23 May 2019

CABINET – 3 JUNE 2019

A meeting of Cabinet will be held at 6.00pm on Monday 3 June 2019 in the Council Chamber, Town Hall, Rugby.

Adam Norburn
Executive Director

A G E N D A

PART 1 – PUBLIC BUSINESS

1.   Minutes.

To confirm the minutes of the meeting held on 1 April 2019.

2.   Apologies.

To receive apologies for absence from the meeting.

3.   Declarations of Interest.

To receive declarations of –

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

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

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

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

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

4.   Question Time.

Notice of questions from the public should be delivered in writing, by fax or e-mail to the Executive Director at least three clear working days prior to the meeting (no later than Tuesday 28 May 2019).

Items not within a specific portfolio

5.   Scrutiny Review of Access for People with a Disability.

6.   Scrutiny Review of Informing and Engaging our Communities.

Growth and Investment Portfolio

Nothing to report to this meeting.

Corporate Resources Portfolio

7.   Appointment of Working Parties 2019/20.

8.   Risk Management Strategy.

Communities and Homes Portfolio

9.   Community Grants allocations for 2019/20.

Environment and Public Realm Portfolio

Nothing to report to this meeting.

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

Nothing to report to this meeting.

10.   Motion to Exclude the Public under Section 100(A)(4) of the Local Government Act 1972.

To consider the following resolution:

"under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of information defined in paragraphs 2 and 3 of Schedule 12A of the Act."

<div align="center">**PART 2 – EXEMPT INFORMATION**</div>

Growth and Investment Portfolio

Nothing to report to this meeting.

Corporate Resources Portfolio

Nothing to report to this meeting.

Communities and Homes Portfolio

Nothing to report to this meeting.

Environment and Public Realm Portfolio

Nothing to report to this meeting.

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

1.   Write Offs.

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

The Reports of Officers (Ref. CAB 2019/20 – 1) are attached.

Membership of Cabinet:

Councillors Lowe (Chairman), Mrs Crane, Poole, Roberts, Ms Robbins and
Mrs Simpson-Vince.

CALL- IN PROCEDURES

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

If you have any general queries with regard to this agenda please contact Claire Waleczek, Democratic Services Team Leader (01788 533524 or e-mail claire.waleczek@rugby.gov.uk). Any specific queries concerning reports should be directed to the listed contact officer.

If you wish to attend the meeting and have any special requirements for access please contact the Democratic Services Officer named above.

AGENDA MANAGEMENT SHEET

Report Title: Scrutiny Review of Access for People with a Disability

Name of Committee: Cabinet

Date of Meeting: 3 June 2019

Report Director: Head of Corporate Resources and CFO
Head of Environment and Public Realm

Portfolio: Corporate Resources
Environment and Public Realm

Ward Relevance: All

Prior Consultation: Consultation with relevant disability groups and a public call for evidence
Brooke Overview and Scrutiny Committee 11 April 2019

Contact Officer: David Collins, Property Manager, Tel: 01788 533846 or david.collins@rugby.gov.uk
Chris Worman, Parks and Grounds Manager, Tel: 01788 533653 or chris.worman@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

Corporate Priorities:

(CR) Corporate Resources
(CH) Communities and Homes
(EPR) Environment and Public Realm
(GI) Growth and Investment

This report relates to the following priority(ies):
☐ To provide excellent, value for money services and sustainable growth
☐ Achieve financial self-sufficiency by 2020
☒ Enable our residents to live healthy, independent lives
☐ Optimise income and identify new revenue opportunities (CR)
☒ Prioritise use of resources to meet changing customer needs and demands (CR)
☐ Ensure that the council works efficiently and effectively (CR)
☐ Ensure residents have a home that works for them and is affordable (CH)

☐ Deliver digitally-enabled services that residents can access (CH)
☒ Understand our communities and enable people to take an active part in them (CH)
☒ Enhance our local, open spaces to make them places where people want to be (EPR)
☐ Continue to improve the efficiency of our waste and recycling services (EPR)
☐ Protect the public (EPR)
☐ Promote sustainable growth and economic prosperity (GI)
☐ Promote and grow Rugby's visitor economy with our partners (GI)
☒ Encourage healthy and active lifestyles to improve wellbeing within the borough (GI)
☐ This report does not specifically relate to any Council priorities but

Statutory/Policy Background: None

Summary: A review on the theme of facilities and access for people with a disability to council owned or run buildings, open spaces or parks was included in the overview and scrutiny work programme for 2018/19 and commenced in December 2018.

The task group's conclusions and findings are presented in the appended review report.

Financial Implications: There are no financial implications for this report.

Risk Management Implications: There are no risk management implications for this report.

Environmental Implications: There are no environmental implications for this report.

Legal Implications: There are no legal implications for this report.

Equality and Diversity: There are no equality and diversity implications for this report.

Options:
1. To approve the review recommendations.
2. To approve the review recommendations with amendments.
3. To not approve the review recommendations.

Recommendation: Recommendations 1-7 of the task group (as detailed in section 1 of the report) be approved.

Reasons for Recommendation: The review recommendations are based on
evidence gathered by the task group and
endorsed by Brooke Overview and Scrutiny
Committee on 11 April 2019.

Cabinet - 3 June 2019

Scrutiny Review of Access for People with a Disability

**Public Report of the Head of Corporate Resources and CFO
and Head of Environment and Public Realm**

Recommendation

Recommendations 1-7 of the task group (as detailed in section 1 of the report) be approved.

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1.   BACKGROUND

On 15 January 2018, the Whittle Overview and Scrutiny Committee referred the following topic to the annual overview and scrutiny workshop:

'Facilities for disabled people; to include disabled changing facilities, access and facilities for blind and deaf people and wheelchair users, including access to open spaces/parks.'

The topic of facilities and access for people with a disability was well supported at the workshop held on 7 March 2018 and the scrutiny committee chairs subsequently included the topic in the forward work programme of reviews for 2018/19.

The one-page strategy for the review was agreed by Whittle Overview and Scrutiny Committee on 15 October 2018. A task group was appointed and began its work in December 2018.

2.   FINDINGS AND RECOMMENDATIONS

The task group completed its work in February 2019. The review report is appended for consideration.

A number of recommendations have been developed on actions to improve facilities and accessibility of buildings, parks and open spaces that will have a positive impact in supporting an inclusive environment for all local residents.

An update on the progress of the task group's recommendation will be presented to an overview and scrutiny committee in 12 months' time.

Name of Meeting: Cabinet

Date of Meeting: 3 June 2019

Subject Matter: Scrutiny Review of Access for People with a Disability

Originating Department: Corporate Resources/Environment and Public Realm

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	Brooke Overview and Scrutiny Committee 11 April 2019 Agenda and Minutes https://www.rugby.gov.uk/meetings/meeting/885/brooke_overview_and_scrutiny_committee
2	Access for People with a Disability Task Group Agenda and Minutes https://www.rugby.gov.uk/meetings/committee/65/access_for_people_with_a_disability_task_group

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

REVIEW OF ACCESS FOR PEOPLE WITH A DISABILITY

March 2019

Proud of our past, fit for the future

CONTENTS

TASK GROUP MEMBERSHIP

The task group consisted of the following members:

Councillor **Julie A'Barrow** (Chair)
Councillor **Andrew Bearne**
Councillor **Sally Bragg**
Councillor **Tim Douglas**
Councillor **Belinda Garcia**
Councillor **Leigh Hunt**
Councillor **Maggie O'Rourke**

FOR FURTHER INFORMATION

Please contact:

David Collins
Property Manager
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Email: david.collins@rugby.gov.uk

Chris Worman
Parks and Grounds Manager
Tel: 01788 533653
Email: chris.worman@rugby.gov.uk

ACKNOWLEDGEMENTS

The task group would like to thank the following for their valuable contribution to this review:

- Nicola Boyd, Partnership Manager, GLL
- Sue Hillman, Chair of Rugby Disability Forum
- Derek Hillman, Rugby Disability Forum
- Mary Webb, Secretary and Treasurer, Rugby Disability Forum
- Bernard Purdy, Rugby Sports for the Disabled Association

All the members of the public who took time to respond to the consultation exercise and all the officers who took time to provide responses to issues raised during evidence gathering.

The task group are also thankful to the following officers who have supported them throughout the review process:

- David Collins (Property Manager)
- Chris Worman (Parks and Grounds Manager)
- William Winter (Asset Maintenance Team Leader)
- Democratic Services

CHAIR'S FOREWORD

This short review has sought to establish if there are any council owned or run buildings, open spaces or parks that would benefit from scrutiny regarding access for people with disabilities.

Officers provided support and expertise and I am pleased that the task group found that access to most council owned or run buildings is already meeting requirements either because the buildings are newly built to comply with legislation or have received recent adaptations. Rugby Disability Forum praised access arrangements to the Benn Hall, the Town Hall, Rugby Art Gallery and Museum, Queen Diamond Jubilee Centre and the Rainsbrook Cemetery.

The upgrade to audio and visual facilities within the council chamber in the 2019/20 budget is welcomed.

I would like to thank external consultees and members of the public for the specific issues they raised. During discussion I was delighted to find that very often there were many no cost or low-cost solutions. I particularly thank Nicola Boyd, GLL for her valuable input regarding the facilities at the Queen Diamond Jubilee Centre.

One of the issues raised by the Rugby Sports for the Disabled Association was a request for shorter length swimming. It was proposed that the training pool which has an adjustable floor could be used, set at a suitable depth. The introduction of music free public swimming sessions mirroring the Relaxed Hour at RAGM for members of Rugby Autism Network would be another easily achievable initiative.

This has been a very wide-reaching review in a very short space of time. Our findings and recommendations as set out in the report include access to green spaces and are across all four of the Council's portfolios. I thank task group members for their contributions and officers for their support.

Councillor Julie A'Barrow
Chair

1. RECOMMENDATIONS

The task group proposes the following recommendations to Cabinet:

1.	Where opportunities arise, officers to work with relevant communities and access groups to further improve disability access to council owned buildings and land.
2.	Officers to pursue a full Equalities Act (Disability Discrimination Act) survey, assessment and report on all corporate buildings, including parking provision at the council's independent living housing, to consider any improvements and help obtain capital budgets for the coming years (this is already in the Property Services workplan and the proposal is for it to be actioned by the end of 2020).
3.	To ensure that relevant organisations continue to be involved in all consultations around improvements to parks and green spaces.
4.	To ensure that the Whitehall Recreation Ground Phase 2 refurbishment works address all the access issues around the Rugby War Memorial Gates.
5.	To formally write to GLL to recommend a re-designation of a few blue badge holder parking bays to incorporate parent and child parking at the Queen's Diamond Jubilee Centre.
6.	To formally write to GLL regarding the solutions discussed. To formally write to St Cross Hospital, Warwickshire County Council and Rugby First to share its findings and inform the stakeholders of the issues, concerns and points raised during the review.
7.	Recommendations and related actions be uploaded to the Rugby Performance Monitoring System to allow members to monitor ongoing progress.

1.1 Alignment with the Corporate Strategy

The review relates to the following corporate priorities:

CORPORATE RESOURCES: Prioritise use of resources to meet changing customer needs and demands
COMMUNITITES AND HOMES: Understand our communities and enable people to take an active part in them
ENVIRONMENT AND PUBLIC REALM: Enhance our local, open spaces to make them places where people want to be
GROWTH AND INVESTMENT: Encourage healthy and active lifestyles to improve wellbeing within the borough

2.   OBJECTIVES

2.1   Background

On 15 January 2018, the Whittle Overview and Scrutiny Committee referred the following topic to the annual Overview and Scrutiny Work Programme Workshop:

"Facilities for disabled people; to include disabled changing facilities, access and facilities for blind and deaf people and wheelchair users, including access to open spaces/parks."

The topic of facilities and access for people with a disability was well supported at the workshop held in March 2018. The scrutiny chairs agreed this review should be included in the work programme for 2018/19.

A one-page strategy for this review was agreed Whittle Overview and Scrutiny Committee on 15 October 2018. A task group was appointed and began its work in December 2018.

2.2   The one-page strategy

The 'one-page strategy' is the name given to the scoping document for the review. It defines the task and the improvements being aimed for and how these are going to be achieved. The review's one-page strategy, agreed by the task group at its inaugural meeting on 11 December 2018, is as follows:

What is the broad topic area?

Facilities for disabled people and access for people with disabilities to council owned or run buildings, open spaces or parks.

What is the specific topic area?

Customer access to buildings and facilities is a key component of the Council's Corporate Priorities. Planned programmes for improvement or refurbishment of current amenities continue to ensure that council owned buildings, parks and open spaces are accessible for all members of the public, wherever this is possible. Current work programmes aspire to provide safe and accessible environments for all including people with physical, sensory and cognitive impairments to allow greater independence and enjoyment, wherever this is practical within the resources available.

The review will consider the current inclusive approach to the management of facilities and access to council owned or run buildings, parks and open spaces and identify any improvements that could be made. This will take into account people with specific mobility, sensory and communication impairments, learning disabilities and continence needs.

What should be considered?

The following areas are relevant to the discussions:

- Amenities at council owned or run facilities
- Toilet facilities for people with disabilities
- The Changing Places scheme
- Access to buildings and parks owned and managed by the Council

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- Programme of investment
- Compliance with relevant legislation, strategies or policies in relation to accessibility
- Examples of good practise
- Surveys or access assessments
- Car parks
- Licensing of taxis
- The change of circumstances and future needs of council tenants

Who shall we consult?

Relevant disability organisations or groups
Warwickshire County Council
Members of the public
Brooke School
Individual Support Solutions (ISS)
GLL

How long should it take?

Report to committee in April 2019

What will be the outcome?

Recommendations on actions or initiatives to improve facilities or accessibility of buildings, parks and open spaces that will have a positive impact in supporting an inclusive environment for all local residents.

3.   METHODOLOGY

3.1   Overview

Firstly, the group received an introductory briefing to set the scene. The group was given background information on current arrangements and facilities.

Secondly, a letter was sent out inviting organisations to share their issues, concerns and comments relating to good or bad feedback or experiences. Consultees were invited to attend a meeting of the group to present their responses and subsequently, a press release was issued calling for feedback on the facilities for disabled people and access for people with disabilities to council owned or run buildings open spaces or parks.

The third stage was to consider feedback from external consultees and from the public. Additionally, the group considered responses provided by officers on issues raised during the review.

3.2   Access to evidence

The task group review papers are available online at https://www.rugby.gov.uk/meetings in the section '*agendas, reports and minutes'*, and can be found by selecting *Access for People with a Disability Task Group.*

4. FINDINGS

4.1 Policy context

Relevant legislation

Regulations for disabled access for new buildings are prescribed in the *2015 Building Regulations Approved Document M volumes 1 and 2* (updated in 2016).

A duty to make reasonable adjustments for people with a disability within existing buildings is prescribed in the *Equality Act 2010 – legislation which superseded the Disability Discrimination Act 1995 and came into effect in 2004.*

1992 Workplace (Health, Safety and Welfare) Regulations

4.2 Council owned public buildings

Original access reports and upgrade works were undertaken in 2005 on John Barford Car Park, the Town Hall, the Lawn and Retreat, all sports pavilions and Watts Lane and Addison Road chapels.

The Town Hall

Work undertaken at the Town Hall included toilets for the disabled on the ground floor.

Further work was undertaken at the Town Hall in 2010 as part of the accommodation project that included the new reception area and external access ramps.

A temporary ramp continues to be used for access into the Council Chamber. Hearing loops are installed in the Council Chamber. As part of the Health and Safety upgrade, additional handrails to the Public Gallery and increased height balustrade to the Town Hall foyer landing are scheduled to be fitted in April/May 2019.

Previous surveys identified upgrade of the Town Hall lift, access to Council Chamber and general door upgrades but were put on hold due to the overall Town Hall complex strategy and large costs involved.

The Benn Hall has toilet facilities for people with a disability and access ramps including a portable ramp for access to the stage when required.

Rugby Art Gallery and Museum has toilets for the disabled and access ramps. The Access Statement for Rugby Visitor Centre is available to view on the Rugby Town Centre website.

The Queen's Diamond Jubilee Centre and **Rainsbrook Crematorium** are both newly built and meet building regulations standards at the date of construction.

4.3   Council owned housing properties

Occupational Therapists carry out individual assessments which are forwarded onto the Housing Team. The requirements are specific to personal needs. Adaptations often need to be carried out quickly.

A budget of approximately £200k for 2019/20 is available to carry out recommendations from Occupational Therapists for adaptations to council owned housing properties.

This spend is mainly led by Occupational Therapists' requests, however minor adaptations such as lever taps, grab rails, half steps and second stair rails are carried out without the need of a referral.

So far this year, the following installations were completed:

- Galvanised, plastic or timber rails to bathrooms, stairs and external paths to approximately 58 households which provided tenants with better stability and ease of access to their homes
- 3 external concrete ramps to provide easier entry to both the front and back doors including access for wheelchairs
- 24 level access showers plus another 18 while carrying out planned bathroom refurbishments
- 7 stairlifts of which four were recycled from other properties generating a saving of around £4k if new ones were supplied (recycling was only possible if safe to do so)

With regards to independent living properties and the thresholds where new composite doors have been installed, the council has identified a solution, where required, to alleviate the difficulties in getting over them with wheelchairs. A company called GKG Solutions can provided simple threshold ramps to suit different heights. The ramps are currently trialled at a council property.

Any issues or complaints are filtered down to officers via the central administration team in the Contact Centre and directed to the relevant departments. In some cases, these are received by individual officers or managers. Annual surveys are carried out to obtain feedback and collect data.

4.4   Changing Places Scheme

The changing places scheme aims to provide enhanced changing and toilet facilities for a wider range of disabilities in public areas. Rugby Borough Council are in consultation with Warwickshire County Council to source grant funding. The preferred option of Rugby Central toilets has been offered to Warwickshire County Council. Rugby Borough Council is currently awaiting feedback.

4.5   Parks and Grounds

The approach of officers is in line with the corporate objective to "Enhance our local, open spaces to make them places where people want to be".

In 2014, the Council adopted a Green Space Strategy. The strategy contains a number of cross cutting themed actions which includes accessibility and wellbeing. These actions feed into the work planning for the service to embed access into every day thinking.

The Parks and Grounds Team aims to make all projects and refurbishments inclusive and accessible to all. All refurbishments are subject to large scale consultations of which the Rugby Disability Forum always plays a key role. They have recently been involved in the updating of the Caldecott Park Management plan including an onsite walk about.

Our Annual Independent Play Inspections include DDA reports for all play areas across Rugby to ensure our play provision caters for all needs, not just physical. A recent example is the new sensory equipment that has been installed as part of the new play area at Whitehall Recreation Ground.

The service works closely with Individual Support Solutions on a gardening project in Caldecott Park, supporting people with learning disabilities. This project has been so successful it now operates all year round and has secured sponsorship for improvements.

General access improvements are undertaken when funding permits, although given the nature of landscape, there are some areas where it is impractical to create full access.

The 2019 Officers DDA Assessment of Green Spaces (attached at Appendix) provides detailed information on accessibility to the Councils green spaces.

5. EVIDENCE

The task group met three times between December 2018 and February 2019 building an evidence base to support its conclusions.

5.1 Consultation – Meeting with External Partners

The meeting was attended by representatives from Rugby Disability Forum, Rugby Sports for the Disabled Association and GLL (operator of the Queen's Diamond Jubilee Centre).

Specific issues identified by external consultees and the task group were:

- The availability of wireless microphones available at council-owned venues (the Council Chamber and the Benn Hall) for speakers to use
- Lack of signage at the Town Hall informing the public of a hearing loop system in place and lack of public understanding of the purpose of a hearing loop system
- Crumbling tarmac on dropped kerbs
- Gas Street Car Park – lack of accessible parking spaces for people with a disability due to the poor state of the car park and lack of markings
- Position of the speed bump by the entrance to the car park at the front of the Town Hall/opposite the entrance gate to the Caldecott Park
- Consultation with Rugby Disability Forum with regards to new housing developments in the Borough
- Alterations to an existing shopfront that limits access for people with a disability
- Independent living properties where tenants have to step over a raised door sill to enter/leave their home
- Parking provision at the council's independent living housing
- Access for people with a disability to Great Central Walk between Abbey Street and St Peter's Road and to The Memorial Gates on Hillmorton Road
- Poorly positioned and unsecured A-boards in the town centre

Queen's Diamond Jubilee Centre
Specific issues identified by external consultees were:

- Touch pad access to the viewing area
- Hoist used for lifting and lowering individuals into the pool
- The width between handrails - access to main pool
- Use of the pool for members of the Rugby Disability Forum to swim width rather than length
- A generous supply of car parking designated as blue badge holder spaces

The issues were noted by GLL's Partnership Manager who advised the task group that solutions would be explored. Further training for staff on how to operate the hoist was recommended.

A Community Sports and Development Officer was recently recruited by GLL and due to start on 2 February. Part of the officer's role was to identify funding opportunities for the leisure centre to improve the facility and services provided.

GLL was very supportive of social prescribing. Over 200 of their members were referred to the leisure centre by general practitioners.

Any concerns raised and/or comments made with regards to the parking at the leisure centre were passed on to the Whittle Overview and Scrutiny Committee and dealt with as part of the Review of Parking at the Queen's Diamond Jubilee Centre.

5.2   Public Consultation

The task group sought the view of a range of individuals and groups.

A press release was issued calling for feedback on the facilities for disabled people and access for people with disabilities to council owned or run buildings open spaces or parks.

9 responses were received from members of the public including a written response from the Chairman of the Rugby District Trades Union Council (to be shared with the Communications Team) and a video response from a member of the public regarding dropped curbs (to be forwarded to Warwickshire County Highways). Most responses contained more than one area of concern and multiple comments. Some comments were received via the Review of Parking at the Queen's Diamond Jubilee Centre carried out by Whittle Overview and Scrutiny Committee. A summary of the comments received:

Category	Comment	Number of comments	Action
Highways	Dropped kerbs	2	WCC
	Roads and pavements poorly maintained	1	WCC
	Crossing at the mouth of the Tesco drive	2	WCC
	Bus stop on Leicester Road	1	WCC
Parking for people with a disability	Lack of enforcement across the town	1	WCC
Buildings	Raised door sills	1	Depending on ownership
Leisure Centre	Car park	3	RBC
	Cycling – storage/racks	1	GLL
	Cycling – links to other routes	1	WCC
	Access via a path from St Cross Hospital	2	StCH
	Children with autism distressed by noise levels	1	GLL
Bowls Club	Entrance crossing	1	RBC
Whitehall Recreation Ground	Traveller encampments	1	RBC
	Cycling	1	RBC
Bruce Williams Way	Access to the leisure centre	3	RBC
Brownsover Medical Centre	Dropped kerb	1	RBC
	Poor condition of the road	1	RBC
Polling Stations	Access	1	RBC

*RBC – Rugby Borough Council/WCC – Warwickshire County Council/StCH – St Cross Hospital/ GLL – operator of the Queen's Diamond Jubilee Centre

5.3 Further evidence

Officers' responses were provided to the issues raised at meetings and via the public consultation and formed a part of wider discussion at the last meeting of the task group.

It was noted that:

- Risk assessments are carried out at venues used as polling stations. The council has a duty to review polling districts, places and stations every five years to ensure voting arrangements remain fit for purpose and up to date. The [Review of Polling Districts and Polling Places](#) is underway.

- Guidelines are in place for consultations for various reviews.

- A commitment to the audio and visual upgrade of the Council Chamber was made as part of the [Leader's Budget Speech 2019](#). The budget will commit to a maximum of £80,000 of capital spending to provide a comprehensive audio-visual system for the Council Chamber that will allow presentations to be seen, speakers to be heard and our meetings to be live streamed over the internet. An investment will also be made to make the Council Chamber more accessible to people with different needs.

6.   CONCLUSIONS

The task group drew the following conclusions from the evidence that it gathered:

1. *The review had highlighted the positive steps taken by the Council where it had the ability to improve access, for example:*

   - *phased improvement plans for the Whitehall Recreation Ground including access to the Memorial Gates*
   - *new play area at the Whitehall Recreation Ground*
   - *management plan for Caldecott Park*
   - [improvements to the Great Central Way](#)
   - *improvements to existing footpaths at the Swift Valley Nature Reserve*
   - *threshold ramps for the Council's independent living properties (where required)*

   Funding opportunities for improvements were proactively explored by the Council. For example, funding available through groups such as Rugby Disability Forum to improve access to parks for people with a disability and the Landfill Communities Fund.

2. *Several issues and concerns raised were outside the Council's jurisdiction. Therefore, the stakeholders identified during the review were to be formally informed of the work of the task group and any points raised which were under their jurisdiction:*

   GLL
   - *Use of the training pool with adjustable floor for short length swimming*
   - *Introductions of dedicated time slots without music during public swimming sessions*
   - *Extend the handrails for easier access to the pool*
   - *Touch pad access to the viewing area*
   - *Improving the training to operate the hoist facility*

   Warwickshire County Council
   - *Highways and Building Control issues*

   St Cross Hospital
   - *Footpath between the Queen's Diamond Jubilee Centre and St Cross Hospital*

   Rugby First
   - *To ensure that A-boards are situated appropriately and access to shops is unhindered*

3. *Blue badge holder parking bays available at the Queen's Diamond Jubilee Centre were rarely fully utilised. Some bays could potentially be redesigned to incorporate parent and child parking.*

4. *A report on the outcomes of the review be submitted for consideration to Brooke Overview and Scrutiny Committee in April 2019 and to Cabinet in June 2019.*

GREEN SPACES	Fully accessible	Part accessible	Not accessible	Comments
ADDISON ROAD RECREATION GROUND	yes	some areas		Onsite parking (no specific bays). CH - circulatory pathways, benches with backs and arms, and access into and around Parkour and gym equipment.
CROOP HILL OPEN SPACE	yes			General open grass site; though no paths across the area
ALWYN ROAD RECREATION GROUND	yes			Onsite parking (no specific bays), good circular path around sports field, reasonable seating with back and arms. (CH - play area with bright self closing gates in contrast to fencing, with good access within play area and to gym equipment)
APPLE GROVE OPEN SPACE	no	some areas		Access via self binding paths and access to play area. CH - two self closing gates brightly coloured in contrast to fencing with link paths. Bench with back and arms. Path stops and becomes worn grass desireline through rest of open space.
ASHLAWN ROAD RECREATION GROUND	no	some areas		Onsite parking (no specific bays), mainly sports field, not necessarily suitable for wheel chairs etc CH - No circulatory pathway, and some desirelines wearing grass as a result, and some steep slopes due to general land and terracing.
ASSHETON RECREATION GROUND	yes			General open grass site; with path around the grounds and access to play equipment. Roadside parking available nearby. Public convenience's, closed.
AVON MILL RECREATION GROUND		part accessible		Car park on site. WCC footpath provides some DDA compliant access, however some access points via steps or steep bank. No circulatory pathway. Many benches of old uncomfortable design long way form paths and with no wear pads etc.
BAWNMORE ROAD PLAY AREA		part accessible		WCC footpath provides route through site, and RBC breedon path some circulatory route, and benches with backs and arms but some lacking suitable adjacent space for wheelchairs/buggies etc. Significant gradients across site.
BRINDLEY ROAD - PLAY AREA		part accessible		Only one path entrance, gate same colour as fencing, and resident locking scheme reducing time available for access. More DDA friendly seating could be provided. Path to play area.
BROOKLIME DRIVE OPEN SPACE		part accessible		Pathway through site, but in very poor condition. Incorrectly installed/poor condition motorbike restrictor at one entrance. Play area with two access paths, and self closing gates in bright alternative colours and bench with arms and back and space beside.
BUCHANAN ROAD OPEN SPACE		part accessible		Do they mean the play area or the open space between Buchanan and Mellish? Play area has good path network and range of play opportunities, but would benefit from more DDA friendly seating. The open space is a grassed area with no path network, seating etc.
BURNSIDE - OPEN SPACE	yes			General open grass site with tarmac footpaths

GREEN SPACES	Fully accessible	Part accessible	Not accessible	Comments
CALDECOTT PARK	yes			Potential disabled parking, good paths throughout, access to play, café and disabled convenience's etc. CH- Would benefit from some more inclusive items of play equipment.
CHARWELTON DRIVE OPEN SPACE PLAY AREA		part accessible		Access paths in poor condition, and paths to play area up steep slopes. Play area has two accesses with self closing gates in bright distinct colours from the fencing. Bench has backs and arms and adjacent hard space.
CHESTNUT FIELD	yes			Footpaths are in good condition and have good links to other surrounding footpaths.
ST ANDREWS GARDENS	yes			Though the path might be uneven
LEICESTER LINE OPEN SPACE	yes			Nature Area with linear cycle/footpath along old track bed. Some parts potentially uneven, also public parking (no disabled bays) at either end of path.
CORNWALLIS ROAD - OPEN SPACE			not accessible	Nature area with just mowed routes
CROWTHORNS		part accessible		Single eroded stone track that follows the route of the canal from Boughton Road up to Staveley Way. The path can get very wet at certain times of the year which does become very muddy. There are a few metal benches alongside the path which dont really meet DDA requirements.
DEWAR GROVE PLAY AREA		part accessible		Only one entrance, up steep pathway, but does link to seating and side of play area with seat with backs and arms and adjacent pad, and entrance gate is self closing bright gate.
DICKENS ROAD PLAY AREA	yes	part accessible		General open grass site; though no paths across the area, there is access to paly equipment. CH - two entrances, with timings restricted by residnts locking scheme. One path all way from entrance to play area, other entrance path stops at end of alleyway. Seating with backs and arms and adjaent hard surface space.
EAST UNION STREET PLAY AREA	yes (CH - part)			General open grass site; with a public paths through the area, with access to play equipment. CH - WCC footpath provides access through site, and RBC path of decking to sand area. Predominantly grass site with significant gradients on site. Seating with backs and arms.
FREEMANTLE ROAD RECREATION GROUND	yes (CH- part)			Onsite parking, general open grass site; with a public paths through the area, with access to play equipment. CH - for Freemantle Open Space significant desire lines to areas with no pathways and are badly worn and boggy for large parts of the year. Freemantle Play area, two entrances, both with bright self closing gates, only one with pathway leading to play area. Seating with backs and arms, most with adjacent area.

GREEN SPACES	Fully accessible	Part accessible	Not accessible	Comments
GREAT CENTRAL WALK (OPEN SPACE)	yes (CH-part)			Though the path might be uneven, muddy in sections. CH - South section path mostly good self binding gravel path, but access to the track often down steep slopes and some with poor condition. North section predominantly MOT stone, and some accesses in need of links.
HEATH WAY PLAY AREA		part accessible		One entrance only. Gate same colour as fencing, and resident locking scheme. Access path leads to play area. Seating with back and arms and adjacent space.
HELMDON CLOSE		part accessible		Uneven eroded stone paths cut through grass areas on a gradient to provide informal footpaths. Footpaths are not very wide, single track in most places. Stone paths do link into existing tarmac path which is a better surface. Footpaths meander close to the River Avon in places and also cross open ditches (flood plain) in places.
HIGH STREET - HILLMORTON	yes			General grass open space with adjacent public highways
HILLMORTON GREENS	yes			General open grass site with adjacent public highway; though no paths across the area
HILLMORTON RECREATION GROUND		part accessible		At time of writing works ongoing due to pavilion removal effecting pathway network with making good required. WCC footpath combined with RBC Breedon path provide good circulatory and throughfare access, significant slope at NE corner. Seating with backs and arms and mostly with adjacent spaces, with decent access within play area and skatepark, and good range of play opportunities. .
HOLLOWELL WAY OPEN SPACE	yes			Car park on site. WCC and RBC footpaths provide good access through and around site, although some desirelines just grass routes. Seating with backs and arms and adjacent space. Self closing gates brightly coloured and distinct from fencelines. Wide range of play opportunities.
JUBILEE STREET RECREATION GROUND		part accessible		Some through pathways, although not all linked, and a number of features not served by the pathways. The privately owned pathway in very poor condition. Some of the seating not DDA friendly and away from paths.
LAWFORD RD/ADDISON RD JUNCTION	yes			Small green space with footpath, seating and raised border
LINNELL ROAD LNR	no	yes		Nature Area with occasional muddy paths that can be uneven; some areas unsuitable for wheelchairs, etc
MEADOWSWEET OPEN SPACE		part accessible		General grass area
NEW BILTON RECREATION GROUND		part accessible		Circulatory path around site, and path within and through play area with two self closing gates brightly coloured and distinct from fence. Seating with arms and backs and hard surfaces adjacent to paths, and new bins recently installed installed in order to be adjacent to pathways. Entrances to park in need of some improvement for access.

GREEN SPACES	Fully accessible	Part accessible	Not accessible	Comments
NEW STREET OPEN SPACE		part accessible		General grass area
NEWBOLD QUARRY PARK		part accessible		Access is good at Avonmere, through self closing pedestrian gate (bright yellow) onto a tarmac surface which forms the car park, and leads off to the left to the disabled fishing platform and grass open space for picnics. No picnic tables.Further improvements to the footpath surfaces are not really justified due to the sites geography.
NEWBOLD GLEBE RECREATION GROUND		part accessible		A single stone path links the car park at Egerton close and ties in with the Newbold rd. Egerton close car park is finished in tarmac and is in a very good condition.Some of the seating is not DDA friendly and is situated away from the stone footpath. The stone footpath is a single track and not very well constructed.
NEWBOLD (PARKFIELD) RECREATION GROUND			No	Assume referring to the flood plain/Newbold CC. Just grass site. Not accessible
NEWTON PICNIC SITE	yes			A stone access road enables parking adjacent to the picnic area which has 1 picnic bench and further seating on the grass area. car park is also finished in a compacted type 1 stone.
KRISS CROSS PARK		part accessible		Tarmac footpaths of good condition dissect through the area of open space and small spinneys. Seating not quite DDA friendly but survive the location they are postioned.
OSWALD WAY OPEN SPACE				General
PANTOLF PLACE RECREATION GROUND		part accessible		Two self closing gates brightly coloured and distinct from boundary hedge. One gate with path leading to play area. Other gate suffers due to the major gradient of the site, effecting potential solutions to wear, and also creating DDA compliant gradient. Seating not DDA friendly so would benefit from suitable bench.
PHIPPS AVENUE OPEN SPACE			No	General grass area
RAGLM GARDEN	yes			Town centre garden with footpaths and benches
ROKEBY OPEN SPACE AND PLAY AREA		part accessible		Located away from WCC footpaths. Wood chip surfacing not inclusive. Due for imminent refurbishment.
SHAKESPEARE GARDENS	yes			General open grass site; though no paths across the area
SORRELL DRIVE OPEN SPACE		part accessible		Main pathways through open space in very poor condition, and with significant gradients. Play area with two self closing gates in bright colour distinct to fencing, and one offers hard surface route to bench with backs and arms and ajdacent hard area. Other gate opens to the hardwood chip impact absorbing surfacing so poor access within play area for wheelchirs/prams etc. Site is a LEAP, but the inclusiveness of the items is still below what would be expected for play area of this size.

GREEN SPACES	Fully accessible	Part accessible	Not accessible	Comments
WATERSIDE OPEN SPACE		part accessible		Two self closing gates brightly coloured and distinct from fence. Pathways lead to the gates, but both have dog grids causing difficulty for some, and as paths only lead to the play area gates from the nearby roadside paths creates a desrieline forcing people through the enclosed play area. Bench with back, but no arms.
WHINFIELD WOODS	no	yes		Natural, grass area with multiple tree plantations, with grass paths cut through; paths liable to be uneven, possibly muddy at times, not suitable for wheelchairs etc.
WHINFIELD RECREATION GROUND		part accessible		Car park at site, and also available on adjacent roads. Significant pathway network offering circulatory routes around main field and throughfare routes through main field and extension, although in places in need of improvement and some features with out access paths (MUGA, no path to second play area gate), and would benefit from alternative path to deter pedestrians using vehicle access route from pavilion to car par park. Seating with backs and arms, play area gates self closing and brightly coloured and distinct from fencing.
WHITEHALL RECREATION GROUND		part accessible		Adjacent car park, and number of pedestrian entrances to existing pathways. Majority of existing paths in poor condition, and much of site not currently accessible although planned future circulatory route. Seating with backs and arms, and DDA friendly design of picnic benches to accomodate wheelchairs and prams and chess/drafts. Much of recently refurbished play area selected for inclusivity and good access. Music area created to benefit all, but documented to be of particular value for people with range of conditions. Many entrances now have self closing brightly coloured gates distinct from fence/hedges.
MEMORIAL GATES		part accessible		Access to adjacent to the memorial generally reasonable, but the design of the memorial with steps prevents access to those with mobility issues. Gates same colour of fencing, non self closing and generally left open by users - in order to reflect sensitivity of location desing/colour would need to be suitable but banding for benefit of visually impaired potentially sensible.
WOODLANDS OPEN SPACE	no	yes		Some seating (CH - with backs and arms and adjacent hard surface) near hardstanding and pathways, play equipment within grass area; possibly not suitable for wheelchairs etc. Nearby public parking (no specific bays)
MILLENNIUM GREEN		part accessible		Three pedestrian entrances - all with some accesibility issues (dog grids/lack of pathway). Decent path network through site, and through and around play area, raised beds, and Mini MUGA. Grass pitch area and POD without pathway. Benches generally DDA friendly designs although some away from paths.

GREEN SPACES	Fully accessible	Part accessible	Not accessible	Comments
BROWNSOVER RECREATION GROUND				Boughton Road BMX or gaelic Flood plain? Strawberry fields?
COCK ROBIN WOOD (LNR)	no	yes		Nature Area with occasional muddy paths that can be uneven; some areas unsuitable for wheelchairs etc. Limited onsite parking (no specific bays)
BOUGHTON ROAD BY PICNIC SITE		part		Grass area adjacent to the canal
BROWNSOVER EAST FLOOD PLAIN			no	Grass meadow which floods
BILTON GREENS	yes			Open site within public highway, public paths crossing through the green
JUBILEE GARDENS	yes			Town centre garden with footpaths and benches
SWIFT VALLEY CONTRY PARK		part accessible		Nature area with good access and large stone carpark. access onto a circular walk is good with stone paths and adapted kissing gates to enable mobility scooters. the circular walk does become a litte wet and muddy due to the site being Ridge and Furrow agricultural land.Plenty of eco friendly benches on the route which are close to the footpaths. The rest of the site is not suitable due to the lay of the land for wheelchairs and mobility scooters.
CAWSTON OPEN SPACES		yes		Meadow areas cut annually with uneven, stone/clay paths through the area, along with cut paths through grass. Paths susceptibly wet/muddy and uneven in places. Public roadside parking around Cawston.
GEC RECREATION GROUND		part, mainly due to seating		Onsite parking (specific bays); general open grass site; with public paths through the area and circulatory route and offering access to play and gym equipment. Some seating without backs and/or arms. Pavilion on site, convenience's closed to public.
CLIFTON LINKS OPEN SPACE		part accessible		Play area with access path to both self closing brightly coloured self closing gates. Bench in play area with back, but not arms. Path through general open space from Braids Close to Ridge Drive.
CAVE CLOSE OPEN SPACE	yes			General open grass site; with public paths through the area and access to play equipment. Roadside parking available nearby. (CH - play area with two self closing brightly coloured gates distinct from fencing, and path linking both gates and much of the play equipment. Benches with backs and arms. Bins away from paths though)
TURCHILL ROAD OPEN SPACE	yes	CH - part accessible		General open grass site; with public paths through the area and access to play equipment. Roadside parking available nearby. (CH - Play area with pathways to both self closing pedestrian gates brightly coloured and distinct from fence, and good access within play area. However dog grids at both gates present difficulty to some. Benches without backs or arms)
HALL CLOSE DUNCHURCH			no	Closed orchard site
BRACKEN DRIVE OPEN SPACE			no	General grass area

GREEN SPACES	Fully accessible	Part accessible	Not accessible	Comments
CAWSTON PHASE 3 (Cawston NEAP)	yes			General open grass site; with public paths through the area and access to play equipment. Roadside parking available nearby. Benches with backs and arms and adjacent hard surfacing.
COTON PARK		part accessible		Paths through the open sapce, and offering good access in and around play area and MUGA. Much of the wider open space away/without paths. Benches with backs and arms and adjacent surfacing.
BILTON PAVILIONS	yes	part accessible		General open grass site; with public paths through the area and access to play equipment. Roadside parking available nearby. (CH - benches with hard surfacing under/adjacent, but backs and arms very low and offer limited support. Paths to access bridge with significant gradient.)
WILLANS OPEN SPACE	yes			Open grass area, with planting; public footpaths around the site and roadside parking nearby.
GLADSTONE GREEN	yes			Small pocketpark with path through site and to access picnic/seating area and raised beds. Benches with backs and arms and DDA friendly design of picnic bench to accomadate wheelchairs/buggies.
CENTENARY PARK		part accessible		Generally good access with through pathways and circulatory path networks, and benches with backs and arms and adjacent hard surfaces, and picnic benches with DDA friendly design to accommadate wheelchairs and buggies. Good access to and within play, MUGA, gym equipment etc, ofering a range of inclusive facilties and sensory planting. Bright self closing gates in contrast to fences/hedges. Some areas difficult for some to access due to steep gradients, or being wildlife areas.
HARRIS CLOSE				

AGENDA MANAGEMENT SHEET

Report Title: Scrutiny Review of Informing and Engaging Our Communities

Name of Committee: Cabinet

Date of Meeting: 3 June 2019

Report Director: Executive Director

Portfolio: Non-specific

Ward Relevance: All

Prior Consultation: Brooke Overview and Scrutiny Committee 11 April 2019

Contact Officer: Matthew Deaves, Communication, Consultation and Information Manager, Tel: 01788 533562 or matthew.deaves@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

Corporate Priorities:

(CR) Corporate Resources
(CH) Communities and Homes
(EPR) Environment and Public Realm
(GI) Growth and Investment

This report relates to the following priority(ies):
☐ To provide excellent, value for money services and sustainable growth
☐ Achieve financial self-sufficiency by 2020
☐ Enable our residents to live healthy, independent lives
☐ Optimise income and identify new revenue opportunities (CR)
☐ Prioritise use of resources to meet changing customer needs and demands (CR)
☒ Ensure that the council works efficiently and effectively (CR)
☐ Ensure residents have a home that works for them and is affordable (CH)
☒ Deliver digitally-enabled services that residents can access (CH)
☐ Understand our communities and enable people to take an active part in them (CH)
☐ Enhance our local, open spaces to make them places where people want to be (EPR)

☐ Continue to improve the efficiency of our waste and recycling services (EPR)
☐ Protect the public (EPR)
☐ Promote sustainable growth and economic prosperity (GI)
☐ Promote and grow Rugby's visitor economy with our partners (GI)
☐ Encourage healthy and active lifestyles to improve wellbeing within the borough (GI)
☐ This report does not specifically relate to any Council priorities but

Statutory/Policy Background: None

Summary: A review on the theme of communication, engagement and public consultation was included in the overview and scrutiny work programme for 2017/18. The review was delayed until 2018/19 and commenced in June 2018.

The task group's conclusions and findings are presented in the appended review report.

Financial Implications: There are no financial implications for this report.

Risk Management Implications: There are no risk management implications for this report.

Environmental Implications: There are no environmental implications for this report.

Legal Implications: There are no legal implications for this report.

Equality and Diversity: There are no equality and diversity implications for this report.

Options:
1. To approve the review recommendations.
2. To approve the review recommendations with amendments.
3. To not approve the review recommendations.

Recommendation: Recommendations 1-9 of the task group (as detailed in section 1 of the report) be approved.

Reasons for Recommendation: The review recommendations are based on evidence gathered by the task group and endorsed by Brooke Overview and Scrutiny Committee on 11 April 2019.

Cabinet - 3 June 2019

Scrutiny Review of Informing and Engaging Our Communities

Public Report of the Executive Director

Recommendation
Recommendations 1-9 of the task group (as detailed in section 1 of the report) be approved.

1.   BACKGROUND

At the annual overview and scrutiny workshop held on 8 March 2017, communications, engagement and public consultation were raised as separate suggestion for scrutiny topics. The scrutiny committee chairs subsequently decided to link these suggestions and include a review topic covering communication, engagement and public consultation in the 2017/18 scrutiny work programme.

On 17 October 2017, the Whittle Overview and Scrutiny Committee was asked to consider and approve the draft one-page strategy for the review and the timing of the review, takin account of other work involving the relevant officers.

The one-page strategy for the review was agreed by Whittle Overview and Scrutiny Committee on 17 October 2017 bud due to the relevant officers' other work commitments, the review was delayed until 2018/19. A task group was appointed and began its work in June 2018. The review included a case study campaign aimed at changing resident behaviour around waste and recycling.

2.   FINDINGS AND RECOMMENDATIONS

The task group completed its work in March 2019. The review report is appended for consideration.

A number of recommendations have been developed to help ensure that the council's communications and engagement campaigns are efficient and effective, and to maximise the learning from the case study campaign on waste behaviour change.

The recommendations will help the council to demonstrate value for money for future communications and engagement activity, but there are no direct financial implications.

An update on the progress of the task group's recommendation will be presented to an overview and scrutiny committee in 12 months' time.

Name of Meeting: Cabinet

Date of Meeting: 3 June 2019

Subject Matter: Scrutiny Review of Informing and Engaging Our Communities

Originating Department: Executive Director

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	Brooke Overview and Scrutiny Committee 11 April 2019 Agenda and Minutes https://www.rugby.gov.uk/meetings/meeting/885/brooke_overview_and_scrutiny_committee
2	Informing and Engaging Our Communities Task Group Agenda and Minutes https://www.rugby.gov.uk/meetings/committee/63/informing_and_engaging_our_communities_task_group

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

REVIEW OF INFORMING AND ENGAGING OUR COMMUNITIES

March 2019

CONTENTS

TASK GROUP MEMBERSHIP

The task group consisted of the following members:

Councillor **Dale Keeling** (Chair)
Councillor **Andrew Bearne**
Councillor **Tim Douglas**
Councillor **Claire Edwards**
Councillor **Anthony Gillias**
Councillor **Bill Lewis**
Councillor **Ramesh Srivastava**

FOR FURTHER INFORMATION

Please contact:

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ACKNOWLEDGEMENTS

The task group would like to thank the following organisations for their valuable contribution to this review:

- Oliver Gallant (Head of Digital, Quidem Digital)
- Jo Billings (Regional Events Director, Quidem Digital)

The task group are also thankful to the following officers who have supported them throughout the review process:

- Matthew Deaves (Communication, Consultation and Information Manager)

CHAIR'S FOREWORD

I would like to thank councillors and officers who attended the task group meetings, each meeting an open friendly discussion of sharing ideas and opinions on communication, marketing and the councils use of social media to get its message across to residents.

It was noted whilst it's true that Rugby compares very well to the rest of the county by having the lowest contamination levels across waste collected, recycled and composted. The task group felt this could be improved on via use of communication in a different format. As behaviour change communications had not been effective in the past the task group recommended a new approach.

An idea put forward by officers to have an 'online only' campaign to highlight recycling information for residents was seen by the task group as an exciting new project that if was successful, could be used in other services. I am pleased to say that this was enthusiastically supported by every member of the task group. The campaign which consisted of talking wheelie bin characters in a short video of course would have to be annualized in order to measure its affectedness in helping to change habits for those residents who are still confused to which item of rubbish should go into which bin.

This is a first for Rugby Borough Council, if successful, social media promotions could be used by all departments to help communicate important messages to local residents.

I would like to thank officers for their hard work on this project and Quidem Digital for their recycling marketing video and presentation.

Councillor Dale Keeling
Chair

1.   RECOMMENDATIONS

The task group proposes the following recommendations to Cabinet:

1.	The Council maintains a forward plan of key publicity, marketing and promotional campaigns.
2	Council services identify a clear purpose for every publicity, marketing or promotional campaign, together with ways to measure the campaign's success.
3.	Members be provided with a copy of 'New conversations: LGA guide to engagement' to assist them when engaging with ward residents.
4.	The annual media training for members be reviewed to include social media, communications techniques, webcam etiquette and other relevant topics.
5.	The Communications, Consultation and Information Manager, with the Executive Director, establish a reference group of Members representing a mix of urban and rural wards, to act as a sounding board for any current issues affecting consultation or engagement and to help shape future campaigns.
6.	Cabinet to note the 'Which Council does What' information leaflet attached at Appendix 4 to the report.
7.	The findings of the Task Group relating to waste behaviour change in Warwickshire, and the use of effective measures of behaviour change, be reported to the Warwickshire Waste Partnership.
8.	The Communications, Consultation and Information Manager report the outcomes of the behaviour change campaign to an Overview and Scrutiny Committee when they are known.
9.	Members be provided with a resource pack explaining the behaviour change campaign and including relevant images and content to help them promote behaviour change within their wards.

1.1   Alignment with the Corporate Strategy

The review relates to the following corporate priorities:

**CORPORATE RESOURCES: Ensure that the council works efficiently and effectively
COMMUNITITES AND HOMES: Deliver digitally-enabled services that residents can
access**

2. OBJECTIVES

2.1 Background

At the Overview and Scrutiny Work Programme Workshop on 8 March 2017, members considered a proposal for a review about communication, engagement and public consultation. The overview and scrutiny chairs agreed this review should be included in the work programme for 2017/18.

A one-page strategy for this review was agreed Whittle Overview and Scrutiny Committee on 17 October 2017. Due to lead officer's other work commitments, the review was delayed until 2018/19. A task group was appointed and began its work in June 2018.

2.2 The One Page Strategy

The 'one-page strategy' is the name given to the scoping document for the review. It defines the task and the improvements being aimed for and how these are going to be achieved. The review's one-page strategy, revised by the task group at its inaugural meeting on 21 June 2018 and subsequently approved by Whittle Overview and Scrutiny Committee on 16 July 2018, is as follows:

What is the broad topic area?

How can we involve communities in decisions that affect them, in ways that suit them?

Can we provide information and tools to council teams and to Members, so that they can inform and engage communities where relevant?

What is the specific topic area?

The last five years has seen an explosion in the use of social media and the consumption of mobile content, resulting in a shift in user habits and expectations.

These new habits have also provided new opportunities for very targeted content placement, reaching specific communities at relatively low cost.

The review will look at including a range of new media that members and relevant officers can use, together with a refreshed package of traditional engagement techniques.

It will include some analysis of when it may be appropriate to use each technique, depending on the objectives of the engagement exercise.

What should be considered?

- Relevant best practice from other authorities, and the Local Government Association
- New trends in technology
- Changes in community expectations
- Resources
- Case studies

Who shall we consult?

- Communications, Consultation and Information Team
- Members
- Relevant officers
- Residents who do not use social media
- Residents' associations
- Business community
- Schools
- Warwickshire County Council
- Parish councils

How long should it take?

Around six months, depending on the amount of support needed.

What will be the outcome?

- Understanding of a variety of methods to involve members and residents on issues that affect them.
- Recommendations to cabinet that will ensure decisions on budget proposals presented to council have been informed by timely and relevant community engagement.

3.   METHODOLOGY

3.1   Overview

The task group met four times between June 2018 and March 2019. The evidence that the group considered included:

- Scene setting through the one-page strategy providing background and context for the review
- Communication Strategy 2014
- Web Content Standards 'Golden Rules'
- LGA Guide to Engaging Communities 'New Conversations'
- Breakdown of communications channels available to the Council and their use
- Waste Behaviour Change Communications in Warwickshire
- Presentation from Quidem Digital explaining the company's background and what learning from their previous campaigns can be offered to the Council
- The Council's recycling campaign and animation
- Data on recycling/waste collection rates

3.2   Access to evidence

The Task Group review papers are available online at https://www.rugby.gov.uk/meetings in the section '*agendas, reports and minutes'*, and can be found by selecting *Informing and Engaging Our Communities Task Group.*

4. FINDINGS

4.1 Background

The last five years had seen an explosion in the use of social media and the consumption of mobile content, resulting in a shift in user habits and expectations.

These new habits had also provided new opportunities for very targeted content placement, reaching specific communities at relatively low cost.

4.2 The Council's Communications Channels

The task group received a presentation setting the scene for the review outlining the communications channels available to the Council and their use:

4.2.1 News Releases and Media Relations

News releases and media relations were sent to:

- all councillors
- all parish councils that have opted in
- Warwickshire and West Midlands Association of Local Councils (WALC)
- relevant internal contacts
- local, regional, national or trade media (as relevant)
- the Council's website and social media (as appropriate)

Parish councils were periodically contacted by officers to see whether they wish to be added to the distribution list. Parish councils that were on the distribution list may use the council's news releases as they see fit.

4.2.2 The Council's Official Website

The website was designed to help residents 'get things done' and engage. The secondary purpose of the website was to inform, especially in relation to getting things done. A strategy was in place to simplify the user journey and remove barriers to engagement. The website was designed to be viewed on mobile devices.

4.2.3 Social media

Through social media platforms, officers were able to breakdown users by gender, age, country of origin and other characteristics available. Facebook had also launched a new feature that allowed users to translate posts and comments on Facebook pages into their native language.

The Council had seven corporate Facebook pages, two partnership pages and the Mayor's page. The Council also had 10 official Twitter accounts including two officer accounts.

Images and video amplify reach and click-throughs.

4.2.4 Email

Email was actively used by the Communications Team, the Benn Hall, the Rugby Art Gallery and Museum and the Rugby Visitor Centre. Email opening rates were up to 70 per cent comparing to the industry average of 16 per cent.

Use of bulk email software reduced risk of Data Protection breach and provided analytics data. Various lists were in use.

Email also allowed for A/B testing. A/B testing was a way to compare two versions of a single email and determining which of the two variants was more effective.

4.2.5 Letters

Letters were the most expensive means of communication. There was very little data around the effectiveness of direct mail.

This form of engagement was best utilised when targeting a particular area or a topic of interest, for example: a local plan consultation.

4.2.6 Leaflets and other print media

Leaflets and other print media were not a preferred choice of communication as they were expensive and difficult to keep up to date. Information on the website is available in a print format on request.

'Which Council does What'

The leaflet, attached at Appendix 4, was created to provide an overview of responsibilities of Rugby Borough Council and Warwickshire County Council.

At its inaugural meeting, the task group noted that the council, being a two-tier authority, can cause confusion to members of the public. Using graphics, the leaflet was created to address the issue and provide a better understanding of what each authority was responsible for.

The leaflet was intended to be shared on social media platforms. An A1 print version of the leaflet was on display in the Town Hall foyer.

4.2.7 Overview and Scrutiny Work Programme Workshop

The workshop was a communication channel used by overview and scrutiny to engage with members of the public, voluntary and community organisations, councillors and council officers.

Each year, the borough council invited organisations and individuals to make suggestions for overview and scrutiny reviews on matters of community interest or concern.

The workshop would discuss and outline proposals for the overview and scrutiny review work programme for the next municipal year.

For 2019/20, the process of informing the work programme and engaging with wider communities was under review.

4.2.8 Recent Engagement with Communities

The council had recently engaged with communities on the following:

- Local Plan
- Review of Public Spaces Protection Orders
- Improvements to the Whitehall Recreation Ground
- Heritage Lottery Fund bid for the Rugby Art Gallery and Museum

Each engagement was targeted and focused to attract people that had an interest in the area and/or who were directly affected. Not all members of the public want to be involved in consultation.

4.3 Case Study

4.3.1 Understanding new ways to engage residents

Early in the review the task group decided that it would be helpful to oversee the design and delivery of a meaningful campaign. This would help the group to understand new ways to engage residents while providing the council with data on their effectiveness.

The group agreed to work on a campaign to reduce the amount of contamination in the blue-lid recycling and green garden waste bins, and to reduce the amount of recyclables put in the black rubbish bin. This campaign would help the council to meet some of its other objectives as well as assisting the task group.

4.3.2 Quidem Digital

The task group reviewed a proposal worked up by the Communications, Consultation and Information Manager with Quidem Digital. Quidem Digital works with clients to harness the communications and engagement tools available to their advantage. The company developed its own original content in-house. Their job was to make sure that the right people were getting the right message when they needed it.

Good storytelling was of the utmost importance. A story had to be presented in an engaging way with a clear call to action and served on the right platforms to the right people. The story also had to be supported by accurate data.

In present day, a lot of advertising happened online. A pre-roll ad was a promotional video message that played before the content selected. Users were allowed to skip the ad after six seconds of free advertising. The pre-roll ad may have no link to the selected content as it was based on very accurate algorithms (any video source was generally powered by Google, Yahoo or Bing).

People were 10 times more like to stop and engage with video content. It was important to gear campaigns around the local audience as they were more likely to engage.

4.3.3 The Council's Recycling Campaign

The digital campaign aimed to evidence behaviour change in Rugby. It would be delivered through multiple channels and focus on a web animation which would be placed using a commercial algorithm.

Quidem Digital developed a short informative animation film featuring three bins. To bring them to life and connect with the audience, each bin had a voice and a character. A competition within local schools to name the bins was under consideration.

Shorter animations featuring individual bins would be produced in due course.

Measures and desired outcomes of the campaign:

- Quantitative data supporting (or not) link between campaign and behaviour change
- Use of video
- Use of animation to reach various communities
- Output in various formats for use across multiple channels
- Available to education officers for use in schools and community groups
- Future-proofed where possible

Behaviours in need of addressing:

- Plastic bags
- No blame (I do everything right)
- Non-believers (Why should I care)

The principle method for delivery of the campaign was YouTube followed by Facebook and Instagram. A radio campaign would run alongside the digital campaign.

Engagement with the campaign would be measured via web scripts used on the relevant webpages including:

- Leaflet circulated with Council Tax bills - /whichbin
- Animation - /recycling

The cost of the campaign was covered within an existing budget. As the animation was fully licenced to Rugby Borough Council, no further costs were anticipated.

4.3.4 Waste Behaviour Change Communications in Warwickshire

An analysis report on waste and recycling behaviour change communications, led by Warwickshire County Council on behalf of the Warwickshire Waste Partnership, is attached at Appendix 5.

The findings of the analysis showed that Rugby compared extremely well to the rest of the county and had the lowest contamination levels across waste collected, recycled and composted. Previous behaviour change communications had not been effective.
The data allowed the task group to establish a baseline for the contents of the waste bins, for future comparison.

4.3.5 The campaign

The 'Which bin should I use' animation was launched in mid-March 2019 and can be viewed at www.rugby.gov.uk/whichbin. It was initially launched without subtitles. English and Polish subtitles would be added at a later date.

The task group agreed that what they had learned from the campaign so far should be reported to councillors in advance of the conclusion of the campaign. The Communications, Consultation and Information Manager could report the results of the campaign to councillors when they were known.

5. CONCLUSIONS

The task group drew the following conclusions from the evidence that it gathered:

1   *The amount of communications activity, and the numbers of people reached, are not always an effective way to measure communications or engagement.*
2   *By identifying the purpose of a communication or engagement before the campaign starts it is possible to establish useful measures of their effectiveness. Good data is essential in order to do this well.*
3   *Communications and engagement are most likely to be effective when they are targeted at the individuals or communities who are most affected or who are most interested. This applies to digital techniques as much as it applies to, for example, individual letters to residents.*
4   *Digital techniques allow for more targeted communications and engagement and provide real-time data that demonstrate their effectiveness.*
5   *Digital exclusion remains a concern. Parish councils and ward councillors can help by communicating with residents and promoting positive engagement.*
6   *The LGAs "New Conversations" guide to engagement is a valuable resource for councillors to consider when engaging with their communities.*
7   *Ward members have valuable knowledge of their ward areas that can help services to target communications and engagement more effectively.*
8   *There was an appetite amongst members to be involved in preparations for communications and engagement campaigns where possible, so that they may better understand the rationale for a given approach and are able to contribute their knowledge and experience.*
9   *The council's recycling animation was a new approach to changing behaviour. Other council services may benefit from this way of engagement.*
10 *Easy to read fact sheets such as the "which council does what" graphic were considered useful.*

For 2019/20, the process of informing the work programme and engaging with wider communities was under review.

4.2.8 Recent Engagement with Communities

The council had recently engaged with communities on the following:

- Local Plan
- Review of Public Spaces Protection Orders
- Improvements to the Whitehall Recreation Ground
- Heritage Lottery Fund bid for the Rugby Art Gallery and Museum

Each engagement was targeted and focused to attract people that had an interest in the area and/or who were directly affected. Not all members of the public want to be involved in consultation.

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Rugby Borough Council
Communications Strategy 2014
For adoption.

1. The council

Rugby Borough Council is making things better for its residents. By understanding the communities that it serves it provides customer-focused services that meet their needs. The council has ambitious plans for the future growth of the borough, and also to maximise the potential benefits arising from being the birthplace of Rugby football.

2. This strategy

This communications strategy sets out how we will communicate with our residents, businesses, visitors and staff.

In short, our communications will be **direct, digital, devolved, data-led**, and **deliberate**.

3. Direct communications

Summary

Rugby Borough Council's communications team see the local press, radio and television as only one way of many to reach our communities. Fewer of our residents regularly access traditional media than ever before, and this number is continuing to decline. We must find ways to communicate directly with our communities in ways that are relevant to them. Targeted communications are more effective than traditional approaches, and allow our communities to interact with the council. Direct engagement with relevant messages, not broadcast, is the key to effective and accessible communications.

Actions

We will:

- target our communications directly to the individual, business or community who will most benefit or who are most affected.
- use demographic data to help us to identify who we should engage with, and how to communicate with them using language they understand and in a format they prefer.
- encourage individuals and businesses to interact with the council through their chosen means of communication.

4. Digital communications

Summary

Our communities are becoming "digital-enabled". Broadband and wifi coverage is nearly universal, and in some communities smartphones are starting to replace fixed telephone lines. Our citizens are able to communicate with and access services 24/7, in the palm of their hand. This is an opportunity that we must embrace, ensuring that the council maximises its presence in the social networks that our citizens use.

Our smartphone app has helped us to serve up content in a format convenient for these users. We must make sure that the right content and right services are accessible on all types of devices and at all times of the day and night to our communities. Digital technologies will help us to do this.

Actions

We will:

- create an infrastructure that allows us to format content, services and information in ways that are useful to our users, regardless of the type of device that they are using.
- adopt web content standards to ensure our web content is relevant, concise, and aimed at helping our website users to complete their chosen task.
- create content in formats and using technologies that allow our communities to reuse it in ways that they find useful.
- engage with our communities in the social networks that they use, helping them to find the information they need, report problems, and achieve their goal.

5. Devolved communications

Summary

Rugby Borough Council trusts its staff and members to represent the best interests of our communities and the council, and will help them to do so whenever it is appropriate. Our combined voices are more powerful, more engaging, and more effective than a single centralised message.

Actions

We will:

- help members and officers to get the skills and knowledge that they need to interact with our communities in the social networks that they use, in a timely, relevant and professional way.
- provide tools and relevant guidelines to help appropriate council departments to promote their services in a timely, relevant and professional way.
- provide the infrastructure to allow members, officers and citizens to report on meetings or events in real-time.

6. Data-led communications

Summary

Good data helps us to get things done. It can show us what needs doing, where, and when. Presented well, it can help our communities to understand the council's decisions. We must make sure that our communications are based on good evidence too. And in those situations where there is no evidence available, we will collect evidence so that it is available to us in future.

Our service areas check their systems, plan changes, implement them and re-check as matter of routine. We must similarly monitor and evaluate our communications.

Actions

We will:

- use data to help us to decide what needs doing, how to do it, and how well we did.
- use good graphic design to help us to present complex data in a way that is easy to understand.
- evaluate our communications by tracking how they have affected desired outcomes.

7. Deliberate communications

Summary

Our communications team has the skills, knowledge and experience to more proactively manage our communications. These communications must focus on key corporate themes, and help our services understand how their messages fit into the bigger picture.

We will be deliberate about this. Sometimes it will be necessary to postpone a communications campaign, or not do it at all, in order to most benefit the council and our communities as a whole. But by planning everything we do in advance, we will be able to take advantage of regional, national or international events more effectively.

Actions

We will:

- use a calendar to help us focus our communications and time their delivery to maximum effect.
- make sure that all of our communications campaigns have a well-defined purpose or "call-to-action" that we can monitor and evaluate.
- make use of regional, national and international news topics and trends to maximise exposure to our communications campaigns.

Rugby Borough Council web content standards.
For adoption

"Golden Rules"

In a sentence:

> Is the information you're presenting to the public necessary, readable, original, easy to find and well-presented?

In a checklist:

1. Is the content answering a question that our customers are asking?

2. Is your content easy-to-read and understandable to a layperson?

3. Is the content original?

4. Can the content be found using search words that make sense to the customer?

5. Are graphics and pictures appropriate and do they add something to the page?

Is the content answering a question that our customers are asking?

Council websites can be cluttered with pages there is no demand for.

This wastes officer time spent writing and maintaining them, and customer time spent wading through them to get to what they need.

Irrelevant content makes relevant information harder to find by making it difficult to navigate to and search for.

Could you justify the publication of your page if you were asked?

Consider…

Who's going to read it?

Pages should relate to questions or queries asked repeatedly by customers.

Your audience should be clear to you as you write.

- Does your page relate to a specific council service?
- Does it meet the needs of the customer, as well as the council?
- Is the potential audience large enough to justify publishing the information?
- Is the potential audience able or likely to access the information via the internet?
- Is there a statutory requirement to publish this information?

Why does your audience need to know?

Information gained from a website should enable, equip or inform a customer to take an action. It's rare to find anyone that will browse council web content for fun.

Think laterally about their reasons for visiting your page, and gear your content toward those reasons.

Is your content easy-to-read and understandable to a layperson?

Web content is often scanned rather than read line-by-line.

Jargon, acronyms and technical terminology can make this difficult, and give the impression that a page is written for experts rather than for everybody.

This leads to a perception that the council is not accessible. It also inevitably leads to people seeking information elsewhere, or through other means.

Poorly written content online often leads to an increase in telephone calls and emails to the council to clear up confusion.

Could you understand your page with no prior knowledge?

Consider…

Is it written in an accessible tone, in plain English, without being over-familiar?

Your page should:
- Be interesting but serve a purpose
- Be approachable but not too chummy
- Feel modern but not try to be 'down with the kids'
- Focus on your council's customers not internal services

Does it get to the point?

Your page should set out its purpose within the first sentence.

Does it avoid jargon?

Is it presented in an interesting and intuitive way?

Information should be in a common-sense order. Don't assume the customer already knows what you're talking about in your introductory sentence.

Big blocks of text are difficult to read. Consider presenting 'sets' of related information in tables or introducing bulleted lists.

Use bold text, but sparingly. Avoid different coloured or differently sized text wherever possible, and never use italics or underlining.

Are headings used appropriately to break content up into identifiable sections?

Headings provide a means for customers to quickly scan a page and identify the content they want to read. However, having too many headings can make a page look cluttered, making it harder to scan, so finding a good balance is key.

Use headings rather than bold text.

Is the content original?

Content writers have to be careful when copying information from other places, especially private sector sources.

Not only are there potential issues with copyright ownership and intellectual property, changes to the information at the source may not be reflected in our web pages.

In addition, sometimes the data is simply not needed – if information already exists, a smarter way to refer to it is by directing customers straight to it.

Care also needs to be taken with images and graphics.

Are you sure that the information or images you're including are owned by your organisation and won't change outside of our control?

Consider…

Are you copying information stored or owned by an external agency, body or company?
If so, you may need to gain direct permission to do so.

Guide customers to external resources rather than reproducing information already available somewhere else.

Is the information advertising a company or private sector service?

The council should not promote or imply promotion of specific businesses or companies.

Are the images, graphics or photographs you're using copyright-free, public domain, or owned or created by your organisation?

Make sure you are using images that don't have a copyright on them – don't save images from search engines for use in council pages.

Can the content be found using search words that make sense to the customer?

Customers may use search words that don't match the exact terms used by your organisation.

The website should be designed for customer use – we need to be aware of the kinds of ways customers will search for our information. It's likely that someone in your organisation will have access to analytics information, telling you about the search terms used.

However interesting and important our content might be to us, the key things to keep in mind as we create a page are how, why and when a customer will want to read or use it.

If we make our content too hard to find, or too complicated for customers to understand, the council will appear out-of-touch, aloof and not working for the people it serves.

What will customers use as search words when they look for your content?

Consider…

Is there a more common way of phrasing something?

For instance, the council might refer to "waste management", but customers will overwhelmingly refer to "rubbish" or "bins".

Does your page title reflect what people will search for?

The title forms the key data used by search engines when indexing and directing customer queries.

'Front-load' titles where possible – put keywords first.

Keep them short and snappy.

Avoid "etc" – be precise – no-one ever searches for "etc".

Have you neglected the "Introduction" or "Summary" sections?

An introduction or summary section provides a short explanation of what the page is about and is used to describe the page for Google and other search engines.

Are the graphics and pictures appropriate, and do they add something to the page?

Images and graphics are useful tools for making a page look interesting, to illustrate points, and for design reasons such as breaking up large amounts of text.

However, you need to be sure that images you do use are of sufficient quality to add something to the page.

You also need to be sure that their use is thought about carefully to make sure customers with accessibility issues aren't disadvantaged if they can't see them.

If we're not careful about our use of images and pictures, pages can look amateurish or vary too much from one service to the next. This doesn't present a professional, consistent, joined-up website to customers.

If the page looks amateurish or poorly laid-out, no matter how good the content is, the information will not be credible or trustworthy to customers.

Do your images add anything to the page?

Consider…

Is the picture strictly necessary?

It might seem desirable to illustrate a page about farming and agriculture with a picture of a tractor, but how does this help the understanding of the customer?

Does the image clash?

Images might clash with the scheme of the site as a whole, or even with other pictures on the same page. Don't, for instance, mix representative clip-art with high resolution photographs.

Is it the right size?

Pictures that are much bigger than the amount of text on the page make the content difficult to read.

Too many pictures also draw the eye away from important information, reduce the visual effect of including them at all, and makes pages crowded and messy.

Less is frequently more.

Appendix 3

What stage of the decision-making process are we at?

Below is a table for the different channels and methods you should use depending on how far advanced you are in the process. The idea, of course, is that once you're past the initial stage of just beginning to talk, the rest should follow fairly naturally, as you become more familiar with stakeholders.

Where are you?	Communication	Engagement methods	Information
Just beginning to talk	Exploratory style focused on gauging awareness	Focus groups and research surveys	Introducing initial thoughts
It's out there and people are talking	Setting the agenda and communication of clear direction	Feedback sessions, deliberative events and co-production	Explanatory, making a case for the direction
Plans are receiving feedback and we're working on it	Formal communication that invites feedback	More formal planning and impact sessions	Detailed plans and the impacts, roles and responsibilities
Decisions have been made and we're dealing with the consequences	Directional communication, front-line teams and others delivering messages	Face-to-face with front-line teams and individual correspondence; high level support for transition	Guidance on what happens following decisions

What resources do you have and what limitations apply?

We can all design the perfect engagement process given a blank sheet of paper, but in reality the paper is rarely blank. Restricted budgets and legal requirements about timelines mean that your goal is effective and efficient engagement rather than perfect engagement. To achieve that you need to identify and prioritise the resources at your disposal. These might include:[40]

- input by staff, volunteers and other interested stakeholders

- background information or briefing papers on the issues or plan proposals

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40   See The community planning toolkit

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Contents

Foreword

Introduction

Which hat are you wearing?

Context

Section One: The Basics

Section Two: Surpassing Expectations

Section Three: Pilot Projects

Further reading

Glossary

Local Government Association

- independent facilitation

- communication and promotion, venue hire, transport, childcare, translation

- printing and circulating a report for provision of feedback

- resourcing local community and voluntary groups to (where necessary) support people in understanding and responding to information and proposals.

You need to have a budget that matches the scale and scope of the process. You will have defined that when you set out your objectives and likely stakeholders. If there is a mismatch, then either ambition or budget must give way. Before dropping anything from your engagement plan, make sure you consider the statutory requirements.

What methods should I choose?

The below, again taken from the community planning toolkit, is a list of the different types of engagement type you might consider. All of these are defined more fully in **the Glossary**.

- art and creativity
- community mapping
- planning for real ©
- public meetings
- focus groups and workshops

- deliberative events
- web based consultation
- future search
- open space technology
- citizens' juries

- consensus building
- citizens' panel
- street stalls
- questionnaires
- local community meetings

What next?

> Skip to **Foundation IV**

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Which council does what?

Getting in touch with the right people, the first time, makes life that bit easier.

To help, here are some of the things that Rugby Borough Council can help with, and what Warwickshire County Council is responsible for.

Rugby Borough Council

- Waste and recycling collections
- Fly-tipping, litter and graffiti
- Parks, play areas and open spaces
- Anti-social behaviour
- Council car parks
- Council tax
- Council housing
- Homelessness
- Cemetery and crematorium services
- Benefits
- Sport and recreation
- Arts and heritage
- Taxi, alcohol and event licensing
- Pollution, food safety, health and safety
- Planning
- Visitor services and marketing

www.rugby.gov.uk

Warwickshire County Council

- Roads and pavements – including street lights, traffic lights, potholes, gritting, roadworks and residents' parking permits
- Hunter's Lane recycling centre (tip)
- Children's and adult social services
- School place planning, admissions, meals and transport
- Disabled parking (blue badges)
- Libraries
- Trading standards
- Fostering and adoption

www.warwickshire.gov.uk

Waste behaviour change communications in Warwickshire

Report to the Informing and Engaging Communities Task Group
28 February 2019

Introduction

Waste and recycling behaviour change communications are led by Warwickshire County Council on behalf of the Warwickshire Waste Partnership. There are 2.5 full time equivalent communications officers working on waste communications in Warwickshire.

Behaviour change communications

The team has highlighted the following in their update to the December meeting of the Warwickshire Waste Partnership:

- There are around 9500 subscribers from across the county to the "Warwickshire Recycles" email list, receiving regular updates on waste and recycling. This compares to around 15,000 subscribers to Rugby Borough Council's garden waste collection service who we are able to email about related matters.
- The "Slim Your Bin" 4-week behaviour change training programme has recruited 728 participants from across Warwickshire in two years. The campaign asks participants to report on various activities such as litter picking, checking they've used the right bin etc through a web portal to win points and rewards. There is no verification that the submitted activities have occurred.
- The team delivered recycling talks to 8 schools in Warwickshire in the autumn terms.
- 5542 households have signed up to the In to Win programme, run by Daventry District Council on behalf of Northamptonshire Waste Partnership and delivered across Warwickshire and Northamptonshire. Rewards can be used at one of eighteen different organisations in Northamptonshire, but Warwickshire participants are limited to using rewards at Warwick Castle or as an "All for One" voucher.
- The team regularly use social media, with 1030 followers on Facebook and 795 on twitter.

While these communications are identified as "behaviour change", the Partnership has not published any evidence linking these outputs to the Warwickshire Waste Partnership's strategic objectives to reduce the amount of waste generated and increase the proportion of waste recycled or composted. Reported measures are based on participation and activity, rather than waste reduction, recycling or composting rates.

In addition to these Partnership communications, borough and district councils in Warwickshire have promoted their own campaigns. Most districts and boroughs limit their activity to supporting the Partnership activity (above), but Stratford District Council has recently completed its first year of a social media campaign promoting recycling, with a detailed focus on what material goes in which bin.

To understand whether these behaviour change campaigns have had any impact it is necessary to consider data showing the amount of waste collected, recycled and composted.

Waste composition analysis

Warwickshire County Council commissioned waste compositional analysis of waste presented by households across the county. Three samples of 50 households were taken in each Waste Collection Authority. Households were selected from a range of demographic profiles across the County; so the results from each survey could be weighted to provide an annual picture of the residual waste being collected within individual Waste Collection Authorities, as well as across the County. This was carried out for both residual waste and bio waste.

The analysis was undertaken by MEL Research Ltd using accepted methodology to produce statistically relevant weighted results to allow comparison across all authorities and smooth out potential for seasonal variation. The findings were presented to the Warwickshire Waste Partnership in December 2018 and published in January 2019.

North Warks	Stratford	Rugby	Nuneaton	Warwick	county average
3.83	4.04	3.88	3.87	4.14	3.95

Table 1: Residual waste generated (kg/hh/wk)
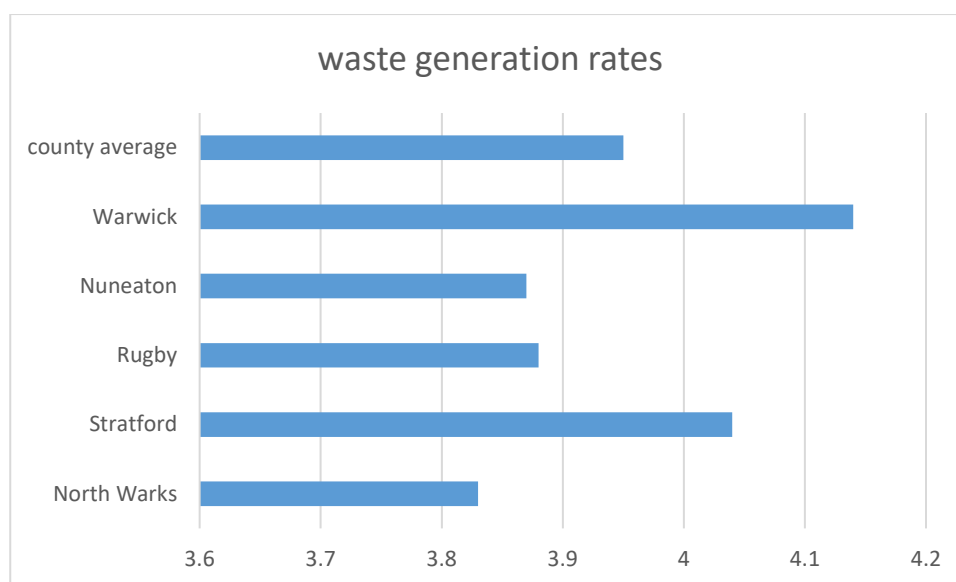
Chart 1: Residual waste generated (kg/hh/wk)

	North Warks	Stratford	Rugby	Nuneaton	Warwick	county average
RECYCLABLE GARDEN WASTE	0.04	0.03	0.05	0.06	0.05	0.05
RECYCLABLE FOOD WASTE	1.24	1.30	1.22	1.27	1.35	1.28
RECYCLABLE OTHER ORGANICS	0.09	0.04	0.00	0.13	0.07	0.07
TOTAL DRY RECYCLABLE	0.44	0.63	0.47	0.66	0.74	0.60
TOTAL ORGANIC RECYCLABLE	1.37	1.37	1.27	1.45	1.46	1.39
TOTAL RECYCLABLE	**1.81**	**2.00**	**1.74**	**2.11**	**2.20**	**1.99**

Table 2: Contaminants in black bin (kg/hh/wk)
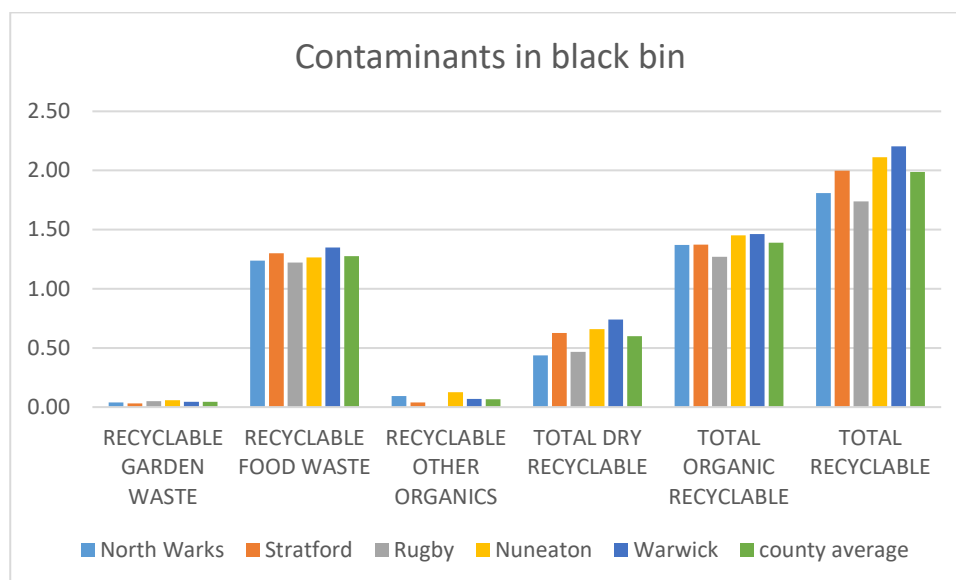
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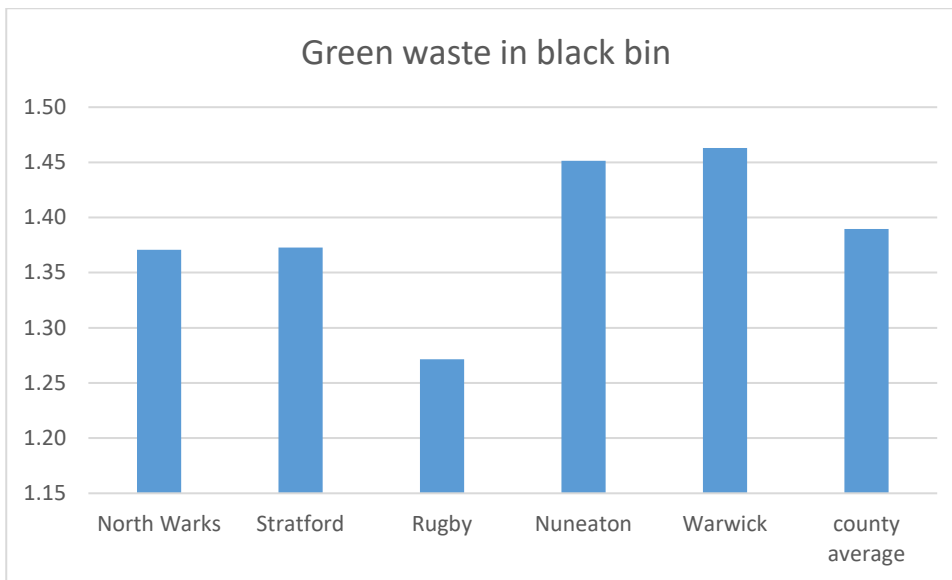
Chart 3: Green waste in black bin (kg/hh/wk)
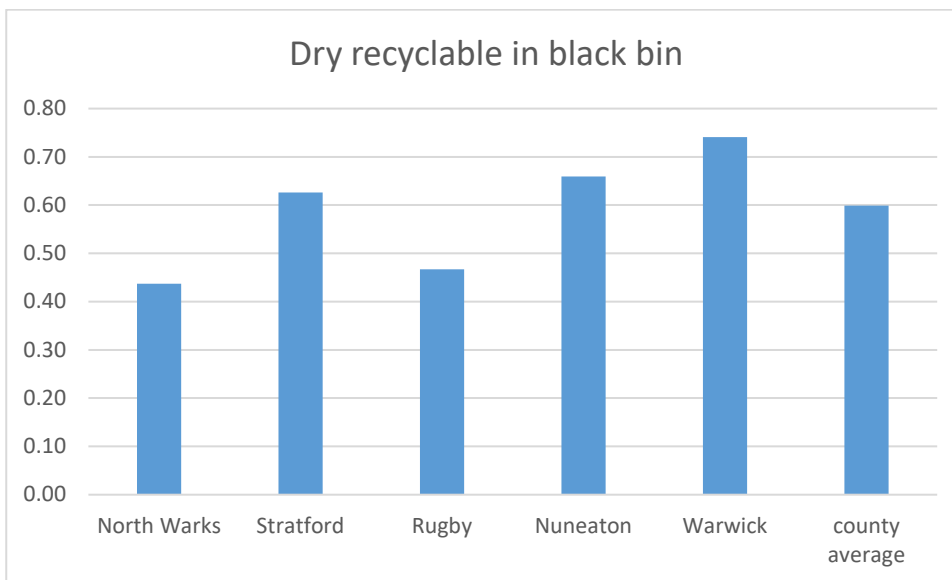
Chart 4: Recyclables in black bin (kg/hh/wk)

	North Warks	Stratford	Rugby	Nuneaton	Warwick	county average
NEWSPAPER & LINERS	0.28%	0.10%	0.25%	0.39%	0.20%	0.20%
GARDEN VEGETATION	69.88%	72.19%	71.41%	68.92%	71.71%	71.32%
FOOD WASTE	7.45%	6.28%	7.30%	8.29%	7.39%	7.08%
PET BEDDING	3.10%	1.54%	2.61%	3.52%	1.93%	2.20%
CONTAMINATION	19.29%	19.89%	18.43%	18.88%	18.78%	19.20%

Table 3: Composition of green bin (%)
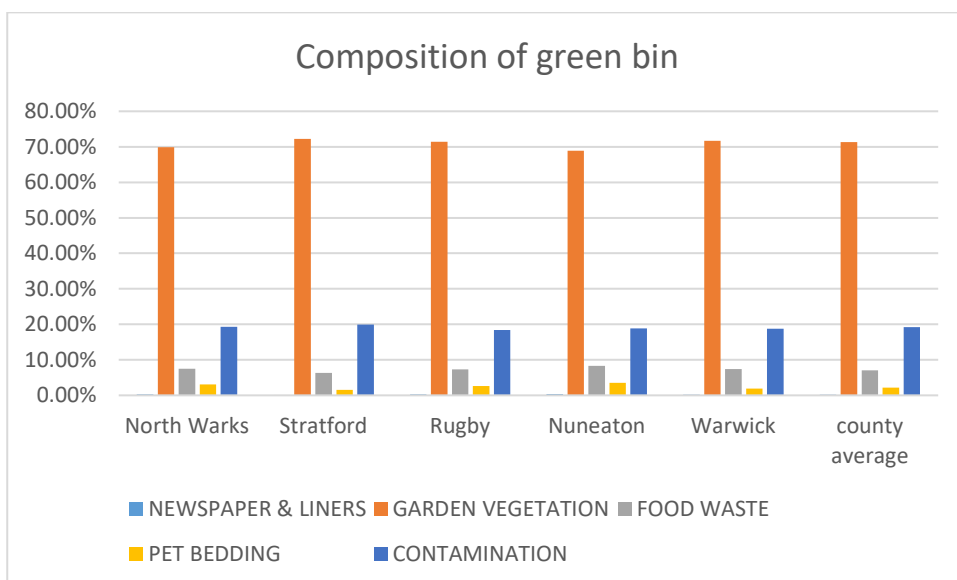
Chart 5: Composition of green bin (%)

Analysis

The charts show that, despite the absence of any recent communications to borough council residents beyond those sent to all county residents, the contamination rate is low and scope for behaviour change is low.

The data shows that there is no clear link between the Warwickshire Waste Partnership behaviour change communications and behaviour change. The data further shows that the move to a chargeable garden waste service has not increased the amount of contamination in the black refuse bin and that the contamination rate is favourable compared to other districts and boroughs.

Nevertheless, contamination does increase costs and any behaviour change that can be evidenced from any future campaign will result in both an evidenced reduction in the amount of waste collected or an increase in the amount recycled or composted, and savings to either the waste collection authority, the waste disposal authority, or both.

Conclusion

To maximise the learning from the campaign it is proposed that a completely different approach is taken, and that none of the methods used above are repeated. This will mean that there will be guaranteed learning points from the campaign, whether or not any behaviour change is evidenced.

The proposed behaviour change campaign should report on the following measures:

- Total waste collected (provides baseline to which following measures can be indexed in case where total waste collected rises)
- Amount of dry recyclable in black bin (change in quantity is evidence of behaviour change)
- Amount of compostable waste in black bin (change in quantity is evidence of behaviour change)

AGENDA MANAGEMENT SHEET

Report Title: Appointments of Working Parties 2019/20

Name of Committee: Cabinet

Date of Meeting: 3 June 2019

Report Director: Executive Director

Portfolio: Corporate Resources

Ward Relevance: N/A

Prior Consultation: All Group Leaders

Contact Officer: Claire Waleczek, Democratic Services Team Leader Tel: 01788 533524 or email: claire.waleczek@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

Corporate Priorities:

(CR) Corporate Resources
(CH) Communities and Homes
(EPR) Environment and Public Realm
(GI) Growth and Investment

This report relates to the following priority(ies):

☐ To provide excellent, value for money services and sustainable growth
☐ Achieve financial self-sufficiency by 2020
☐ Enable our residents to live healthy, independent lives
☐ Optimise income and identify new revenue opportunities (CR)
☒ Prioritise use of resources to meet changing customer needs and demands (CR)
☒ Ensure that the council works efficiently and effectively (CR)
☐ Ensure residents have a home that works for them and is affordable (CH)
☐ Deliver digitally-enabled services that residents can access (CH)
☐ Understand our communities and enable people to take an active part in them (CH)
☐ Enhance our local, open spaces to make them places where people want to be (EPR)
☐ Continue to improve the efficiency of our waste and recycling services (EPR)

☐ Protect the public (EPR)
☐ Promote sustainable growth and economic prosperity (GI)
☐ Promote and grow Rugby's visitor economy with our partners (GI)
☐ Encourage healthy and active lifestyles to improve wellbeing within the borough (GI)
☐ This report does not specifically relate to any Council priorities but

Statutory/Policy Background:

Summary: Cabinet is requested to consider which Working Parties be re-constituted for 2019/20 and appoint the membership of each group.

Financial Implications: There are no financial implications for this report.

Risk Management Implications: There are no risk management implications for this report

Environmental Implications: There are no environmental implications for this report

Legal Implications: There are no legal implications for this report

Equality and Diversity: There are no equality and diversity implications for this report

Options: N/A

Recommendation:
(1) The list of Working Parties detailed in the report be considered; and

(2) the membership of each Working Party which Cabinet decides are required to support the business of the Council be established for the 2019/20 municipal year.

Reasons for Recommendation: Cabinet needs to decide which Working Parties are required to carry out business in 2019/20.

Cabinet - 3 June 2019

Appointment to Working Parties 2019/20

Public Report of the Executive Director

Recommendation

(1) The list of Working Parties detailed in the report be considered; and

(2) the membership of each Working Party which Cabinet decides are required to support the business of the Council be established for the 2019/20 municipal year.

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1. **INTRODUCTION**

    Cabinet is requested to consider which Working Parties need to be re-constituted for 2019/20 to support the business of the Council and appoint the membership of each group required.

2. **MEMBERSHIP OF WORKING PARTIES FOR 2018/19**

    The membership of the Working Parties which were approved for 2018/19 are set out below:

    Gypsies and Travellers Strategy and Action Plan Group

    Councillors Mrs Crane, Lowe, former Councillor Mrs Nash, Pacey-Day, Mrs Parker, Srivastava, Ms Watson-Merret.

    Grants Working Party

    Councillors Brader, Mrs Bragg, Mrs Crane, Mrs Garcia, Mistry, Mrs Roberts, former Councillor Mrs Nash, Mrs Roodhouse and Mrs Simpson-Vince.

    Planning Services Working Party

    Councillors Mrs A'Barrow, Gillias, Lowe, Mistry, Mrs O'Rourke, Roodhouse, Sandison and Mrs Simpson-Vince.

    Health and Safety Members' Working Party

    Councillors Mrs Bragg, Mrs Roodhouse and Srivastava.

Constitution Review Working Party

Councillors Lewis, Mahoney and Ms Robbins.

Waste Management Review Working Party

Councillors Cade, Lewis and Mrs Parker and former Councillor Mrs Avis.

Civic Honours Working Party

Councillors Leigh Hunt, Mistry, Roberts and Roodhouse.

Visitor Economy Cabinet Working Party

Councillors Cade, Lowe, Mistry, Sandison and Mrs Timms.

Asset Management Member Working Group

Councillors Lowe, Ms Robbins, Roodhouse, Mrs Simpson-Vince and former Councillor Ms Edwards.
Named substitutes: Councillor McQueen (for Councillor Roodhouse), Councillor Mrs Bragg (for any Conservative member on the Group), no named substitute for former Councillor Ms Edwards.

Name of Meeting: Cabinet

Date of Meeting: 3 June 2019

Subject Matter: Appointments to Working Parties 2019/20

Originating Department: Executive Director

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

AGENDA MANAGEMENT SHEET

Report Title: Risk Management Strategy

Name of Committee: Cabinet

Date of Meeting: 3 June 2019

Report Director: Head of Corporate Resources and CFO

Portfolio: Corporate Resources

Ward Relevance: None

Prior Consultation: Head of Corporate Resources and Chief Finance Officer
                           Audit & Ethics Committee

Contact Officer: Chris Green – Corporate Assurance and Improvement Manager
                           Tel: 01788 533451

Public or Private: Public

Report Subject to Call-In: No

Report En-Bloc: No

Forward Plan: No

Corporate Priorities:

(CR) Corporate Resources
(CH) Communities and Homes
(EPR) Environment and Public Realm
(GI) Growth and Investment

This report relates to the following priority(ies):
☒ To provide excellent, value for money services and sustainable growth
☐ Achieve financial self-sufficiency by 2020
☐ Enable our residents to live healthy, independent lives
☐ Optimise income and identify new revenue opportunities (CR)
☐ Prioritise use of resources to meet changing customer needs and demands (CR)
☒ Ensure that the council works efficiently and effectively (CR)
☐ Ensure residents have a home that works for them and is affordable (CH)
☐ Deliver digitally-enabled services that residents can access (CH)
☐ Understand our communities and enable people to take an active part in them (CH)
☐ Enhance our local, open spaces to make them places where people want to be (EPR)

☐ Continue to improve the efficiency of our waste and recycling services (EPR)
☐ Protect the public (EPR)
☐ Promote sustainable growth and economic prosperity (GI)
☐ Promote and grow Rugby's visitor economy with our partners (GI)
☐ Encourage healthy and active lifestyles to improve wellbeing within the borough (GI)

Statutory/Policy Background: Not applicable

Summary: The Council introduced its first Risk Management Strategy in 2003. Since then progress has been made in implementing both Operational and Strategic Risk Management across the organisation. This latest version of the strategy identifies the additional work planned to ensure that Risk Management is embedded within the day to day work of the Council.

Financial Implications: No direct implications

Risk Management Implications: 1. As contained within the revised Risk Management Strategy dated 2019.
2. If the Cabinet does not endorse the strategy, the Council's approach to risk management will not be properly documented and outdated processes could be followed.

Environmental Implications: No direct implications

Legal Implications: No direct implications

Equality and Diversity: No direct implications

Options: None

Recommendation: The Risk Management Strategy, as at Appendix A to the report, be approved.

Reasons for Recommendation: To ensure effective Risk Management is embedded within the day to day work of the Council.

Cabinet - 3 June 2019

Risk Management Strategy

Public Report of the Head of Corporate Resources and CFO

Recommendation:

The Risk Management Strategy, as at Appendix A to the report, be approved.

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1.   Background

1.1   The Council introduced its first Risk Management Strategy in 2003. Since then progress has been made in implementing both Operational and Strategic Risk Management across the organisation.

1.2   The previous Risk Management Strategy was endorsed by Cabinet in September 2017.

2.   Report

2.1   A specialist was commissioned in 2018 to deliver risk management training in house to all managers. Given that the Risk Management Strategy was due for review, the specialist was also asked to undertake a review of the previous Risk Management Strategy as a "critical friend". The feedback from the specialist was largely positive. The comments made were all considered and, where appropriate, addressed within the updated Strategy.

2.2   The new Risk Management Strategy is included with this report at Appendix A, and was reviewed and endorsed by the Audit & Ethics Committee on 26 March 2019. The key changes within the new Strategy are as follows:
- To emphasise that the Council is making its risk management processes "built in not bolted on" (page 2).
- A summary has been added of the progress made by the Council towards embedding effective risk management since the Strategy was first introduced in 2003 (page 3).
- A paragraph has been added to explain what is meant by 'opportunity' in the context of risk management (page 4).
- A paragraph has been added in line with best practice, stating the Council's approach to 'Risk Appetite' (page 4).
- Section 5 (pages 9-11) has been expanded to include a mosaic diagram showing how risk management links with other management processes, an explanation of the action planning process and how it links with risk management, and an explanation of how the Council uses insurance as a mechanism for managing risk.
- On page 14, statements have been amended to reflect that service managers should take ownership for operational risk registers for their

service areas and to emphasise that the Risk Management and Insurance Officer does not own risks.

- The terms of reference for the Strategic Risk Management Group has been updated to reflect its expanded role in overseeing governance issues and matters arising from the work of internal audit (page 19).

2.3   In addition to the new Risk Management Strategy, an action plan has been developed to facilitate the Council in achieving effective risk management. The action plan is included with this report at Appendix B. In addition to the investment in training for all managers, the plan includes:

- Delivering risk management awareness training to Councillors.
- Developing a risk management training package for all future managers and team leaders.
- Developing written guidance for all managers, setting out their responsibilities in relation to risk management, instructions on how to update their risk registers and action plans within the Council's RPMS system, and details of the support offered by the Corporate Assurance and Improvement team. This will be complemented with a further briefing being provided to all managers via the Corporate Management Forum.
- Developing a corporate risk register detailing the operational risks which are common across the Council. Such risks will then be managed at the senior management level. A draft corporate risk register has been prepared for review by the Senior Management Team.
- Embedding risk management assurance and compliance monitoring. This will be addressed through delivery of targeted internal audit work in 2019/20.

3.   Conclusion

3.1   Risk is the main cause of uncertainty in any organisation; the ability to manage risk with a strategy means the Council can act much more confidently in its decisions. Knowledge of the risks facing the Council enables different options to be considered and appraised prior to decisions being taken.

3.2   Approval of the updated strategy and action plan will enable the framework for managing the Council's risks to be made more effective, making it more likely that the corporate strategy objectives and outcomes will be achieved.

Name of Meeting: Cabinet

Date of Meeting: 3 June 2019

Subject Matter: Risk Management Strategy

Originating Department: Corporate Resources

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

RISK MANAGEMENT STRATEGY

2019

CONTENTS

SECTION ONE - Rugby Borough Council Risk Management Statement

Risk Management is a business critical aspect for everyone at Rugby Borough Council. It is imperative that RBC demonstrate to the public, and all other stakeholders, that full consideration has been given to all risks when delivering services for the residents and businesses in the local area.

This Strategy outlines how RBC will manage risk through identification, analysis, treatment and monitoring of each risk. This Strategy also details the roles and responsibilities for all employees and members. Everyone has a part to play to ensure that this process is embedded as an integral element of the daily operational and strategic thinking used at RBC. We will continue to embrace and develop risk management to ensure that it is built in and not bolted on to achieve a focused approach to risk management.

…………………………………………
Adam Norburn
Executive Director

…………………………………………..
Sebastian Lowe
Leader of the Council

…………………………………………
Date

…………………………………….……
Date

…………………………………………
Mannie Ketley
**Head of Corporate Resources
and Chief Finance Officer**

…………………………………………..
Carolyn Robbins
**Portfolio Holder for Corporate
Resources**

SECTION TWO - Introduction

2.1   Background

The Council introduced its first Risk Management Strategy in 2003. Since then steady progress has been made in implementing Risk Management throughout the organisation with changes and improvements such as:

- An annual review of the Risk Management Strategy to ensure it is up to date and relevant as well as meeting the demands of continually changing audit requirements
- Utilisation of new software to manage and enhance the process, such as Covalent and now the RPMS
- Regular reviews of the Strategic Risk Register by the Strategic Risk Management Group and ongoing re writing of this risk register to work alongside revised Corporate Strategies and Priorities
- Changes to the reports to Audit and Ethics Committee to meet the requirements of the committee
- Reviewing and amending how operational risk registers are monitored and reported
- Relaunching the Strategic Risk Management Group
- Implementing and developing project risk registers
- Inclusion of Risk Management as a topic on the Employee Induction Day
- The Risk Management and Insurance Officer becoming an active member of project groups such as the design and build of a new leisure centre, the development of new housing at Pettiver Crescent and the celebration of the Rugby World Cup in 2015

This latest revision of the Strategy aims to look at the future plans for Risk Management in RBC and the future work planned to ensure that Risk Management becomes embedded in the every day work of the Council.

2.2   What is Risk Management?

Risk Management can be defined as: -

'Risk is the threat that an event or action will adversely affect an organisation's ability to achieve its objectives and to successfully execute its strategies. Risk Management is the process by which risks are identified, evaluated and controlled. It is a key element of the framework of governance together with community focus, structures and processes, standards of conduct and service delivery arrangements'

(Audit Commission)

2.3 The Benefits of Risk Management

The benefits of an effective Risk Management programme are numerous, a selection of the benefits are: -

- Increased focus on the action(s) that should be taken to meet objectives
- Improved delivery of services
- Effective management of change
- Delivering better Value For Money
- More efficient use of resources
- Supporting innovation
- Reduced complaints
- Protection of, and improved, reputation
- Getting things right first time
- Continual assessment of business opportunities

The term Risk Management also includes the management of opportunities, as risk should not be considered just as a negative. The management of opportunities is as important as the management of risk, and we should always look to see if there is a positive outcome to any risk.

An opportunity is the chance to take a positive outcome from a risk. It is an action that could enhance the ability to achieve the objective and could be shared to maximise the potential benefits to others as well as the operational business area It could be the chance to take advantage of a new system, process or technology. Taking that action could increase the likelihood of positive impact of that opportunity.

2.4 Risk Appetite

The Council must take risks in order to achieve its strategic objectives and deliver beneficial outcomes to the community. Risks will be taken in a considered and controlled manner. Exposure to risks will be kept to a level of impact deemed acceptable by the Strategic Risk Management Group, and the level of acceptable risk may vary from time to time.

SECTION THREE – Purpose & Objectives

3.1   Purpose

The purpose of this Strategy is to set out Rugby Borough Council's approach to Risk Management, including outlining roles and responsibilities, reporting and communication methods and a description of the 4 stages of the Risk Management process.

It is a continuous and developing process, which ultimately aims to create a culture of risk awareness within the Council whereby staff and Members naturally consider risk issues as a part of day-to-day activities.

The Strategy is designed to be a reference source rather than to provide detailed answers to specific questions. It is a foundation for embedding a Risk Management culture across the organisation but is not intended to be a manual.

3.2   Objectives

The objectives of the Risk Management Strategy are to:

3.2.1   Develop Risk Management and raise its profile across the Council
3.2.2   Integrate Risk Management into the culture of the Council
3.2.3   Embed Risk Management through the ownership and management of risk as part of all business planning and decision making processes
3.2.4   Manage risks in accordance with best practice
3.2.5   Prevent injury, damage and losses and to reduce the cost of risk
3.2.6   Raise awareness of the need for Risk Management by all those connected with the Council's delivery of services

These objectives will be achieved by: -

- Establishing clear roles and responsibilities and reporting lines within the Council for Risk Management
- Reinforcing the importance of effective Risk Management as part of the everyday work of employees
- Developing training and awareness
- Including Risk Management as an agenda item at meetings
- Providing relevant training on Risk Management to employees and Members
- Continuing to demonstrate the application of Risk Management principles
- Developing Risk Management toolkits, procedures and guidelines for use across the Council
- Making all partners, providers and delivery agents aware of the Council's expectations on risk, both generally as set out in its Risk Management policy, and where necessary in particular areas of service delivery
- Maintaining a Risk Management framework that will secure the consideration and review on a rolling basis of the Strategic and Operational risks confronted by the Council
- Inclusion of Risk Management in service plans

SECTION FOUR – Risk Management Process

4.1   Process

Risk Management is an ongoing process, which involves continual identification, analysis, treatment and monitoring of the risks and opportunities faced by the Council.

4.2   Risk Identification

The first step is to identify the 'significant' risks that could cause an objective not to be achieved as expected and, as a result, have an adverse impact upon the Council. *(Section 4.3 describes what is classed as a significant risk).* It is important that those involved with the process clearly understand the service or organisation's key business objectives to be able to identify the potential barriers to their achievement.

The identification of risk should happen in all business areas.

4.3   Risk Analysis

The information gathered is then analysed by completing a Risk Assessment. The assessment details the risks to the achievement of a specific business objective, the opportunities that can be gained from that risk, the consequences of the risk and any existing internal controls.

The analysis will then consider the likelihood and impact of the risks. An initial score against likelihood and impact is made (see Appendix 1, Risk Matrices).

In order that risks may be prioritised according to their severity, the Council operates a traffic light system. Risks are scored within one of the following levels: -

Risk rating:
8–16	High Risk (Red)	Immediate attention
4-6	Medium Risk (Amber)	Moderate risk, mitigation action required
1–3	Low risk (Green)	Regular review

Amber and red risks are classed as *'significant'* risks. All risks are to be kept under review so as to identify when the likelihood or impact is changing (or will change) and to therefore enable further control actions to be determined and implemented.

4.4   Risk Treatment / Control

Once a risk has been identified and analysed, a decision must be made as to how the Council will react. There are four options: -

1.   *Tolerate* – Decide to live with the risk and the possibility that it might occur and its possible consequences, but continue to monitor

2.   *Terminate* – Eliminate the risk, usually by deciding to change a course of action or stop a particular activity

3.   *Transfer* – Some of the financial impact of a risk may be transferred and it may be possible to transfer liability through contractual arrangements

4.   *Treat* – Control the risk and take action to reduce the likelihood that an event will occur or the impact if it does.

The existing controls need to be reviewed before considering further action as these controls may no longer be relevant.

The potential for controlling the risks identified further will be investigated through an Action Plan. The implementation of the Action Plan is monitored through RPMS, the Council's performance management system.

4.5   Risk Monitoring and Reporting

Effective Risk Management requires an appropriate reporting and review structure to ensure that risks and opportunities are effectively identified and assessed and that appropriate control measures are in place.

The process requires regular reviews in order to provide the maximum benefit to the Council, including the Strategy, and all the processes and activities outlined within it, to ensure their effectiveness.

A framework of monitoring & reporting has been established to allow regular monitoring to take place.

This requires: -

Cabinet - To receive annual updates on the position of the Council's Risk Management programme; to review the Strategic Risk Register and any amendments made to it and to agree the Risk Management Strategy and any changes made. To appraise options contained within submitted reports.

Audit and Ethics Committee – To consider the effectiveness of the Council's Risk Management arrangements. To receive annual reports which provide assurance on the effective management of the Council's 'Top Level' risks and to agree the Risk Management Strategy and any changes made.

Senior Management Team - To review the Strategic Risks on a quarterly basis and respond to any actions for which they are responsible in the interim.

Individual Risk Owners – To regularly monitor Risk Registers and Action Plans at team meetings – making any adjustments within RPMS or reporting them to the Risk Management and Insurance Officer; to implement and monitor outstanding actions and monitor the effectiveness of the actions in controlling the risks; to identify new risks / opportunities and to regularly review the Operational Risk Registers.

Strategic Risk Management Group – to consider and discuss regular updates received from the Risk Management and Insurance Officer and Risk Owners on outstanding risk actions and to annually review the Risk Management Strategy.

The risk process itself will be reviewed annually to ensure that it is still appropriate and includes learning from other Authorities. Training and research can be applied.

4.6   Risk Management Fund

The Corporate Assurance and Improvement Manager is responsible for a small Risk Management fund. Service areas can 'bid' for full or partial funding for Risk Management initiatives that will benefit the Council as a whole.

SECTION FIVE – Links with Existing Processes

As detailed in Section 1, the Risk Management Statement, Risk Management is a business critical aspect for everyone at Rugby Borough Council. Everyone has a part to play to ensure that this process is embedded as an integral element of the daily operational and strategic thinking used at RBC. It is imperative that we demonstrate that full consideration has been given to all risks when delivering services for the residents and businesses in the local area.

Effective risk management is fundamental to the success of any organisation and the diagram below illustrates how it links with other management processes.

The following paragraphs set out each stage of our risk management process in detail.

5.1   Action Planning

The Council's objectives are set out within the Corporate Strategy. The current Corporate Strategy covers the period 2017-20 and details the objectives for each portfolio area.
The action planning process is the mechanism through which the Council's objectives are translated into actions. The process is facilitated by the Corporate Assurance and Improvement Team and involves, for each operational team:

• Identifying and documenting the key projects and change initiatives (actions) which will enable services to achieve their objectives in line with the Corporate Strategy;
• Identifying and documenting the risks associated with delivering those projects and initiatives (and therefore the Council's objectives); and
• Identifying and documenting the key performance indicators (KPIs) which demonstrate that Council services are performing well.

Risk Owners are expected to monitor the risks associated with delivering service objectives during team meetings and as part of normal day to day business.

5.2 Performance Management

The monitoring of the Risk Management action plans is facilitated through the performance management software RPMS. Risk Owners will monitor and update risk assessments and actions plans on a regular basis.

5.3 Project Management

Work is currently underway to improve the robustness of Risk Management within projects, with project risk registers being used more now than ever before with a register in place for each specific project.

5.4 Partnerships

The Council defines a partnership as "working with another organisation to deliver common objectives with a formal agreement of roles (through contract, memorandum of understanding, funding agreement, Service Level Agreement etc)".
The Council has entered into a number of partnerships which have common objectives in line with its Corporate Strategy. Decision making processes are documented for each partnership and there are risk registers in place for significant partnerships, which are effectively managed and monitored.

5.5 Reporting

Each report prepared for Cabinet / Panels requires that the report writer consider the risks and benefits associated with each option presented within the report.

5.6 Emergency Planning and Business Continuity

It is a requirement under the Civil Contingency's Act that the Council assess the risk of emergencies occurring and use this to inform contingency planning; and put in place emergency plans and business continuity arrangements. Rugby Borough Council chaired the Warwickshire Local Resilience Forum Risk Group which updated the Warwickshire Risk Assessment (September 2015) and created the public facing 'Preparing for Emergencies in Warwickshire' publication (January 2017).
The Council has a Major Emergency Plan (December 2016), a public facing version of which can be found on the website.
The Council has a Business Continuity Strategy (2015) and a Council wide Business Continuity Plan (May 2016) as well as service specific business continuity plans for 'critical services'.

5.7 Health and Safety

The Council has demonstrated a commitment to Health and Safety with the development of policies and guidance specifically addressing the management of risk.

It is essential that the established links to the Risk Management process be maintained with emphasis on identification, analysis, treatment/control and monitoring of risks. The commitment and involvement of all employees will be supported at service level by specific training and guidance.

5.8   Corporate Strategy

The Strategic Risk Register aims to address all elements of risk in delivering the Council's corporate objectives. These in turn cascade into the Operational Risk Registers. The Senior Management Team need to consider the Risk Management Strategy in line with the Corporate Strategy.

5.9   Internal Audit

The Council has implemented Risk Based Internal Auditing (RBIA), which is recognised best practice. Actions arising from internal audits are subject ot a risk assessment. The linkages between the results of internal audits, relevant risks, and their mitigating actions is therefore enhanced. The process also facilitates more regular and timely updates of the Operational Risk Registers by Risk Owners during the course of the year with the Corporate Assurance and Improvement Team providing oversight and challenge as required.

5.10   Insurance

Insurance is a key form of risk management and the Council has a number of policies in place which are designed to protect it from contingent or uncertain losses. The policies cover the Council's assets including property and fleet, as well as employers' and public liability.
The Council's insurance premiums are determined by a number of factors, one of which is its claims history. Minimising the level and impact of insurance claims helps the Council to keep its insurance premium costs as low as possible. The Council therefore proactively manages the risk of insurance claims in a number of ways, including through operational health and safety management and education of fleet vehicle users.

SECTION SIX – Information and Communication

6.1   Information

Risk Management information is available from a number of different sources:

- Intranet web page
- Individual managers
- Risk Champions (see Appendix 3, Contact Information)
- Corporate Assurance and Improvement Manager (see Appendix 3, Contact Information)
- Risk Management and Insurance Officer (see Appendix 3, Contact Information)

6.2   Communication

Risk Management at Rugby Borough Council is an evolving process, therefore regular communication with staff and managers is essential to ensure everyone is kept up to date and has the opportunity to further their understanding of the Council's risk programme.

Risk information updates and general awareness are communicated through a number of different sources:

- Intranet updates
- Team meetings
- Workshops and awareness sessions
- New employee induction day
- Members Briefings

SECTION SEVEN – Roles and Responsibilities

The following describes the roles and responsibilities that Members and Officers will play in embedding and owning Risk Management:-

7.1   Cabinet and other Elected Members
- To oversee the effective management of risk by Council Officers
- To annually consider the Strategic Risk Register
- To take decisions which are informed by an assessment of associated risks
- To approve overall strategic Risk Management proposals
- To agree the Risk Management Strategy and any changes to the Strategy

7.2   Senior Management Team
- To ensure that the Council manages risk effectively through the development of a comprehensive Risk Management Strategy and the analysis and control of strategic risks
- To take decisions which are informed by an assessment of associated risks
- To provide corporate direction to all Risk Management proposals and to support the Strategic Risk Management Group
- To review the Strategic Risk Register
- To receive and consider an annual report on the Risk Management Strategy
- To identify any emerging strategic risks and report them to the Strategic Risk Management Group
- To identify any movements in the likelihood and / or impact severity of existing Strategic risks
- To be the service liaison for strategic and operational risks
- To include Risk Management and emerging risks through business planning and decision making
- To provide oversight and challenge

7.3   Strategic Risk Management Group
- To support the Council and its services in the effective development, implementation and review of the Risk Management Strategy
- To review the Risk Management Strategy on an annual basis
- To review the Strategic Risk Register and to identify and support any emerging Strategic risks
- To provide training on and to otherwise facilitate the practice of good Risk Management for Councillors and Officers
- To provide oversight and challenge
- To review the full risk portfolio to ensure it is acceptable
- To provide oversight and challenge

7.4 Risk Champions

(see appendix 3, Contact Information)

- To be a member of the Strategic Risk Management Group
- To support the Senior Management Team and Service Managers in the effective management of risk
- To champion Risk Management within their service
- To be their service liaison for Strategic and Operational risks
- To disseminate Risk Management information
- To facilitate and encourage good Risk Management practices
- To co-ordinate the Operational Risk Assessment programme for their service

7.5 Service Managers

- To manage their service whilst taking in to account all associated risks
- To consider the positive and negative aspects of risk in all decisions taken
- To consider and produce/review and take ownership of Operational Risk Registers for their service areas during their business planning process and to report these assessments to the Risk Management and Insurance Officer
- To consider and record additional or strengthened controls that are needed to protect their service area and to incorporate these in to their service action and improvement plans
- To report these assessments, actions and improvement plans to the Risk Management and Insurance Officer

7.6 Risk Management and Insurance Officer

Although the Risk Management and Insurance Officer does not own the risk, this sits with the Risk Owner, they do provide the following areas of support and advice

- To advise and assist the Strategic Risk Management Group in their functions
- To facilitate meetings of the Strategic Risk Management Group
- To provide day-to-day Risk Management advice to Council Officers and Members
- To assist in the development of the Council's Risk Management programme in association with external advisors and Council Officers
- To advise and assist the Senior Management Team with the quarterly reviews of the Strategic Risk Register
- To maintain a continuous review of the adequacy of the Risk Management programme
- To advise on progress reports to Cabinet and to Audit and Ethics Committee
- To advise on annual reports on the Council's 'Top Level' risks to Audit and Ethics Committee
- To advise on an annual report on the Strategic Risk Register to Cabinet
- To advise on an annual report on the Risk Management Strategy to Cabinet and to Audit and Ethics Committee

- To review systems and procedures for Risk Management and implement improved working practices wherever possible
- To review Strategic and Operational risk registers on a regular basis
- To maintain a continuous review of the adequacy of the Risk Management programme
- To identify instances of best practice through networking and discussions with brokers

7.7   All Employees
- To manage risk effectively in their job
- To report risks to their Service Managers, Risk Champions or the Risk Management and Insurance Officer
- To have an understanding of the risks identified within their service area
- To assist in the identification and control of risk
- To complete the options appraisal on all Senior Management Team, Panel and Cabinet reports

STRATEGIC RISK MATRIX   APPENDIX 1

LIKELIHOOD			
Almost certain	=	Strong/very strong/inevitable possibility (over 75%)	Score 4
Possible	=	Likely to occur (50% – 75%)	Score 3
Unlikely	=	Slight chance/could occur (10% – 49%)	Score 2
Remote	=	Almost impossible/only occurring in exceptional circumstances (Below 10%)	Score 1

IMPACT			
Extreme	=	Financial loss over £1m, significant service disruption, disabling injury/death, adverse national media coverage, severe stakeholder concern	Score 4
Major	=	Financial loss of between £250,000 and £1m, major service disruption, major injury, adverse regional media coverage, significant stakeholder concern	Score 3
Moderate	=	Financial loss of between £50,000 and £250,000, moderate service disruption, loss time injury, local media coverage, more service user complaints, moderate stakeholder concern	Score 2
Minor	=	Financial loss up to £50,000, short term inconvenience, minor injury, isolated user service complaints, stakeholder concerns	Score 1

Impact \ Likelihood	1	2	3	4
4	M	H	H	H
3	L	M	H	H
2	L	M	M	H
1	L	L	L	M

OPERATIONAL RISK MATRIX

LIKELIHOOD		
Almost certain =	Strong/very strong/inevitable possibility (over 75%)	Score 4
Possible =	Likely to occur (50% - 75%)	Score 3
Unlikely =	Slight chance/could occur (10% - 49%)	Score 2
Remote =	Almost impossible /only occurring in exceptional circumstances (Below 10%)	Score 1

IMPACT		
Extreme =	Financial loss over £250,000, total service loss for a significant period, fatality/disabling injury, adverse national media coverage, severe stakeholder concern, mass complaints	Score 4
Major =	Financial loss of between £75,000 and £250,000, major service disruption, major injury, regional media coverage, significant user complaints, significant stakeholder concern	Score 3
Moderate =	Financial loss of between £10,000 and £75,000, moderate service disruption, loss time injury, local media coverage, more service user complaints, stakeholder concern	Score 2
Minor =	Financial loss up to £10,000, short term inconvenience, minor injury, isolated user service complaints, minor local media coverage, minor stakeholder concerns	Score 1

		Likelihood			
Impact	4	M	H	H	H
	3	L	M	H	H
	2	L	M	M	H
	1	L	L	L	M
		1	2	3	4

PROJECT RISK MATRIX

LIKELIHOOD	
Almost certain = In excess of 50% possibility	Score 4
Possible = Between 25% and 50% possibility	Score 3
Unlikely = Between 10% and 25%	Score 2
Remote = Below 10%	Score 1

IMPACT	
Extreme = Financial change in excess of 20% of budget National media coverage, permanent impact on reputation Change in output of more than 80%	Score 4
Major = Financial change of between 11% and 20% of budget Local media/TV coverage, long term impact on reputation Change in output of between 50% and 80%	Score 3
Serious = Financial change of between 5% and 10% of budget Local newspaper coverage, temporary impact on reputation Change in output of between 25% and 50%	Score 2
Minor = Financial change of less than 5% of budget Local gossip, internal impact on reputation Change in output of under 5%	Score 1

		Likelihood			
Impact	4	M	H	H	H
	3	L	M	H	H
	2	L	M	M	H
	1	L	L	M	M
		1	2	3	4

STRATEGIC RISK MANAGEMENT GROUP

TERMS OF REFERENCE

The role of the Strategic Risk Management Group (SRMG) is crucial to the implementation of a successful Risk Management programme.

The SRMG is a facilitating group and will enable and empower all aspects of a Risk Management programme, providing where necessary, links with Insurance, Health and Safety, Emergency Planning and Business Continuity.

The SRMG will be the focal point for co-ordinating the Strategic and Operational Risk Registers.

The terms of reference of the SRMG are:-

- To support the Council and its services in the effective development, implementation and review of the Risk Management Strategy
- To identify and monitor key Risk Management indicators and matrices
- To produce an annual report reviewing the Risk Management Strategy to the Audit and Ethics Committee and Cabinet
- To identify and support the identification of any emerging Strategic risks
- To review the Strategic Risk Register on a quarterly basis and respond to any actions for which they are responsible in the interim
- To share good Risk Management practice within the Authority
- To provide training on, and to otherwise facilitate, the practice of good Risk Management for Councillors and Service Officers
- To review and consider progress on the delivery of the Annual Governance Statement Action Plan
- To review significant issues arising from the work of Internal Audit

MEMBERS

The Strategic Risk Management Group comprises of the following staff:-

- Senior officer representatives from:
    - Growth and Investment
    - Environment and Public Realm
    - Communities and Homes
    - Corporate Resources

- Executive Director
- Risk Management and Insurance Officer
- Safety and Resilience Manager
- The Council's Risk Management and Insurance consultant representative
- The Council's Risk Member Champion (usually the Corporate Resources Portfolio Holder)

The Head of Corporate Resources will act as the Group Chairman. Additional members of staff will attend the Group as and when their expertise are needed.

Each of the representatives is a Risk Champion for their area and will be responsible for co-ordinating the Risk Management programme within their own service. This will include:

- To be a member of the Strategic Risk Management Group
- To support Service Managers in the effective management of risk
- To champion Risk Management within their service
- To be their service liaison officer for Strategic and Operational risks
- To disseminate Risk Management information
- To facilitate and encourage good Risk Management practices
- To co-ordinate the Operational Risk Register reviews for their service areas

CONTACT INFORMATION

Risk Champions:

Elected Members	Cllr Carolyn Robbins	Ext: 3401
	carolyn.robbins@rugby.gov.uk	
Communities and Homes	Raj Chand	Ext: 3870
	raj.chand@rugby.gov.uk	
Environment and Public Realm	Dan Green	Ext: 3850
	dan.green@rugby.gov.uk	
Growth and Investment	Steph Chettle-Gibrat	Ext: 3720
	stephanie.chettle-gibrat@rugby.gov.uk	
Corporate Resources Group Chairman	Mannie Grewal-Ketley	Ext: 3430
	mannie.grewalketley@rugby.gov.uk	
Health & Safety/Business Continuity	Stephen Agutter	Ext: 3841
Corporate Assurance and Improvement	Chris Green	Ext: 3451
	chris.green@rugby.gov.uk	
Risk Management and Insurance	Verity Knighton	Ext: 3418
	verity.knighton@rugby.gov.uk	

Risk Management Action Plan 2019/2020

Action	Resources required	Lead Officer(s)	Target date	What we want to achieve	How customers will benefit
1. Conduct a review of the Risk Management Strategy	Strategic Risk Management Group (SRMG)	SRMG	February 2019 *Action Completed*	Robust and effective Risk Management Strategy	Clarity as to the roles and responsibilities for risk management. Clarity as to methods of communicating the Strategy. Officers will be equipped with a current working document in order to assess risk scores.
2. Publish the Risk Management Strategy on the Intranet	Internet and Communications Officer Risk Management and Insurance Officer	Risk Management and Insurance Officer	June 2019	Publishing the Councils Risk Management Strategy	Clarity as to the roles and responsibilities for risk management across the Council.
3. Deliver Risk Management awareness training to Councillors	Agreement by SRMG Development and delivery by Corporate Assurance and Improvement Manager	Corporate Assurance and Improvement Manager	July 2019	To raise awareness of the need for effective Risk Management through service delivery Knowledge of the tools available and confidence to use them to take positive action in cases	Councillors will have an increased awareness of Risk Management and their role in relation to it.

Action	Resources required	Lead Officer(s)	Target date	What we want to achieve	How customers will benefit
4. Deliver Risk Management training to all line managers of staff	Agreement by SRMG Delivery by Amberwing Ltd	Head of Corporate Resources & Chief Finance Officer	November 2018 *Action Completed*	Increased awareness and understanding of the benefits of effective risk management and the Council's risk management process.	Managers will understand their role in relation to risk management and what is expected of them. The Risk Management Strategy will therefore be more effective.
5. Develop risk management training package for future participants in the "Way We Manage" course.	Agreement by SRMG Development and delivery by Corporate Assurance and Improvement Manager	Corporate Assurance and Improvement Manager	September 2019	Increased awareness and understanding of the benefits of effective risk management and the Council's risk management process (for new line managers).	New managers will understand their role in relation to risk management and what is expected of them.
6. Develop written guidance for managers explaining Risk Management practices.	Development by the Risk Management and Insurance Officer	Risk Management and Insurance Officer Corporate Assurance and Improvement Manager	June 2019	Managers will understand what is expected of them in relation to risk management.	The Risk Management Strategy will be more effective.

Action	Resources required	Lead Officer(s)	Target date	What we want to achieve	How customers will benefit
7. Provide a briefing for managers at the Corporate Management Forum (CMF) which covers the new Risk Management Strategy, the new written guidelines and the working practices expected of managers.	Development and delivery by Head of Corporate Resources & Chief Finance Officer, and Corporate Assurance and Improvement Manager	Head of Corporate Resources & Chief Finance Officer Corporate Assurance and Improvement Manager	August 2019	Managers will understand what is expected of them in relation to risk management.	The Risk Management Strategy will be more effective.
8. Develop the corporate risk register.	Development by Risk Management and Insurance Officer Approval by SRMG	SRMG	March 2019	Increased visibility of operational risks which are common across the Council.	Co-ordinated action to effectively manage common operational risks.
9. Implement and embed formal risk management compliance monitoring.	Development of formal reporting mechanism Ongoing review and support from SRMG	SRMG	September 2019	Consistent application of the Council's risk management processes.	The Risk Management Strategy will be more effective.

AGENDA MANAGEMENT SHEET

Report Title: Community Grant Allocations for 2019/20

Name of Committee: Cabinet

Date of Meeting: 3 June 2019

Report Director: Head of Communities and Homes

Portfolio: Communities and Homes

Ward Relevance: All

Prior Consultation: Grants Working Party on 13 May 2019.

Warwickshire CAVA also offered feedback on the applications received.

Contact Officer: Michelle Dickson (Communities and Projects Manager)

Public or Private: Public

Report Subject to Call-In: No

Report En-Bloc: No

Forward Plan: Yes

Corporate Priorities:

(CR) Corporate Resources
(CH) Communities and Homes
(EPR) Environment and Public Realm
(GI) Growth and Investment

This report relates to the following priority(ies):

☐ To provide excellent, value for money services and sustainable growth

☐ Achieve financial self-sufficiency by 2020

☒ Enable our residents to live healthy, independent lives

☐ Optimise income and identify new revenue opportunities (CR)

☐ Prioritise use of resources to meet changing customer needs and demands (CR)

☐ Ensure that the council works efficiently and effectively (CR)

☐ Ensure residents have a home that works for them and is affordable (CH)

☐ Deliver digitally-enabled services that residents can access (CH)

☒ Understand our communities and enable people to take an active part in them (CH)

☐ Enhance our local, open spaces to make them places where people want to be (EPR)

☐ Continue to improve the efficiency of our waste and recycling services (EPR)
☐ Protect the public (EPR)
☐ Promote sustainable growth and economic prosperity (GI)
☐ Promote and grow Rugby's visitor economy with our partners (GI)
☒ Encourage healthy and active lifestyles to improve wellbeing within the borough (GI)
☐ This report does not specifically relate to any Council priorities but

Statutory/Policy Background: None

Summary: In February 2019, Council agreed budgets for the community grants programme for 2019/20

Financial Implications: These are one-off grants so there are no financial implications beyond 2019/20

Risk Management Implications: Due diligence, involving other services within the Council, has been carried out in respect of each application received. The information gathered was provided to the Grants Working Party to assist them with the decision-making process.

Environmental Implications: None

Legal Implications: As part of the on-line application process, applicants had to agree that if awarded a grant, they would comply with the grant conditions, as well as confirming that they understood the potential consequences for the misuse of any funds awarded.

Equality and Diversity: An equality impact assessment has been carried out and is included as appendix 1.

Options: 1. to agree the recommendations of the Grants Working Party for the 2019-20 grants programme.

2. to reject the recommendations made by the Grants Working Party for the 2019-20 grants programme

Recommendation: 1. The recommendations made by the Grants Working Party to allocate the funding for the 2019-20 community grants, as summarised in appendices 2-6, be approved; and

2. officers develop a business case for the use of the underspend of £17,581.70, for initiatives to benefit the voluntary and community sector. However, within this, the £6,000 for youth and play should be ring-fenced to such projects. A report should be circulated to the Grants Working Party to take a view of the business case, ahead of it being submitted to Cabinet or further consideration.

Reasons for Recommendation: The Grants Working Party met 13 May 2019 and has made its recommendations for the allocation of grants for 2019/20 based on compliance with the eligibility criteria.

Cabinet - 3 June 2019

Community Grant Allocations for 2019/20

Public Report of the Head of Communities and Homes

Recommendation

1. The recommendations made by the Grants Working Party to allocate the funding for the 2019-20 community grants, as summarised in appendices 2-6, be approved; and

2. officers develop a business case for the use of the underspend of £17,581.70, for initiatives to benefit the voluntary and community sector. However, within this, the £6,000 for youth and play should be ring-fenced to such projects. A report should be circulated to the Grants Working Party to take a view of the business case, ahead of it being submitted to Cabinet or further consideration.

1.0 BACKGROUND

The following allocations (see table 1), of one-off grant funding for 2019/20 to fund community and voluntary organisations, sports clubs and bodies, youth and play, arts organisations and artists were approved by Cabinet on 3 December 2018 subject to budget availability.

These allocations were subsequently approved as part of the corporate budget setting for 2019/20, which Council agreed on 26 February 2019.

Table 1:

Grant Fund	Proposal 2019/20	Detail
Community Projects Grant	£38,410	One-off revenue grants up to a maximum of £2,000. The £38,410 will be split along the lines of the 2018/19 allocation: £20,410 – Voluntary & Community Organisations £6,000 - Sports £6,000 – Youth and play £6,000 – Arts

Rural Development Fund	£25,000	one-off revenue grants up to £10,000
		match-funding requirements defined by parish size as at the Census 2011:
		population less than 300 = 100% grant eligible with nil match funding requirement
		population 301-500 = 75% grant eligible with a match funding requirement of 25%
		population 501-1,000 = 65% grant eligible with a match funding requirement of 35%
		population of 1,000 plus = 50% grant eligible with a match funding requirement of 50%
Total	**£63,410**	

2.0 APPLICATION PROCESS

The application process formally opened in early February 2019 and closed on 31 March 2019. However, for the first time, detailed guidance for would-be applicants was published and widely promoted in December 2018. This gave organisations the opportunity to ensure that they were adequately prepared to apply, when the application process went live. For those that were not quite ready, there was opportunity for them to contact WCAVA for support ahead, of the applications process going live.

This was the first year that the grants process was digitalised, with applications submitted on-line, along with the required supporting documentation. Two demonstration / training sessions were jointly delivered by WCAVA and the Council to the voluntary and community sector on how to use the new on-line process, in early January 2019. There were also sessions for Members of the Grants Working Party to familiarise them with the on-line application process and the use of Sharepoint.

As anticipated, for 2019/20 there were fewer applications received, but there was a significant improvement in their quality to that of previous years, where there have been high levels of incomplete applications and failure to provide supporting documents.

Where there is still room for improvement is in terms of organisations submitting the required two quotes to support their request for grant to assist with purchases of equipment and similar. Failure to comply with this requirement, which is made clear in the *Grants Guidance Notes for Applicants,* was the most common reason for refusal. Changes will be made to the on-line application process for 2020-21 to address this.

It should also be noted that the launch of the grants for 2019/20 coincided with the launch of signing up good causes to benefit from the newly launched Rugby Lotto. This may have had an impact on the grant application numbers and types received. There are currently 27 live good causes signed up to the Lotto, with a further 12 going through the approvals process. The projected annual income for good causes in Rugby (excluding those going through the approvals process) is currently £26,600 and will increase as more good causes are approved / sign up. The potential 39 good causes can be broken down as:

Good cause type	Live good causes	Pending good causes	Total
Voluntary & Community Organisations	13	3	16
Sports	7	6	13
Youth	4	2	6
Arts	3	1	4
Total(s)	**27**	**12**	**39**

3.0 PROPOSED USE OF UNALLOCATED GRANT

The grants working party agreed that Officers develop a business case for the use of the underspend of £17,581.70, for Rugby Borough Council led initiatives to benefit the voluntary and community sector. A report should be circulated to the Grants Working Party to take a view of the business case ahead of it being submitted to Cabinet for further consideration.

4.0 CONCLUSION

The Grants Working Party met on 13 May 2019 to discuss the grants and to make their recommendations for the consideration of Cabinet. Please refer to appendices 2-6.

Name of Meeting: Cabinet

Date of Meeting: 3 June 2019

Subject Matter: Community Grant Allocations for 2019/20

Originating Department: Communities and Homes

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

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☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

1. The Public Sector Equality Duty as set out under section 149 of the Equality Act 2010 requires Rugby Borough Council when making decisions to have due regard to the following:
    - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
    - advancing equality of opportunity between people who share a protected characteristic and those who do not,
    - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.

2. The characteristics protected by the Equality Act are:
    - age
    - disability
    - gender reassignment
    - marriage/civil partnership
    - pregnancy/maternity
    - race
    - religion/belief
    - sex/gender
    - sexual orientation

3. In addition to the above-protected characteristics, you should consider the crosscutting elements of the proposed policy, such as impact on social inequalities and impact on carers who look after older people or people with disabilities as part of this assessment.

4. The Equality Impact Assessment (EqIA) document is a tool that enables RBC to test and analyse the nature and impact of what it is currently doing or is planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.

5. The questions will enable you to record your findings.

6. Where the EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.

7. Once completed and signed off the EqIA will be published online.

8. An EqIA must accompany all **Key Decisions** and **Cabinet Reports**.

9. For further information, refer to the EqIA guidance for staff.

10. For advice and support, contact:
    Minakshee Patel
    Corporate Equality & Diversity Advisor
    minakshee.patel@rugby.gov.uk
    Tel: 01788 533509

Equality Impact Assessment

Service Area	Communities and Homes
Policy/Service being assessed	Community Grant Allocations 2019/20
Is this is a new or existing policy/service? **If existing policy/service please state date of last assessment**	It is an annual round of community grants, the criteria for which is reviewed annually.
EqIA Review team – List of members	Michelle Dickson and Minakshee Patel
Date of this assessment	24 April 2019
Signature of responsible officer (to be signed after the EqIA has been completed)	*[signature]*

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

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

Details of Strategy/ Service/ Policy to be analysed

Stage 1 – Scoping and Defining	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	The allocation of the council's community grants to support project delivery in the voluntary and community sector.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	Complements a number of priorities, including: • enabling residents to have healthy, independent lives • delivering digitally-enabled services which are accessible • encouraging active and healthy lifestyles to improve well-being
(3) What are the expected outcomes you are hoping to achieve?	to ensure that resources are allocated in a fair and transparent way, with Members being able to take informed decisions off the back of quality applications which have been screened via a robust due diligence process.
(4)Does or will the policy or decision affect: • Customers • Employees • Wider community or groups	Community groups that have applied for a grant from the council.
Stage 2 - Information Gathering	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

(1) What does the information tell you about those groups identified?	There were 27 applications received for 2019/20. These were split across the two available grant funding streams:
	The Community Projects Grant – 20 applications The Rural Development Fund – 7 applications
	Community Development Fund applications can be broken down as:
	4 x disability project applications totalling £7,000 (Rugby Fibromyalgia hydrotherapy sessions, Entrust Care Partnership support for siblings of disabled children and Ruby Sub Aqua Club purchase of equipment to make diving accessible to more disabled people, installation of platform lift to the Percival Guildhouse to improve access)
	Of these 4 applications – 3 received the support of the Grants Working Party. The one that was not supported was as a consequence of not providing the required quotes for the planned works which was therefore an incomplete application.
	2 x gender specific project totalling £3,500 (Rugby Town Girls and Ladies FC purchase of equipment to promote grass-roots football for girls aged 11-16 years and Rugby Choristers wishing to engage more school age boys)
	1 of these applications received the support of the grants working party, whilst the other was a repeat of an unclaimed grant from last year. The applicants are still able to draw down the previous application as they are within the time limits. They will be encouraged to do this.
	9 x projects were age group specific totalling £16,023 (Rugby Town FC encouraging more young people into coaching and officiating, Jaide's Stage Studios for purchase of tumbling equipment to help young people progress in gymnastics, Saplings Play and Stay creation of outdoor green space for children and the local community, Rugby Methodist Church Centre seaside trip for children and their families unable to afford summer holidays or outings, Bilton Ajax Junior FC coaching equipment, Pamela Schilderman working with young people to create an art exhibition promoting recycling and the environment; Rugby Swimming Club synchronised section purchase of equipment and costumes to promote participation at competition level for young people, Age Uk project to promote creativity and in doing so tackle loneliness and isolation and Michaela McMillan working with the Brownsover Community School to produce artwork

using recycled materials.

4 of these projects received the support of the grants working party. The 5 that did not receive support had failed to provide the required quotes as part of the application process, and therefore the applications were incomplete.

1 x project encompassing all of the diversity strands totalling £2,000 to carry out additional research into the issues faced by the different diversity strands to better inform service delivery and local project planning (EQUIP)

This project received the in principle support of the grants working party on condition that the proposed work is not a duplication of that which will be included in the action plan being developed with Warwickshire Pride in relation LBGT+ issues in the borough, for which an allocation of £5,000 in resources has already been allocated.

The Rural Development Fund applications can be broken down as:

4 x disability related projects totalling £34,496 (Church Lawford PC purchase and installation of an inclusive roundabout for disabled children, Burton Hastings Parochial Council's planned improvements to their church including access and the provision of disabled toilet facilities; Withybrook PC provision of disabled toilet facilities for the village hall; Withybrook Village Hall provision of disabled toilet facilities for the village hall and 5th Rugby Newbold Scouts refurbishment to building, including the provision of disabled toilets.

2 of these applications received the support of the grants working party and 2 did not. 1 was refused as it did not give clarity as to what the £10,000 would be utilised for (backed up by quotes) and the other provided insufficient detail.

It was noted that only one application to the Community Projects Grant identified itself as being in respect of a youth and play grant. This application did not receive the support of the grants working party as it was not supported by quotes.

The grants working party went on to agree support of 12 Community Project applications and 5 Rural Development Fund applications.

n(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?	WCAVA is contracted by the council to provide support to the voluntary and community sector. They were involved in the complete process.		
(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.	N/a		
Stage 3 – Analysis of impact			
(1)Protected Characteristics From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination? If yes, identify the groups and how they are affected.	RACE No	DISABILITY No	GENDER No
	MARRIAGE/CIVIL PARTNERSHIP No	AGE Yes. For some reason, there was only 1 x application that identified itself as being for youth and play.	GENDER REASSIGNMENT No
	RELIGION/BELIEF No	PREGNANCY MATERNITY No	SEXUAL ORIENTATION NO

(2) Cross cutting themes (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how? (b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?	The Council's grants programme is there to support community organisations and voluntary organisations in delivering projects for the benefit of the people of Rugby. We are looking for projects which are essentially ready to go. This avoids organisations' benefitting from allocations of funding only to return them unspent as they are unable to deliver. This is in no-one's interest and is something we would wish to avoid. The grants programme is also an opportunity to support projects which will help the Council to achieve its corporate and portfolio objectives.
(3) If there is an adverse impact, can this be justified?	There is no adverse impact
(4)What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)	None identified
(5) How does the strategy/service/policy contribute to the promotion of equality? If not what can be done?	In February 2019, Cabinet adopted terms of reference for the grants working party, which includes reference to: a) Objectively evaluate applications received in respect of the annual allocation of the Council's Community Grants Funding in line with the corporate priorities and equality and diversity objectives
(6) How does the strategy/service/policy promote good relations between groups? If not what can be done?	the allocation of grants for project delivery is a competitive process. However, this does not mean that applicants cannot partner up to apply.

(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	None

Stage 4 – Action Planning, Review & Monitoring	

If No Further Action is required then go to – Review & Monitoring (1)Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.	EqIA Action Plan					
	Action	**Lead Officer**	**Date for completion**	**Resource requirements**	**Comments**
	identify why youth and play applicants did not apply 2019/20	Michelle Dickson	30 September 2019	input from Sports and Rec team	
	identify a project for the underutilised funds to support the sector	Michelle Dickson	30 September 2019	input from sports and rec and RAGM	
	Develop a plan for promotion of the availability of grants 2019/20	Michelle Dickson	30 October 2019	input fron sports and Rec, RAGM and comms team	
(2) Review and Monitoring State how and when you will monitor policy and Action Plan	These actions will be added to the Communities and Projects Team plan which is reviewed monthly.					

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).'

COMMUNITY PROJECTS GRANTS:

VOLUNTARY AND COMMUNITY ORGANISATIONS – APPLICATIONS 2019/20

The working party agreed to award grants as shown in the table below:

Voluntary and Community Organisations Fund – Applications 2019/20		
	Amount Available	£20,410.00
Applicant	**Amount of Application**	**Amount Awarded at GWP**
Bilton Silver Band	£1,400	£1,400
Rugby Fibromyalgia Support Group	£1,000	£1,000
Entrust Care Partnership CIC	£2,000	£2,000
The Percival Guildhouse	£2,000	NIL
Pawprints Dog Rescue	£971.21	£971.21
Age UK Warwickshire	£1,800	£1,800
Equality and Inclusion Partnership (EQuIP)*	£2,000	£1,860
Hillmorton & District Ratepayers Allotment Assoc.	£1,269.68	£1269.68
Saplings Stay and Play Church Lawford	£2,000	NIL
Total	**£14,440.89**	**£10,300.89**
Amount Available	**£20,410.00**	**£20,410.00**
Balance	**£5,969.11**	**£10,109.11****

*conditional on this not being a duplication of actions to arise from the plan currently being developed in partnership by RBC and Warwickshire Pride.

The total cost of project was cited as £1,940, including refreshments of £80. The £1,860 conditionally awarded reflects the appropriate deductions.

**the working party agreed that the underspend of £10,109.11 be transferred to the Sports Grants subsection of the Community Projects Grant

COMMUNITY PROJECTS GRANTS:

SPORTS APPLICATIONS 2019/20

The working party agreed to award grants as shown in the table below:

Sports – Applications 2019/20		
	Amount Available	£6,000 + £10,109.11
Applicant	**Amount of Application**	**Amount Awarded at GWP**
Bilton Ajax Junior Football Club	£2,000	NIL
Caldecott Park Bowling Club*	£1,600	£1,600
Rugby Town Junior Football Club	£1,966.04	£1,966.04
Rugby Swimming Club Synchro	£2,000	NIL
Rugby Sub Aqua Club	£2,000	£2,000
Rugby Town Girls and Ladies Football Club	£1,300	£1,300
Total	**£10,866.04**	**£6,866.04**
Amount Available	**£16,109.11**	**£16,109.11**
Balance	**£5,243.07**	**£9,243.07****

*conditional if unable to access the required defibrillator via the scheme that RBC already subscribes to

**The working party agreed that the underspend of £9,243.07 be transferred to the Arts Grants subsection of the Community Projects Grant

COMMUNITY PROJECTS GRANTS:

ARTS GRANTS APPLICATIONS 2019/20

The working party agreed to award grants as shown in the table below:

Arts – Applications 2019/20		
	Amount Available	£6,000 + £9,243.07
Applicant	**Amount of Application**	**Amount Awarded at GWP**
Jaide's Stage Studios Ltd	£1,000	NIL
Warwickshire Choristers*	£1,500	NIL
Michaela McMillan (Artist)	£1725.21	£1725.21
Pamela Schilderman ** (Artist)	£2,0000	£1,936.16
Total	**£6,225.21**	**£3,661.37**
Amount Available	**£15,243.07**	**£15,243.07**
Balance	**£9,017.86**	**£11,581.70***

*Warwickshire Choristers are yet to claim their grant for the same project awarded in 2018/19. Officers will work with them to encourage take up by the deadline of for projects to be completed.

**deduction made in respect of refreshments totaling £63.84

***The working party agreed that the underspend of £11,581.70 be transferred to the Youth and Play Grants subsection of the Community Projects Grant

COMMUNITY PROJECTS GRANTS:

YOUTH AND PLAY APPLICATIONS 2019/20

The working party agreed to award grants as shown in the table below:

Youth and Play – Applications 2019/20		
	Amount Available	£6,000 + £11,581.70
Applicant	**Amount of Application**	**Amount Awarded at GWP**
Rugby Methodist Church Centre	£1,532	NIL
Total	**£1,532**	**NIL**
Amount Available	**£17,581.70**	**£17,581.70**
Balance	**£16,049.70**	**£17,581.70***

*The grants working party agreed that Officers develop a business case for the use of the underspend of £17,581.70, for Rugby Borough Council led initiatives to benefit the voluntary and community sector. However, £6,000 for youth and play should be ring-fenced to such projects. A report should be circulated to the Grants Working Party to take a view of the business case ahead of it being submitted to Cabinet for further consideration.

Appendix 6

1. **RURAL DEVELOPMENT FUND – APPLICATIONS 2019/20**

The working party agreed to award grants as shown in the table below:

Rural Development Fund – Applications 2019/20		
	Amount Available	£25,000
Applicant	**Amount of Application**	**Amount Awarded at GWP**
Newton and Biggin Parish Council	£7,000	£7,000
Church Lawford Parish Council	£4,496.00	£4,496.00
Wolston Conservation Group	£1,110.00	NIL
Burton Hastings Parochial Church Council	£10,000	NIL
Bourton and Frankton Football Club	£4,800	£3,504
Withybrook Village Hall	£10,000	£10,000
5th Rugby Newbold Scout Group	£10,000	NIL
Total	**£47,406.00**	**£25,000**
Amount Available	**£25,000.00**	**£25,0000**
Balance	**£22,406.00**	**£0**