,016 households, indicating an average household size of 2.4.</li> <li>• The average age of borough residents is 40.6 years.</li> <li>• There are disparities in levels of economic activity between men (88.3%) and women (66.7%) with female gross weekly pay correspondingly also lower. Latest research by the UN shows globally this figure is 91% of men and 61% of women are actively participating in the labour market. Through implementing the strategy there is a commitment to promoting more flexible learning and employment opportunities to create quality flexible employment that allows women and men to balance ambition with other out of work responsibilities.</li> <li>• There are 5,225 businesses in Rugby Borough</li> <li>• Average workplace earnings in Rugby are £34,731 per annum</li> <li>• At 2.4% unemployment in Rugby is lower than Warwickshire at 2.6% and Great Britain at 3.7%</li> <li>• The predominant ethnic group in Rugby is 'White', constituting 85.7% of the total population. The 'Asian, Asian British or Asian Welsh' ethnic group is second largest, making up 7.63%, while 'Mixed or Multiple ethnic groups' accounts for 2.8%. There is no evidence to suggest employment rates differ amongst ethnic groups.</li> <li>• The majority of the population are in very good health. Most common age groups are those aged 35 to 49 years and aged 50 to 64 years. 3% of those economically inactive are due to long term sickness or disability.</li> </ul>

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

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

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

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

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

<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.</p>	<p>No adverse impacts or discrimination were identified as a result of producing a new Economic Strategy for the borough.</p>
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<p><b><u>Stage 4 – Action Planning, Review and Monitoring</u></b></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>	<h3>EqIA Action Plan</h3>																													
<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>	<table border="1" data-bbox="821 386 2001 597"> <thead> <tr> <th data-bbox="821 386 1066 456">Action</th> <th data-bbox="1066 386 1297 456">Lead Officer</th> <th data-bbox="1297 386 1528 456">Date for completion</th> <th data-bbox="1528 386 1766 456">Resource requirements</th> <th data-bbox="1766 386 2001 456">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> <p data-bbox="821 597 2001 797">The policy will be formally reviewed every 3 years with minor changes made as a when needed. The action plan will be reviewed on an annual basis. It is not expected that the equality data will change significantly or how that data is collected will change significantly during this period, but this will be reviewed every 3 years, formally with the strategy.</p>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																										

Please annotate your policy with the following statement:

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

