



3 April 2019

BROOKE OVERVIEW AND SCRUTINY COMMITTEE – 11 APRIL 2019

A meeting of the Brooke Overview and Scrutiny Committee will be held at 6pm on Thursday 11 April 2019 in Seminar Room, Town Hall, Rugby.

Councillor Claire Edwards
Chair of Brooke Overview and Scrutiny Committee

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Minutes

To confirm the minutes of the meeting held on 7 February 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;

(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 non-pecuniary interests at the commencement of the meeting (or as soon as the interest becomes apparent). If that interest is a pecuniary 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. Review of Special Expenses Scheme – to approve the one-page strategy
5. Crime and Disorder:
 - Annual Review from Rugby Community Safety Partnership
 - Summary of local activity from Phillip Seccombe, Warwickshire Police and Crime Commissioner
 - Update on the work of the Rugby Neighbourhood Watch from Chairman Edward Palusinski
6. Motion from Council 27 February 2018 – Reduce Plastic Waste at the Council – the Head of Environment and Public Realm to present the Single Use Plastics Policy
7. Review of Access for People with a Disability – to consider the review report
8. Review of Informing and Engaging Our Communities – to consider the review report
9. Overview and Scrutiny Work Programme 2018/19

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

Membership of the Committee:

Councillors Claire Edwards (Chair), Mrs A'Barrow, Keeling, McQueen, Mrs New, Pacey-Day, Picker, Srivastava and Mrs Timms

If you have any general queries with regard to this agenda please contact Veronika Beckova, Democratic Services Officer (01788 533591 or e-mail veronika.beckova@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:	Review of the Special Expenses Scheme
Name of Committee:	Brooke Overview and Scrutiny Committee
Date of Meeting:	11 April 2019
Contact Officer:	Mannie Ketley, Head of Corporate Resources and CFO, Tel: 01788 533416
Summary:	Members are asked to agree the one-page strategy for the review of the special expenses scheme.
Financial Implications:	Any financial implications will be reported as part of the review.
Risk Management Implications:	There are no risk management implications arising from this report.
Environmental Implications:	There are no environmental implications arising from this report.
Legal Implications:	Any legal implications will be reported as part of the review.
Equality and Diversity:	No new or existing policy or procedure has been recommended.

Brooke Overview and Scrutiny Committee - 11 April 2019

Review of the Special Expenses Scheme

Public Report of the Head of Corporate Resources and CFO

Summary

Members are asked to agree the one-page strategy for the review of the special expenses scheme.

1. BACKGROUND

The Council operates a Special Expenses scheme that ensures residents only pay for services provided in their area.

The scheme operates on the basis that certain costs of services incurred by the Borough Council are for the benefit of residents in the Town area only and that residents in the Parish areas should not meet any of these costs.

Services included in the Town area are:

- Parks and open spaces
- Cemeteries
- Town Centre Management and CCTV

The above activities can also be carried out concurrently by Parish Councils and where this occurs, the estimated costs are included within Parish precepts.

At the annual Overview and Scrutiny Workshop held on 7 March 2018, the special expenses scheme was raised as a topic for scrutiny.

2. THE SPECIAL EXPENSES SCHEME

2.1 Town Area

The Town Area includes any property in an unparished area as shown on Appendix 2. For 2019/20, the Tax base for the Town Area is **22,702.25**.

The 2019/20 estimated cost of services in the Town Area is **£1,730,631** as shown below:

Town Area Special Expenses	2019/20
Parks, Recreation Grounds and Open Spaces	£1,342,561
Cemeteries	£105,990
Town Centre Management and CCTV	£282,080
Total	£1,730,631
Divided by Tax Base	22,702.25
Average Band D Council Tax for the Town Area	£76.23

2.2 Parish Precepts

Parish (local) councils are the first tier of local government and are statutory bodies. They serve communities and are elected by residents. They deliver the most local form of services. The 2019/20 Tax base for Parish Councils is **14,646.49**.

Parish councils need to prepare and approve an annual budget before setting a 'precept' for the new financial year. In 2019/20 the total Parish Precepts are **£803,429**. The precept is raised on the council tax bills produced by the local billing authority.

Parish councils have not yet been subject to a requirement to hold a referendum on increases in their precept.

Parish Area Special Expenses	2019/20
Parish Precepts	£803,429
Divided by Tax Base	14,646.49
Average Band D Council Tax for Parish Councils*	£54.85

*This is an aggregate figure as each Parish council will have an Average Band D Council Tax calculated on the basis of precept divided by tax base.

2.3 The Special Expenses Calculation

Step 1:

Calculate the total Borough Basic amount of Band D council tax.

	2019/20
Council Tax Requirement including Parish Precepts	£7,914,005
Divided by Tax Base	37,479.74
Average Band D Borough Basic Amount (a)	£211.15

Step 2:

Calculate the average Band D council tax for the special expense areas.

Special Expenses Calculation	2019/20	Town Area	Parish Area
Special Expenses	£2,534,060	£1,730,631	£803,429
Divided by Tax Base	37,479.74	22,702.25	14,646.49
Average Band D (b)	£67.61	£76.23	£54.85

Step 3:

Deduct the result of calculation (b) from calculation (a) to give the Borough “General” Expense amount of Band D Council Tax.

Every resident in the whole of the Borough Council area will pay the “general” Council Tax. For 2019/20 this is **£143.54**.

Depending on whether residents live in the Town Area or the Parish Area the special expense amount is added to the bill and the total amount billed by Rugby Borough Council is shown at (c).

Borough General Expense (a-b)	£143.54	£143.54	£143.54
Total billed (c)	£211.15	£219.77	£198.39

Residents who live in a Parish area that has not set a precept i.e. Copston Magna, Cosford, Kings Newnham and Wibtoft, only pay the general Council tax amount.

3. THE ONE-PAGE STRATEGY

The one-page strategy for the review, attached at Appendix 1, has been prepared using the pattern that is customary for scoping task group reviews. The principles are the same: maintaining a sharp focus on the areas where improvements can be made on the basis of relevant evidence.

4. NEXT STEPS

The committee is asked to consider and approve the one-page strategy prior to commencement of the review.

A cross party membership with balanced rural and urban representation will be sought following this meeting, on the basis of the agreed one-page strategy. The following members have expressed an interest to serve on the task group at the last meeting of Whittle Overview and Scrutiny Committee 11 March 2019:

Cllr Gillias
Cllr Leigh Hunt
Cllr Mrs O'Rourke

Name of Meeting: Brooke Overview and Scrutiny Committee

Date of Meeting: 11 April 2019

Subject Matter: Review of the Special Expenses Scheme

Originating Department: Corporate Resources

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

REVIEW OF THE SPECIAL EXPENSES SCHEME

ONE-PAGE STRATEGY

What is the broad topic area?

A review of the special expenses scheme

What is the specific topic area?

The Council operates a Special Expenses scheme that ensures residents only pay for services provided in their area.

The scheme operates on the basis that certain costs of services incurred by the Borough Council are for the benefit of residents in the Town area only and that residents in the Parish areas should not meet any of these costs.

Services included in the Town area are:

- Parks and open spaces
- Cemeteries
- Town Centre Management and CCTV

The above activities can also be carried out concurrently by Parish Councils and where this occurs, the estimated costs are included within Parish precepts.

The purpose of the review is to review in time for the 2020/21 budget setting process the current composition of services within Special Expenses, to determine whether they are indeed services that solely benefit the residents within the urban area.

During the review members will also consider any alternative options to maintaining the current scheme and potential impact on council tax/special expenses/parish precepts.

What should be considered?

- The existing services identified as special expense activities
- If there are any additional concurrent services in the Borough and Parish Areas
- If there are potential alternatives
- If transitional arrangements should apply if the scheme is changed or discontinued

Who shall we consult?

- Members
- Various internal services e.g. Financial Services, Legal, Parks and Open Spaces
- Parish Councils
- Warwickshire Area of Local Councils (WALC)
- Rural Services Network

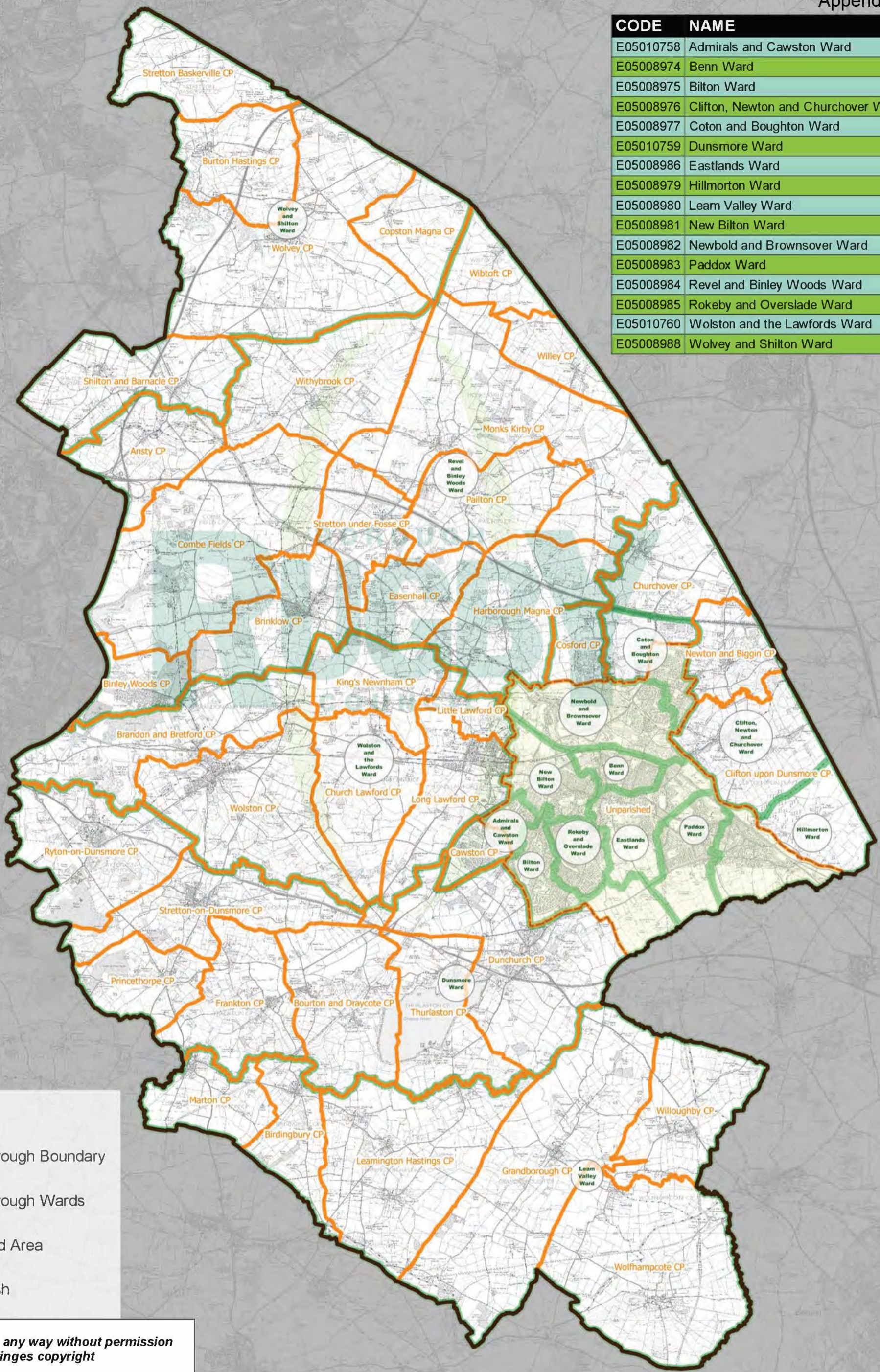
How long should it take?

The review and consultation can be undertaken over four months with a final report submitted to Brooke Overview and Scrutiny Committee on 24 October 2019 or earlier.

What will be the outcome?

Recommendations to Cabinet 4 November 2019 or earlier, on actions or alternatives to the special expenses scheme.

CODE	NAME
E05010758	Admirals and Cawston Ward
E05008974	Benn Ward
E05008975	Bilton Ward
E05008976	Clifton, Newton and Churchover Ward
E05008977	Coton and Boughton Ward
E05010759	Dunsmore Ward
E05008986	Eastlands Ward
E05008979	Hillmorton Ward
E05008980	Learn Valley Ward
E05008981	New Bilton Ward
E05008982	Newbold and Brownsover Ward
E05008983	Paddox Ward
E05008984	Revel and Binley Woods Ward
E05008985	Rokey and Overslade Ward
E05010760	Wolston and the Lawfords Ward
E05008988	Wolvey and Shilton Ward



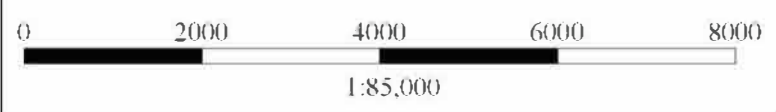
Key

-  Rugby Borough Boundary
-  Rugby Borough Wards
-  Unparished Area
-  RBC Parish

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Rugby Borough Council Ward and Parish Map

Date 01/11/2017
Scale 1:85,000
(when printed @A3)



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Ordnance Survey 100019417



AGENDA MANAGEMENT SHEET

Report Title:	Crime and Disorder - Annual Review
Name of Committee:	Brooke Overview and Scrutiny Committee
Date of Meeting:	11 April 2019
Contact Officer:	Dan Green, Head of Environment and Public Realm, Tel: 01788 533850 or dan.green@rugby.gov.uk
Summary:	<p>The report provides a summary of work in relation to Crime and Disorder, as delivered through the Rugby Community Safety Partnership.</p> <p>The report considers performance during the previous year, priorities for the forthcoming year and highlights several projects delivered through the Community Safety Partnership.</p>
Financial Implications:	None
Risk Management Implications:	None
Environmental Implications:	None
Legal Implications:	The committee is scrutinising the work of the Rugby Community Safety Partnership in accordance with S19 of the Police and Justice Act 2006.
Equality and Diversity:	None

Brooke Overview and Scrutiny Committee - 11 April 2019

Crime and Disorder - Annual Review

Public Report of the Head of Environment and Public Realm

Summary

The report provides a summary of work in relation to Crime and Disorder, as delivered through the Rugby Community Safety Partnership.

The report considers performance during the previous year, priorities for the forthcoming year and highlights several projects delivered through the Community Safety Partnership.

1. Introduction

The 1998 Crime and Disorder Act requires 'responsible authorities' to work together to reduce crime and disorder at a local level. In England, the responsible authorities are the police, local authorities, fire and rescue authorities, health and probation services. The responsible authorities must work together to protect their local communities from crime and to help people feel safer.

The Overview and Scrutiny Committees have a statutory responsibility (at least once a year) to review the decisions and actions of the responsible authorities within the Rugby Community Safety Partnership in relation to their crime and disorder functions.

2. The Rugby Community Safety Partnership

The Rugby Community Safety Partnership (CSP) is well established with a good track record of understanding levels of risk within the Borough, producing action plans to deal with local community safety concerns and working across partners to maximise resources.

Over the past 12 months, the Rugby CSP has seen considerable change, not least following the departure of Keith Newell, from his position as Community Safety Manager for Rugby Borough Council.

Following Keith Newell's departure, a decision was taken to broaden the reach of the CSP to include a broader range of organisations, particularly in relation to intelligence gathering, action planning and project delivery.

This has been reflected in the formation of a new and refreshed Priority Action Group (PAG), which meets between CSP Board meetings, primarily to consider actions

arising from the CSP Board and to receive analytical reports to inform future agenda items for the CSP Board.

Whilst still in its early days, the PAG has been very well attended by a broad range of partners and has been heavily involved in the production of the Strategic Assessment and is currently heavily involved in the production of resulting action plans.

The broader reach of the CSP is reflected in how Community Safety is resourced within Rugby Borough Council. Rather than recruit to a 'standalone' Community Safety Manager role, Community Safety now sits within Regulatory Services (part of the Environment and Public Realm Portfolio) under the management of David Burrows, with Denise Lott filling the role of Community Safety and Anti-Social Behaviour Coordinator. This means that Community Safety is now managed alongside interdependent services such as Licensing and Community Wardens.

The Rugby CSP has also recognised the ever-growing importance of working with our Countywide partners and partnerships, both because of the cross-border nature of some crimes and in recognition on the resourcing constraints of individual agencies.

To this end, the Rugby CSP has increased its engagement in the Countywide Community Safety Officers Group, the Serious and Organised Crime Joint Working Group, the Warwickshire Prevent Steering Group, the Warwickshire Hate Crime Partnership, the Northern Warwickshire Hate Incident Panel, the Warwickshire Reducing Reoffending Strategy and the overarching Safer Warwickshire Partnership Board.

In addition to local (Rugby based) partners, the CSP continues to forge strong links with countywide partners including the Office of the Police and Crime Commissioner, Warwickshire County Council, Warwickshire Police and numerous Third Sector Organisations.

3. 2019/20 Strategic Assessment

3.1 Overview

Strategic Assessments are assessments of crime and disorder, which allow Community Safety Partnerships to respond more effectively to the community, plan activity, allocate resources and deliver activities that focus on priorities and achieve results.

The Rugby CSP Strategic Assessment 2019/20 has been produced by the Warwickshire County Council Insight Service and was commissioned with the intention of providing Rugby with:

- A review of 2018/19 priorities;
- Analysis of crime and disorder to inform future priority setting;
- The identification of any areas of concern;
- Recommendations for the suggested 2019/20 priorities.

The examined period for the 2019/20 Strategic Assessment was 1 October 2017 to 30 September 2018 (12 months).

3.2 2018/19 Performance Summary

The Strategic Assessment has demonstrated that overall total recorded crime for Rugby Borough has seen a slight increase of 1% during the period compared to the previous year. This is in comparison to the 1% reduction in recorded crime during the period across Warwickshire.

Rugby CSP had previously identified the following key areas to be 'priorities for the 2018/19:

- Violent Crime (with a focus on Sec. 18 and Sec. 20 wounding)
- Residential Burglary
- Road Safety
- Reducing Re-offending
- Vulnerability (with a focus on personal ASB)

It is evident that targeted community safety activity focusing on last year's priorities of Malicious Wounding with Intent to do grievous bodily harm (Sec. 18), Residential Burglary (dwelling) and Personal ASB have had positive impacts on the level of these crimes in the borough. The positive picture continues in broader areas such as arson and all anti-social behaviour.

Analysis shows that wounding with intent to do grievous bodily harm (Sec. 18) offences have decreased this year in the borough by 16%, while wounding or inflicting GBH has increased by 30%, although rate of volume remains relatively low (48 offences this strategic period). This suggests that wounding offences are becoming more serious, with offenders more likely to inflict GBH.

Residential burglary includes all buildings or parts of buildings that are within the boundary of, or form a part of, a dwelling. Analysis has shown that residential burglary over the period has been relatively stable with no increase or decrease in the number of offences when compared with the previous 12 months. Rural areas of Rugby Borough are still vulnerable to this crime type as identified in the mosaic analysis showing that those living in the predominantly rural areas of 'A Country Living' have experienced the second highest level of residential burglary dwelling offences during the period.

Analysis from the Warwickshire Police collisions data concludes that since 2016, pedal cycles, motorbikes and heavy goods vehicles are the most vulnerable on the roads. Data shows reductions in most categories for this year, except for an increase of KSIs (Killed or Seriously Injured) of pedal cyclists which has increased by 17% (1 incident). This reflects the countywide picture also, with reductions seen in all but one category, where KSIs of 0-15 year olds increased by 4% (1 incident). Overall, pedestrians have seen reduced casualty numbers in 2018. From 2016 to 2018, Rugby Borough continues to show that pedestrians aged between 11 and 15 years of age are the most vulnerable pedestrian casualties.

The requirement to 'resettle and rehabilitate' offenders remains a primary aim of all partners involved in reducing reoffending. Warwickshire community safety partners have a countywide action plan in place to reduce re-offending. This contains actions across the seven pathways identified as being crucial to helping reduce someone's offending:

- accommodation
- employment
- education and training
- mental and physical health
- drugs and alcohol
- finance, benefits and debt
- children and families' attitudes, thinking and behaviours

Due to the lack of available re-offending data it is difficult to obtain a true picture of the re-offending in Rugby Borough during this strategic period.

Personal Anti-social behaviour (ASB) is defined by the Home Office as ASB where it is perceived that the incident is deliberately targeted at an individual or group, impacting on them directly rather than the community at large.

During this strategic period there have been 2,589 ASB incidents in Rugby Borough. Of these, 400 were recorded as 'Personal ASB'. This is a 22% reduction this year, compounding the reduction of 19% from the previous year. Analysis of the personal ASB levels this year continues to show the three wards of Benn, New Bilton and Newbold and Brownsover as the hotspots for personal ASB.

The Strategic Assessment showed that Rugby Borough had seen increases in vulnerability in terms of 'vulnerable adults' and 'children at risk', coupled with the identified county line infiltration into the borough that is likely to prey on these vulnerable residents.

Recognising that performance related to Personal ASB had been good and that established initiatives were already in place, it was suggested that the focus of the Partnership's work in relation to vulnerability should refocus on county lines and exploitation.

3.3 2019/20 Priorities

Taking account of the statistical evidence available, the Strategic Assessment recommended a number of areas that the Rugby CSP should consider as priorities over the coming year.

The Rugby CSP Board considered these recommendations, together with local insight and agreed the following as priorities for 2019/20:

- Violent Crime (including Sec. 18 and Sec. 20 wounding)
- Residential Burglary
- Reducing Re-offending

- Vulnerability (focussing County Lines and Child Exploitation)

An action plan is now in the final stages of development, which will seek to address these priorities through focussing currently available resource or through securing additional resource.

4. Projects Showcase

The following projects demonstrate some of the additional work which has been commissioned by the Rugby CSP over the past 12 months. The projects described are funded from CSP budgets, derived from either RBC core budgets or Police and Crime Commissioner grant funding.

4.1 Reducing Re-offending – Futures Unlocked

Rugby Community Safety Partnership has continued to provide financial support Futures Unlocked for their work with ex-offenders.

Futures Unlocked is a charity whose purpose over the last 16 years has been to train and enable volunteer mentors to provide practical, emotional and spiritual support to ex-prisoners returning to the community. For the last five years the charity has been based in Rugby and delivers mentoring support to the whole of Warwickshire.

There are currently upwards of 40 volunteer mentors who have been trained by the charity to provide mentoring support across a range of pathways identified by research and adopted by the HM Prisons and Probation Service as providing the most sustainable desistance from crime.

The management of a case involved an in depth assessment by a Community Chaplain staff member, a match meeting between client, mentor and Chaplain and, only when all are content to proceed, regular meetings between mentor and client with 6 weekly review meetings between all three. At review the parties triangulate scorings to establish distance travelled on the pathways. These scorings are further rendered into a RAG rating.

Running alongside this core mentoring, Futures Unlocked has piloted a family mentoring service to address the issues faced by families of prisoners. This pilot was independently evaluated (available on request) and following from that the charity was funded to continue that work in 2019 with every possibility of continuing thereafter.

Of 14 referrals for Rugby, four were not accepted (two service user declined, one risk issues and one for capacity). For the 10 cases, six were fully or partially mentored. The total time engaged on these cases was 174 hrs of which 115 hrs was direct face to face time. 6 mentors were engaged in providing support.

There were six family referrals from Rugby. All were supported by Chaplains due to complexity. The total time engaged was 139 hrs of which 113 hrs were direct face to face time with client and children.

The following three cases studies demonstrate the nature and impact of the interventions put in place.



Tony – Core mentoring. When the referral for Tony came to Futures Unlocked Tony had been sleeping rough in a park for some weeks. In his late 50s with many health problems he was first seen in hospital as he had collapsed in the town centre.

On his release from hospital, Futures Unlocked were able to pursue local authority temporary accommodation and in time, having the benefit of support from a local charity in providing the funds for a bond which was negotiated by Futures Unlocked, Tony was able to move into a small flat.

Futures Unlocked played a big part in managing his health needs (including taking him to his out of town doctors while his registration with a local surgery was pending) and securing his financial affairs in assisting him in negotiating with HMRC regarding outstanding tax returns and accompanying him to appointments in Birmingham and Coventry for assessment in relation to PIP and ESA claims. Futures Unlocked also supported Tony in relation to the sale of the family home as he was unable to communicate with his wife or family. Tony has said to more than one agency that he does not know what he would have done without the support from Futures Unlocked.



Dan – Through the Gate. Dan has a long record of offending. He suffers from ADHD and has a brain tumour. He is victim to bullying and poor friendship choices. Though he lives on his own, he struggles to cope.

Futures Unlocked have worked with Dan on more than one occasion. He is preyed on by others, despite encouragement to avoid and falls prey to using alcohol and drugs to excess. Successful efforts have been made to improve his IT skills and search for meaningful volunteering work. Efforts were made to find supported accommodation out of area which were successful. Support was also given to his parents who struggled to cope. He scored the support 11 out of 10 in the exit interview.



Alice – Family. When her partner was sentenced to four years in prison this was the first occasion Alice had come into contact with the criminal justice system and Social Services. Alice had no idea where to turn to for support. At the suggestion of a school nurse she self-referred to Futures

Unlocked. She was supported in her developing relationship with Social Services. Futures Unlocked gave social activity support to the children and financial management skills to Alice. She said to the independent evaluation researcher that without the support she could well have lost her children as well as suffering very negatively in her health and mental state.

4.2 Domestic Violence – Rugby Outreach Project, Refuge

Rugby CSP has provided financial support to Refuge, to provide an outreach project which seeks to deliver a high quality, proactive frontline service to victim-survivors of domestic violence and abuse across Rugby Borough. The project offers a holistic service including face-to-face practical and emotional support (both individual and

group programmes), specialist advocacy, information and referral, and multi-agency working to victim-survivors of domestic violence and abuse.

The outreach work is vital in supporting victims who continue to live with their perpetrators. Often women keep the violence they are experiencing secret from family and friends and feel extremely isolated. By operating discreet services in the community; including four drop-ins per month, the project is able to make contact with those in need of support and address any risks victims and their children may be facing. This enables victims to develop strategies to keep themselves and their children safe and supports them to make short-term and long-term decisions about their situation.

The Rugby outreach worker also supports victims who have already left abusive partners to rebuild their lives. She supports victims-survivors to access: benefits, employment, legal advice and safe accommodation or services to increase the safety within their homes. She provides advocacy and support at court, in regard to child protection and child arrangements, as well as protective orders to increase the victim's safety. She provides support to attend the group work, in which the victims can explore the effects of domestic abuse on themselves and their children. The group work sessions enable participants to build tools to recognise the signs of an abusive relationship and empower them to recognise healthy relationships in the future.

The Rugby drop-ins are run every 1st and 3rd Tuesday of the month at Boughton Leigh Children's Centre, and Claremont Children's Centre. They are being attended well and clients are returning for advice and information. The WINGS group programme is also delivered at the children's centres and consists of a 10-week programme; based on the power and control model.

Over the last 12 months 47 clients have been supported and exited the service and a further 37 referrals have been received, of which 92% went on to receive support.

Overall a third of referrals came from clients who self-referred; showing an increased awareness of support services in the Rugby area. This allows victims of domestic abuse to access support, information and advice at an early stage. A third came from the police who attended a domestic abuse incident, and the remaining third of referrals were received from a combination of: Rugby children's social care team, solicitors following a disclosure at an appointment, the community mental health team, Victim Support and other local agencies in Rugby.

Over 75% of the clients admitted to the service said they had suffered multiple types of abuse, including physical, emotional, controlling and coercive behaviour, sexual and financial abuse and 28% were classified as being at high risk.

66.7% stated that they were feeling very frightened. 66.7% stated that they were afraid of further injury or violence. 50% stated that they felt isolated from their family or friends. 66.7% stated that they felt depressed. 83.3% said that they had separated or had tried to separate in the past 12 months. 33.3% said that there was on-going conflict over child contact.

66.7% stated that the abuse is happening more often, and 33.3% stated it was getting worse. 66.7% stated that the perpetrator controlled everything and was excessively jealous and 33.3% stated that the perpetrator had tried to strangle/choke/suffocate or drown them.

50% stated that their abuser had hurt someone else and 33% stated that the perpetrator had been in trouble with the police before and/or had a criminal record.

During their time in the service, the victims-survivors collectively asked for a total of 159 support actions of which 99% had been achieved at the point of exit. These included:

- developing and implementing an individual support and safety plan;
- discussing actions to keep myself and my children safe;
- criminal court advice and support;
- advice and support in relation to child birth;
- gaining advice on civil protection orders;
- advice on how to increase their safety around child contact issues;
- help to find new safe accommodation or access refuge accommodation.

Women also asked for support around the effects of the domestic violence on themselves and their families.

The feedback from clients using the service has been extremely positive; 93% felt safer, 100% did not feel frightened or their fear had reduced, 93% felt their quality of life had improved and 100% felt confident in knowing how to access help in the future.

Case study

Impact ID no: 86074 Clients name has been changed

Reason for Referral (including referral source)

Sally had self referred herself to our service, acting on advice from her Family Support Worker, who recognised that she had been in an abusive relationship. After our initial call, she agreed to meet at the drop in to discuss her situation further.

Type of abuse

Sally had been suffering from psychological abuse; her perpetrator had gradually isolated her from her support network. There was also financial abuse, he had made her work long hours, but he controlled the money. As we spoke Sally started to realise there had also been sexual abuse. Following the breakdown of the relationship, her ex-partner continued to control Sally using the family courts and contact issues with their daughter and is now taking Sally to court.

How did the survivor want us to help

Sally said she had only just started to recognise the Domestic Abuse and felt she needed more awareness. She had not had good experiences with any of the men in her life and feels that she needs to break the cycle.

Sally asked for a supporting letter for Legal Aid, as knew she would need help in court in regards to Child Contact Proceedings.

She felt she needed someone on her side who understood what she had gone through, as she felt she would need support with Children's Services and the Police.

What did we do

I urged Sally to go to her GP to get some counselling as she told me she is feeling depressed, she told me she had self-harmed in the past. I asked Sally to think about counselling, particularly around the rape disclosure she had made to me, and I gave her the number for ROSA.

I agreed to arrange our next meeting somewhere more convenient and safe for her as she is very nervous of seeing her ex and his family in her local area.

I explained to the client about the Wings Programme, and how it would help her awareness and build her confidence, she felt this would be helpful for her. I agreed to do a referral but explained the next course would start in the new year but agreed to do some awareness with her in the interim, she had started to recognise the cycle she was stuck in, and we agreed she needed to build her independence. I took the contact details for her solicitor and said that I would be able to provide a supporting letter for the Legal Aid. I advised Sally that I would also be able to support her in court.

I asked her to let me know the date of the Early Intervention meeting and said I would attend that with her.

I advised Sally of her options which included an option to report any incidents to the police, and to report historical abuse. I asked her if she was confident to do this and offered to be there with her when she calls, Sally said she was nervous but ok to do it alone, advised her to write down what she needed to say to help her with the call. I also went through safety planning with Sally, especially about changing her routes when she goes out and to call police straight away if approached by the perpetrator or his family. Sally said he did not have keys to her property, but he has turned up demanding entry so I advised her that she may need to think about applying for a Non-Molestation Order and explained what this meant.

What difference did the outreach service make to this survivors life

Sally told me she had never really spoken about things before, she felt better talking about it and felt she was heard. She said she felt let down by other services and her primary concern was for her daughter's safety.

She said she felt stronger now that she has some support and realises ways in which she can take control back in her life.

Sally has recognised that she has had unhealthy relationships with previous partners and wants to break out of this cycle through taking part in peer group support on the Wings programme.

4.3 ASB Case Management – Rugby CSP

Within the CSP we have been working with various agencies, through the ASB Case Management Group, to reduce ASB to victims and to support young people engaged in ASB.

We work hard to bring together the agencies who can make a difference to ASB and all the other issues to our ASB Case Management meetings. Partners who are engaged include several of Rugby's schools, housing providers, youth workers, Warwickshire Youth Justice Service, Rugby First, Warwickshire Police, WCC Early Help and Support and Social workers. Case Management meetings are used to discuss interventions, and to offer commitment and support to the young people/parents who are struggling with issues relating to ASB.

The ASB Case Management Group refer young people to numerous agencies for specialist support, including referrals to Compass, for young people who have drug issues; referrals to 'Ontrack' (part of RBC sports and recreation) for one to one support where individuals are otherwise disengaged; and referrals to Warwickshire Youth Justice Service where young people who are moving beyond ASB and into criminality, exploitation and county lines.

We use numerous interventions where young people are causing issues relating to ASB, including warning letters, Antisocial Behaviour Contracts (ABCs) to make parents and children aware of what is acceptable and what is not, Community Protection Notices (CPNs) to make young people or their parents responsible for their actions.

Working with all the agencies has made a difference in various areas which were suffering from high levels of ASB. This has helped to make residents of those areas feel safer in their homes and provided visible evidence of agencies working together in the interest of Community Safety.

Rugby Borough Council has a team of Community Wardens – a reactive team who attend reports of ASB within Rugby, manage areas where youths are gathering and move individuals on where they are causing any nuisance. Wardens will identify those who are termed as ringleaders in ASB and link in with Warwickshire Police to discuss any actions we can take together.

All partners work closely with Warwickshire police to combat ASB and nuisance behaviour to reduce ASB in our communities and support Victims, young people and residents of Rugby.

We are extremely pleased to report that figures April 2018 – February 2019 for ASB show a 12.5% reduction in overall ASB which equates to a reduction of over 330 incidents. This demonstrates a significant impact for the borough and reflects the positive partnership working arrangements we have in place.

Name of Meeting: Brooke Overview and Scrutiny Committee

Date of Meeting: 11 April 2019

Subject Matter: Crime and Disorder - Annual Review

Originating Department: Environment and Public Realm

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

AGENDA MANAGEMENT SHEET

Report Title:	Single Use Plastics Policy
Name of Committee:	Brooke Overview and Scrutiny Committee
Date of Meeting:	11 April 2019
Contact Officer:	Dan Green, Head of Environment and Public Realm, Tel: 01788 533850 or dan.green@rugby.gov.uk
Summary:	Following previous reports to Brooke Overview and Scrutiny Committee regarding single use plastics, the report provides a draft Single Use Plastics Policy for consideration.
Financial Implications:	If a single use plastics policy were to be recommended and subsequently adopted, there may be financial implications arising from the utilisation of more sustainable materials in council services.
Risk Management Implications:	There are no direct risk management implications.
Environmental Implications:	If a single use plastics policy were to be recommended and subsequently adopted, there may be positive environmental implications arising from the utilisation of more sustainable materials in council services.
Legal Implications:	There are no direct legal implications.
Equality and Diversity:	There are no direct equality and diversity implications.

Brooke Overview and Scrutiny Committee - 11 April 2019

Single Use Plastics Policy

Public Report of the Head of Environment and Public Realm

Summary

Following previous reports to Brooke Overview and Scrutiny Committee regarding single use plastics, the report provides a draft single use plastics policy for consideration.

1. Introduction

On 27 February 2018, Council referred a motion to a scrutiny committee in accordance with Council Standing Order 11. The motion related to the Council's use of single use plastics and how this could be reduced.

The motion was subsequently considered by Brooke Overview and Scrutiny Committee on 28 June 2018, where the Head of Environment and Public Realm was asked to undertake an audit of single use plastics used by Rugby Borough Council services.

The results of this audit were considered by Brooke Overview and Scrutiny on 7 February 2019, where the Head of Environment and Public Realm was asked to produce a draft single use plastics policy.

2. Draft Plastics Policy

A draft single use plastics policy is included in this report (Appendix) for consideration and comment.

The draft policy seeks to highlight the rationale for introduction and some tangible measures which the Council could commit to, to reduce consumption and the negative environmental impact of single use plastics.

These measures fall under the following themes:

- Council Services
- Community Leadership
- Procurement
- Staff Awareness

3. Conclusions

The committee is asked to:

- Consider the draft single use plastics policy and comment as appropriate
- Agree how they wish to proceed regarding a single use plastics policy for Rugby Borough Council

Name of Meeting: Brooke Overview and Scrutiny Committee

Date of Meeting: 11 April 2019

Subject Matter: Single Use Plastics Policy

Originating Department: Environment and Public Realm

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

Rugby Borough Council

Draft Single Use Plastics Policy

April 2019

1. Context

Plastics can be very useful in everyday life, but the Council recognises that poorly managed waste plastics pose a threat to the global environment, both on land and the sea.

The UK government estimates that there are currently more than 150 million tonnes of plastic in the world's oceans, and 100,000 sea mammals and one million birds die from eating or becoming tangled in plastic waste each year, but the unseen effects are equally concerning: Once in the environment the larger plastics break down into very small particles over hundreds of years and become microplastics which do not biodegrade but instead accumulate in the environment.

In January 2018, the Government published the UK's 25 Year Plan to Improve the Environment. This outlined ways to reduce the use of plastics that contribute to pollution, and broader steps to encourage recycling and the more thoughtful use of resources. The aim is to eliminate all avoidable plastic waste by 2042.

2. Purpose

Rugby Borough Council is concerned about the impact which single use plastics are having and this policy aims to set out how we will reduce our own impact on the environment and encourage others to do the same.

3. Definitions

The Institute for European Environmental Policy defines single use plastics as: "single use plastics can include any disposable plastic item which is designed to be used only once".

Single use plastics are often used in packaging, consumer products, cosmetics and healthcare. Examples include: light-weight plastic bags, disposable utensils, stirrers, beverage containers, coffee capsules, and wet wipes.

4. Principles

To support a reduction in our environmental impact, through the reduced use of single use plastics, the Council commits to:

Council Services

- Work with staff to ensure that single-use plastics are eliminated across our services, wherever possible.
- Work with our event organisers to eliminate single-use plastics across all events held on or in council assets
- Where the use of plastics is unavoidable, the Council will encourage the use of recycled plastics, where practicable.

Community Leadership

- Support our communities in their efforts to reduce consumption of single use plastics

- Support communities and litter-pick initiatives to ensure our parks and open spaces are free from plastic litter
- Work with partners in initiatives and projects for reducing single-use plastic waste
- Share best practice and information about plastic free initiatives, to residents, businesses, visitors and beyond through the council's social media and communication channels
- Use government legislation that regulates against the use of single-use plastics to support our efforts where we can
- Enable town centre visitors to reduce their reliance on disposable bottles by supporting the implementation of the National 'Re-fill' scheme.

Procurement

- Require all our suppliers to minimise the use of single-use plastics in their service provision and find sustainable alternatives (where appropriate)
- Support greater awareness and action from our suppliers and contractors in finding sustainable single-use plastics replacements wherever appropriate

Staff Awareness

- Explore further opportunities to recycle more types of plastic from our own buildings and provide clear guidance to staff on the types of plastic that can be recycled.
- Ensure Staff are aware of the environmental impacts of plastic use and provide guidance on how to reduce their impact at home and at work.

5. Monitoring

To monitor progress, we will:

- Periodically carry out audits to monitor the single use plastic items being used by Council services.
- Monitor the number of single-use plastic items avoided/ reduced
- Monitor the number of new plastic recycling streams introduced

AGENDA MANAGEMENT SHEET

Report Title:	Review of Access for People with a Disability
Name of Committee:	Brooke Overview and Scrutiny Committee
Date of Meeting:	11 April 2019
Contact Officer:	David Collins, Property Manager, Tel: 01788 533846 Chris Worman, Parks and Grounds Manager, Tel: 01788 533653
Summary:	<p>A review on the theme of facilities for disabled people and access for people with disabilities 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.</p> <p>The draft review report is appended for the committee's consideration.</p>
Financial Implications:	There are no financial implications arising from this report.
Risk Management Implications:	There are no risk management implications arising from this report.
Environmental Implications:	There are no environmental implications arising from this report.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	No new or existing policy or procedure has been recommended.

Brooke Overview and Scrutiny Committee - 11 April 2019

Review of Access for People with a Disability

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

Summary

A review on the theme of facilities for disabled people and access for people with disabilities 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 draft review report is appended for the committee's consideration.

1. INTRODUCTION

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. The task group completed the work in February 2019.

The chair of the task group, Councillor Julie A'Barrow, will present the report.

2. CONCLUSION

The review report will be submitted for approval to Cabinet on 3 June 2019.

The committee will be provided with a progress report in 12 months' time.

Name of Meeting: Brooke Overview and Scrutiny Committee

Date of Meeting: 11 April 2019

Subject Matter: 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	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



REVIEW OF ACCESS FOR PEOPLE WITH A DISABILITY

March 2019

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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**

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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

- 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 provide 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 positioned.
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 adjacent hard area. Other gate opens to the hardwood chip impact absorbing surfacing so poor access within play area for wheelchairs/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 HARRIS CLOSE		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 accomadate wheelchairs and buggies. Good access to and within play, MUGA, gym equipment etc, ofering a range of inclusive facilities 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.

AGENDA MANAGEMENT SHEET

Report Title:	Review of Informaing and Engaging Our Communities
Name of Committee:	Brooke Overview and Scrutiny Committee
Date of Meeting:	11 April 2019
Contact Officer:	Matthew Deaves, Comunication, Consultationa and Information Manager, Tel: 01788 533562 or matthew.deaves@rugby.gov.uk
Summary:	<p>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.</p> <p>The draft review report is appended for the committee's consideration.</p>
Financial Implications:	There are no financial implications arising from this report.
Risk Management Implications:	There are no risk management implications arising from this report.
Environmental Implications:	There are no environmental implications arising from this report.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	No new or existing policy or procedure has been recommended.

Brooke Overview and Scrutiny Committee - 11 April 2019

Review of Informing and Engaging Our Communities

Public Report of the Executive Director

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 draft review report is appended for the committee's consideration.

1. INTRODUCTION

At the annual Overview and Scrutiny Workshop held on 8 March 2017, communication, engagement and public consultation were raised as separate suggestions 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, taking account of other work involving the relevant officers.

The one-page strategy for review was agreed by Whittle Overview and Scrutiny Committee on 17 October 2017 but 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 task group completed the work in March 2019.

The chair of the task group, Councillor Dale Keeling, will present the report.

2. CONCLUSION

The review report will be submitted for approval to Cabinet in June 2019.

The committee will be provided with a progress report in 12 months' time.

Name of Meeting: Brooke Overview and Scrutiny Committee
Date of Meeting: 11 April 2019
Subject Matter: 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	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



REVIEW OF INFORMING AND ENGAGING OUR COMMUNITIES

March 2019

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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

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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

To be written by the Chair

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](http://www.rugby.gov.uk/whichbin) 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.

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).

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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.

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

⁴⁰ See [The community planning toolkit](#)

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- 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 | • deliberative events | • consensus building |
| • community mapping | • web based consultation | • citizens' panel |
| • planning for real © | • future search | • street stalls |
| • public meetings | • open space technology | • questionnaires |
| • focus groups and workshops | • citizens' juries | • local community meetings |

What next?

> Skip to [Foundation IV](#)

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Foreword



Introduction



Which hat are you wearing?



Context



Section One:
The Basics



Section Two:
Surpassing Expectations



Section Three:
Pilot Projects



Further reading



Glossary



Which council does what?

Appendix 4

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)

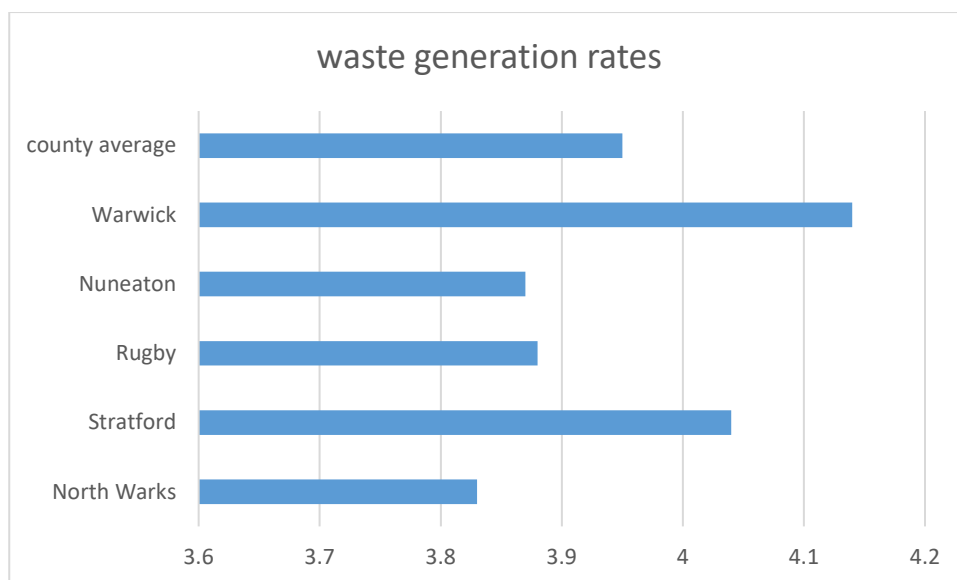


Chart 1: Residual waste generated (kg/hh/wk)

	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)

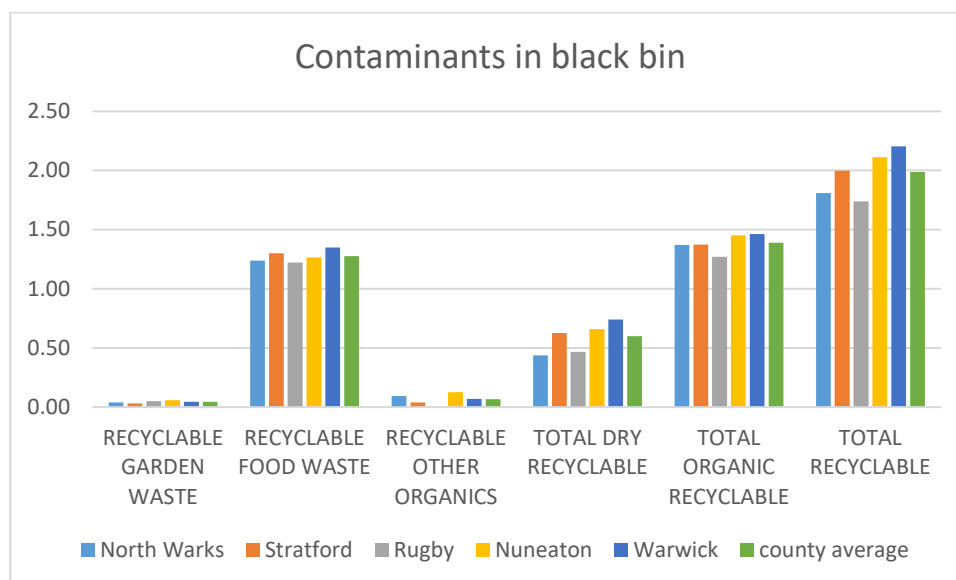


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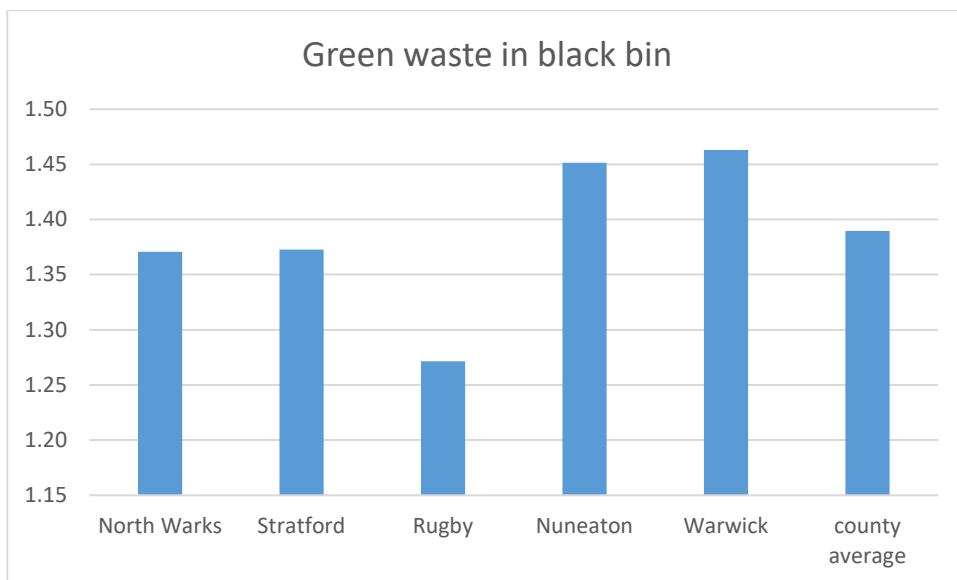


Chart 3: Green waste in black bin (kg/hh/wk)

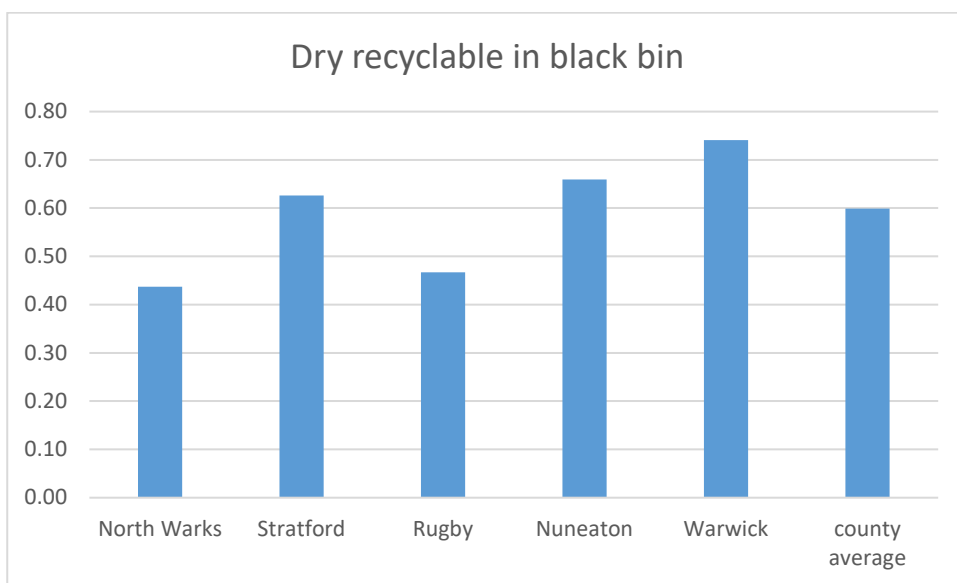


Chart 4: Recyclables in black bin (kg/hh/wk)

	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 (%)

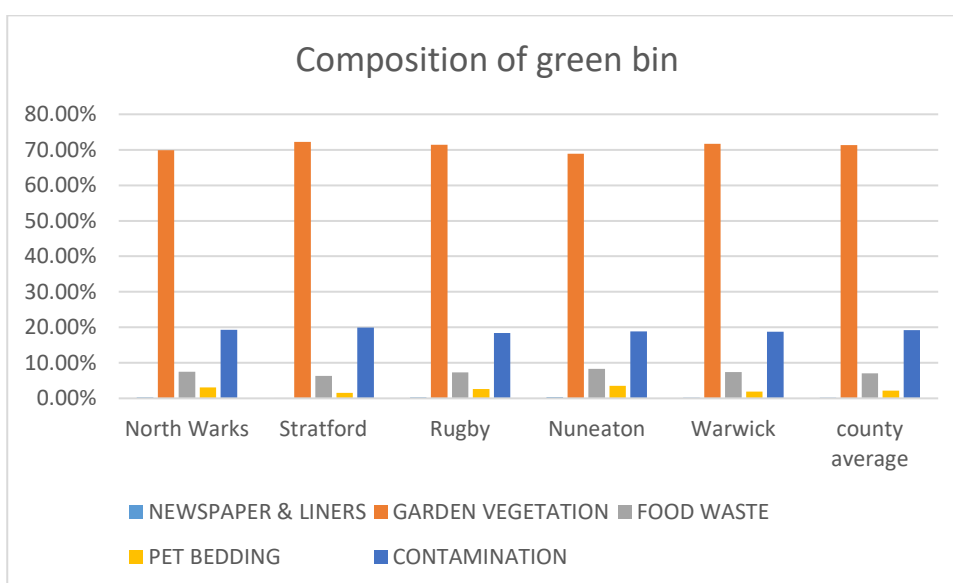


Chart 5: Composition of green bin (%)

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:	Overview and Scrutiny Work Programme 2018/19
Name of Committee:	Brooke Overview and Scrutiny Committee
Date of Meeting:	11 April 2019
Contact Officer:	Veronika Beckova, Democratic Services Officer, Tel: 01788 533591
Summary:	The report updates the Committee on the progress of scrutiny reviews and details the forward work programme for 2018/19.
Financial Implications:	There is a budget of £500 available in 2018/19 to spend on the delivery of the overview and scrutiny work programme.
Risk Management Implications:	There are no risk management implications arising from this report.
Environmental Implications:	There are no environmental implications arising from this report.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	No new or existing policy or procedure has been recommended.

Brooke Overview and Scrutiny Committee - 11 April 2019

Overview and Scrutiny Work Programme 2018/19

Public Report of the Executive Director

Summary

The report updates the Committee on the progress of scrutiny reviews and details the forward work programme for 2018/19.

1. PROGRESS ON SCRUTINY REVIEWS

1.1 Informing and Engaging our Communities – the review has been covered by a separate item on this agenda.

1.2 Access for People with a Disability – the review has been covered by a separate item on this agenda

1.3 Parking at the Queen’s Diamond Jubilee Leisure Centre – a special meeting of Whittle Overview and Scrutiny Committee was held on 13 February to consider evidence from the site visit on 30 January. A draft review report was considered. Short-term recommendations were submitted for consideration to Cabinet 1 April. The topic will form part of the agenda for the next meeting of Whittle Overview and Scrutiny Committee on 19 July 2019.

2. FUTURE WORK PROGRAMME

The scrutiny committee chairs meet on a regular basis to discuss and agree the allocation of work and topics for each scrutiny committee. The current scrutiny reviews are as follows:

Brooke Overview and Scrutiny Committee

Topic	Comments
<i>Employee Wellbeing</i>	Light touch review completed by Brooke 7 February 2019. A further report providing an update and additional information as requested scheduled for 5 September 2019.
<i>Special Expenses Scheme – Council Tax</i>	The review has been covered by a separate item on this agenda.

Topic	Comments
<i>Trees and Hedges</i>	Light touch review completed by Brooke 7 February 2019.

Whittle Overview and Scrutiny Committee

Topic	Comments
<i>Access for Disabled People</i>	As outlined in paragraph 1 above
<i>Informing and Engaging Our Communities</i>	As outlined in paragraph 1 above
<i>Parking at the Queen's Diamond Jubilee Leisure Centre</i>	As outlined in paragraph 1 above

A copy of the work programme is appended to this report.

2. CONCLUSION

The committee is asked to:

- note the progress in the scrutiny reviews; and
- note the work programme for the scrutiny.

Name of Meeting: Brooke Overview and Scrutiny Committee
Date of Meeting: 11 April 2019
Subject Matter: Overview and Scrutiny Work Programme 2018/19
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 7 February 2019 Agenda Item 8 https://www.rugby.gov.uk/meetings/meeting/884/brooke_overview_and_scrutiny_committee
2	Brooke Overview and Scrutiny Committee 13 September 2018 Agenda Item 6 https://www.rugby.gov.uk/meetings/meeting/883/brooke_overview_and_scrutiny_committee
3	Brooke Overview and Scrutiny Committee 28 June 2018 Agenda Item 7 https://www.rugby.gov.uk/meetings/meeting/882/brooke_overview_and_scrutiny_committee

Overview and Scrutiny Work Programme 2018/19

Items to be carried forward to 2019/20

Topic	Description
Commercialisation, Collaboration and Partnerships	Commercialisation Strategy. Exploring commercial activity, subscription packages of services, collaboration with other public-sector bodies, shared service and trading. RBC relationships with partners and their value.
Universal Credit	Update following the implementation of changes to the administration of Universal Credit as reported in April 2018. Members received an update at the joint meeting on 8 November 2018.
Encouraging the Community to Adopt Healthy Lifestyles	To monitor the delivery of priorities and associated costs of initiatives the Council could support. As per the recommendation of Council on 27 September 2018.
Rugby Lotto	To monitor progress after a year of operation.
Review of Housing Maintenance/Repairs	To focus on customer satisfaction.
Special Expenses Scheme	Following the approval of the one-page strategy on 11 April 2019, to carry out the review in time to inform the budget setting process for 2020/21.
Employee Wellbeing	Update on additional information requested during a light-touch review carried out by Brooke on 7 February 2019.
Houses in Multiple Occupation	Understanding of existing issues with HMOs based on licensing and enforcement. New legislation came into effect on 1 October 2018.
Materials Recovery Facility	Pre-decision scrutiny of the options.
Notice of Motion – Reduce Plastic Waste at the Council	Progress made on sourcing suitable alternatives to single use plastics identified by the council services audit.
Review of parking at the Queen’s Diamond Jubilee Centre	Report on an ANPR parking scheme and longer-term review recommendations.