



24 October 2024

CABINET – 4 NOVEMBER 2024

A meeting of Cabinet will be held at 6.00pm on Monday 4 November 2024 in the Council Chamber at the Town Hall, Rugby.

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

Mannie Ketley
Chief Executive

A G E N D A PART 1 – PUBLIC BUSINESS

1. Minutes.

To confirm the minutes of the meeting held on 7 October 2024.

2. Apologies.

To receive apologies for absence from the meeting.

3. Declarations of Interest.

To receive declarations of –

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

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

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

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

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

4. Question Time.

Notice of questions from the public should be delivered in writing or by e-mail to the Chief Executive at least three clear working days prior to the meeting (no later than Tuesday 29 October 2024).

Item not within a specific portfolio

5. Corporate Strategy (report to follow).

Growth and Investment, Digital and Communications Portfolio

Nothing to report to this meeting.

Partnerships and Wellbeing Portfolio

6. Celebrating 25 years of Rugby Art Gallery and Museum.

7. Scrutiny Review of Access to Emergency Healthcare Provision – outcomes and recommendations.

Finance, Performance, Legal and Governance Portfolio

8. Warwickshire Local Councils' Charter.

9. Financial Management system upgrade.

Communities, Homes, Regulation and Safety Portfolio

Nothing to report to this meeting.

Operations and Traded Services Portfolio

Nothing to report to this meeting.

Organisational change Portfolio

Nothing to report to this meeting.

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

Nothing to report to this meeting.

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

To consider the following resolution:

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

PART 2 – EXEMPT INFORMATION

Growth and Investment, Digital and Communications Portfolio

Nothing to report to this meeting.

Partnerships and Wellbeing Portfolio

Nothing to report to this meeting.

Finance, Performance, Legal and Governance Portfolio

Nothing to report to this meeting.

Communities, Homes, Regulation and Safety Portfolio

Nothing to report to this meeting.

Operations and Traded Services Portfolio

1. Urgent Decision under Delegated Powers – Workshop Digitisation Software.

Organisational Change Portfolio

Nothing to report to this meeting.

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

Nothing to report to this meeting.

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

The Reports of Officers are attached.

Membership of Cabinet:

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

CALL-IN PROCEDURES

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

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

Agenda No 6

AGENDA MANAGEMENT SHEET

Report Title:	Celebrating 25 Years of Rugby Art Gallery and Museum
Name of Committee:	Cabinet
Date of Meeting:	4 November 2024
Report Director:	Chief Officer - Leisure and Wellbeing
Portfolio:	Partnerships and Wellbeing
Ward Relevance:	All
Prior Consultation:	Partnerships and Wellbeing Portfolio Holder and Liberal Democrat spokesperson
Contact Officer:	Sally Godden, Rugby Art Gallery and Museum Manager (sally.godden@rugby.gov.uk)
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	Yes
Forward Plan:	Yes
Corporate Priorities:	This report relates to the following priority(ies): <input type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 <input checked="" type="checkbox"/> This report does not specifically relate to any Council priorities but
Summary:	This report sets out proposed exhibitions, events and activities that celebrate 25 years of Rugby Art Gallery and Museum.

Financial Implications:	The £58,580 will be included in the 2025/26 budget as a new cost, but approving it now allows preparations to begin.
Risk Management/Health and Safety Implications:	None arising directly from this report.
Environmental Implications:	None arising directly from this report.
Legal Implications:	None arising directly from this report.
Equality and Diversity:	All events and activities will be open to all residents within the borough. Please see EQIA attached at Appendix 1.
Options:	<ol style="list-style-type: none"> 1) To approve all proposed expenditure of £58,580 2) To approve additional activity and staff resource only of £38,580. 3) To reject all the proposed expenditure
Recommendation:	A temporary budget of £58,580 for 2025/26 be established to celebrate the Rugby Art Gallery and Museum 25-year anniversary.
Reasons for Recommendation:	<p>To support the delivery of the Love Rugby vision and support the cultural programming within the borough.</p> <p>To appropriately acknowledge and celebrate the 25th anniversary of the Council's investment in to the arts, culture and heritage of the town.</p> <p>Whilst also supporting the town centre economy through promoting public exhibitions and activities and engaging with local partners.</p> <p>To support the continued learning and development for Rugby's children and young people.</p>

Cabinet - 4 November 2024

Celebrating 25 Years of Rugby Art Gallery and Museum

Public Report of the Chief Officer – Leisure and Wellbeing

Recommendation

A temporary budget of £58,580 for 2025/26 be established to celebrate the Rugby Art Gallery and Museum 25-year anniversary.

Executive Summary

Rugby Art Gallery and Museum celebrates its 25th anniversary in 2025.

The Rugby Art Gallery and Museum plans to celebrate its past and look forward to its future with a year-long programme of art, creativity and imagination which sets the tone for 2026 where 80 years of the Rugby Collection will be celebrated.

The programme will mark a quarter of a century of Rugby Art Gallery and Museum's role in reflecting the town's significant heritage and vibrant creative culture since it first welcomed visitors in the spring of 2000.

This proposal outlines a comprehensive plan to celebrate the 25th anniversary of the Rugby Art Gallery and Museums (RAGM). The centrepiece of the celebration is a year-long series of exceptional exhibitions and events that will showcase RAGM's achievements, inspire future generations, and reflect the town's rich heritage.

Key initiatives include:

- **Redevelopment of Schools Programme:** Enhancing educational opportunities for local students through curriculum-aligned programs, teacher workshops, and student engagement activities.
- **"When I am 25" Project:** Engaging schools in a collaborative project to imagine the future of Rugby.
- **Blueprints Exhibition :** Exploring the history of RAGM and its collection.
- **25 Year Branding:** Creating new branding to enhance RAGM's image and generate excitement.
- **Artist Commission:** Supporting local artists by commissioning new retail lines for the gift shop.
- **Education Resources:** Developing a "Sketchbook" for children and young people.
- **Future Faces Exhibition:** Showcasing the creativity of young local artists.
- **Celebratory Outdoor Sculptural Play Space:** Creating a new play area for families and children.
- **Monthly Local History Talks:** Delivering informative talks on local history.

The proposed 25th-anniversary celebration will not only commemorate RAGM's achievements but also contribute to the cultural vibrancy of the town and provide valuable opportunities for education, engagement, and community development.

1. Introduction

- 1.1 In 2025, the Rugby Art Gallery and Museum (RAGM) will celebrate a momentous milestone: its 25th anniversary. Since its inception, RAGM has been a significant town centre asset, a source of inspiration, captivating audiences of all ages and backgrounds. In the heart of the town centre, this cultural gem was thoughtfully designed to showcase our renowned Rugby Collection, the Triponitum Collection from the Rugby Archaeological Society, and to curate a captivating social history collection that celebrates our town's unique heritage. RAGM has boasted over 1.5 million visitors since opening, over a million people reached through the offsite programmes and 50,000 school children visit our learning programme.
- 1.2 As RAGM embarks on its 25th anniversary celebrations, a programme of year-long series of exceptional exhibitions and events is proposed. This exciting programme will showcase its past achievements and set the stage for an even brighter future, culminating in the 80th anniversary of the Rugby Collection in 2026. Throughout 2025, RAGM will present a diverse array of art, creativity, and imagination, reflecting the town's rich heritage and vibrant cultural scene. This anniversary celebration is an opportunity to honour its quarter-century of service to the community and to inspire future generations with the power of art and culture.
- 1.3 Since its inception, RAGM has undergone remarkable transformation, evolving from a modest service designed to house the 65 Rugby collection pieces to a vibrant cultural hub serving over 80,000 visitors annually, a quarter of which being children. The Rugby Collection has expanded significantly to 251 pieces. RAGM has collected and developed a substantial Social History Collection of 45,000 objects, including the unique Redding Collection, all of which have generously been donated by the people of Rugby for RAGM to safeguard for future generations to learn from and experience. It has also established robust family, learning, and outreach programmes, a welcoming Visitor Centre, a thriving café, and a dedicated Volunteer Programme. RAGM's online presence has also grown, with an established website and active social media channels. This growth is a testament to its commitment to preserving local heritage and providing enriching experiences for our community.
- 1.4 These events will complement RAGM's existing exhibition and programme offerings and provide opportunities for free entertainment and engagement. To enhance the visitor experience and encourage both local residents and tourists to explore the town centre, it is proposed that the local creative economy is supported in the widest sense with artists opportunities, dance and street entertainment and live music performances to form part of this celebration.

- 1.5 These activities can significantly boost the local economy and encourage residents to visit the town centre. By offering a variety of live music performances, RAGM aims to extend dwell time and encourage local residents to support town centre shops.
- 1.6 RAGM is a centre of art, culture and creativity delivering community engagement in Rugby town centre. It provides access to learning and heritage and supports the key themes of delivering a thriving economy as part of the emerging Corporate Strategy for 2025.

2. Proposal of exhibitions, activities and initiatives Redevelopment of Schools Programme

- 2.1 To enhance the educational value of school trips to RAGM, it is proposed that its schools programme is redeveloped, working in partnership with local schools and the local teachers' network. Curriculum-aligned programmes will be developed alongside teacher workshops, and engaging student activities be created. By providing free pilot sessions for school groups, RAGM aims to make these trips accessible to all key stages This initiative will foster critical thinking, cultural awareness, and a lifelong appreciation for the arts, contributing to the personal growth and academic success of young people of Rugby and raise awareness of the service in their hometown. The funds will allow for the development of the loans boxes to enable officers to undertake outreach work.

2.2 Schools Project: When I am 25

In collaboration with local schools, RAGM will launch a project where children imagine life and Rugby in 25 years. They will create objects representing life in 2025 to be displayed in the museum.

Cost: £500 (for resources and staff time)

Expected Outcomes: Increased engagement with local schools, attract visitors to the exhibition, raise awareness of RAGM, foster community pride.

2.3 Exhibition: Blueprints (June 21st - September 6th)

This exhibition will explore the foundation of both the building and its collection. It will feature works from The Rugby Collection alongside artist sketches, offering a behind-the-scenes glimpse into creative processes. It will also examine the architectural journey of the gallery itself.

Cost: £7,000 (for transport, design, and printing)

Expected Outcomes: Attract new visitors (estimated overall visitor numbers: 8,000), increase town centre footfall, promote the Rugby Collection, highlight RAGM's importance

2.4 25 Year Branding

To enhance the RAGM brand, a temporary branding will be created for the 25th anniversary year. The new branding will be featured across social media, websites, visitor centre merchandise, and all communications.

Cost: £500

Expected Outcomes: Increase visitor loyalty, attract new visitors, enhance brand image, generate excitement, encourage engagement.

2.5 Artist Commission for Gift Shop

To support local artists and generate income, an artist will be commissioned to create new retail lines for the gift shop inspired by the collections. The new products will be launched in March to capitalise on pre-summer footfall.

Cost: £1,000

Expected Outcomes: Generate income, engage with the artist community, increase awareness of the collections.

2.6 "Sketchbook" Education Resource

To engage children and young people, a sketchbook style activity booklet will be designed and created that encourages them to explore the gallery and museum creatively. The activities will celebrate past exhibitions.

Cost: £1,000

Expected Outcomes:

2.7 Future Faces Exhibition (June 16th - July 26th)

This open exhibition will showcase self-portraits by young people aged 8-16, highlighting the creativity of Rugby's youth and showcasing the future of the town. The exhibition will be open to young people living in or attending a school in Rugby Borough, and artworks will be selected by a panel of judges.

Cost: £550 (for speaker fees)

Expected Outcomes: Provide educational content, engage the community, promote local history, generate income.

2.8 Local History Talks

To further engage the community, monthly history talks will be delivered, each celebrating a past exhibition. These talks will cover topics such as canal heritage, local heroes, and music in Rugby.

Cost: £550

Expected Outcomes: Provide educational content, engage the community, promote local history

2.9 **Additional Resources for Social History Displays.**

From April-Oct a temporary display will be hosted showcasing the significant pieces of 25 years of collecting. From October – April more of the Tripontium Archaeology collection will be showcased.

Cost: £550 to cover vinyl and display stands.

Expected outcomes: Enhanced visitor experience showing unseen items and stories and enhanced civic pride.

3. **Additional Staff Resource**

3.1 In order to deliver this programme, there is a suggestion of temporary adjustments to existing staff hours to ensure this programme is delivered to a high standard and not at the detriment of services. Additional funding is sought to allow additional hours for current part time roles.

3.2 To effectively implement the proposed additional projects and ensure their success, supplementary funding is proposed to increase the hours of the current part-time Learning and Engagement Officer and to provide additional delivery hours through Education Facilitators.

3.3 **Senior Learning and Engagement Officer**

3.4 Currently a 4-day-a-week post, it is recommended that this role be expanded to a 5-day-a-week position at an annual cost of £8,260. This increase in hours will enable the officer to effectively coordinate and deliver the additional projects, ensuring their successful implementation.

3.5 **Education Development Assistant**

3.6 To focus on the coordination of the school's programme and event support, it is suggested that the Education Development Assistant's delivery responsibilities be temporarily removed. This reallocation of duties will allow for a more concentrated effort on program coordination and support

3.7 **Additional Delivery Hours by Education Facilitators**

3.8 To meet the increased demand for educational delivery, it is proposed that an additional 14 hours of delivery per week for 50 weeks, totalling £11,120 be approved. This investment will enable the current Learning Team to expand their experience in this area and ensure the successful delivery of targeted school programmes.

3.9 By allocating additional funding to increase the hours of the Senior Learning and Engagement Officer and providing supplementary delivery hours through Education Facilitators, the proposed projects can be effectively implemented

and this will enhance the ability to deliver high-quality educational programmes for schools and the community and create opportunities for income generation through the school's programme.

4. Celebratory Outdoor Sculptural Play Space

It is proposed that an artist be commissioned to create a sculptural play space for children within the open space surrounding the building. This project aims to engage young people, families, and early years groups, and increase town centre engagement.

Cost: £20,000 (for artist commission, materials, and fabrication)

Expected Outcomes: Engage young people, families, and early years groups, increase town centre engagement, create a memorable experience

5. Total Costed Expenditure

5.1 Table 1 sets out the expenditure associated to each proposal

Table 1

Programme Proposal Idea	Expenditure
Reimagining RAGM's School Programme	£5,000
Exhibition Resources for Social History Gallery	£1,500
Exhibition resources for Blueprints	£7,000
'When I am 25' schools project	£500
Artists Commission for retail lines	£1,000
Family Resource Design and Print	£1,800
Future Faces Exhibition	£350
Local History Talks	£550
25-year Branding Design	£500
Sub-Total	£18,200
Public Art Proposal	Expenditure
	£20,000
Staff Resource	Expenditure
Additional Day for Learning Officer	£8,260
Backfill for Learning Development Assistant	£11,120
Additional technician support for Blueprints	£1,000
Sub-Total	£20,380
Grand-Total	£58,580

6. Conclusion

- 6.1 This report seeks approval to allocate existing budget to activities and expenditure towards the Council supporting the 25-year anniversary of RAGM and ensure residents and visitors alike are aware of the milestone of this significant asset and have a sense of pride of their local heritage and the towns history and cultural vibrancy. RAGM will present a diverse array of art, creativity, and imagination, reflecting the town's rich heritage and vibrant cultural scene. This anniversary celebration is an opportunity to honour RAGM's quarter-century of service to the community and inspire future generations with the power of art and culture.
- 6.2 Total expenditure across the various programmes and staff resource would total £58,580 if all options are approved.
- 6.3 This year-long series of exceptional exhibitions and events will not only celebrate RAGM's past achievements, provide a legacy for future generations lay the foundation future engagement, culminating in the 80th anniversary of the Rugby Collection which will be celebrated in 2026.

Name of Meeting: Cabinet

Date of Meeting: 4 November 2024

Subject Matter: Celebrating 25 Years of Rugby Art Gallery and Museum

Originating Department: Leisure and Wellbeing

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Equality Impact Assessment

Service Area	Leisure and Wellbeing – Arts, Heritage and Visitor Services
Policy/Service being assessed	Rugby Art Gallery and Museum Celebrates 25 years
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	This is the development of an existing programme.
EqlA Review Team – List of members	
Date of this assessment	October 2024
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	Request for supplementary budget for additional, activity and resource to deliver Rugby Art Gallery and Museums 25 year anniversary celebration budget.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. We want businesses to grow, individuals to prosper and places to thrive
(3) What are the expected outcomes you are hoping to achieve?	Increased footfall and activity in the town centre. Diverse and resilient programming.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	The decision will enhance the offer for customers and the wider community and celebrate the towns residents.
<u>Stage 2 - Information Gathering</u>	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).
(1) What does the information tell you about those groups identified?	We use a variety of data collecting methods to track our visitor population. We monitor basic visitor information including postcodes which tells us the majority of our visitors are Rugby residents. We will work with target groups including young people aged under 25, families, local school aged children and retired communities. We will gain advice from external providers and existing visitors where needed in matters relating to E&D. We have yet to identify these partners, we will do this if funding is approved.

(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?	We have not consulted any groups regarding this proposal however we have solid partnerships with groups including Rugby Autism Network, Warwickshire Vision Support, Benn Partnership Centre who have helped shape our current programme and forward plan. We also have a teachers network (REACH) and are partnered with 'Shout Out for the Arts' (youth panel)		
(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.	We will continue to conduct customer satisfactory surveys and consult with a variety of partners, working with partners to respond and adapt to our service user needs.		
<u>Stage 3 – Analysis of impact</u>			
(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination? If yes, identify the groups and how they are affected.	RACE	DISABILITY	GENDER
	MARRIAGE/CIVIL PARTNERSHIP	AGE We will have a focus specifically targeted programmes for a youth audience.	GENDER REASSIGNMENT
	RELIGION/BELIEF	PREGNANCY MATERNITY	SEXUAL ORIENTATION

<p>(2) <u>Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	<p>The programme continues to engage with residents from across the borough, working partners and our comms department to ensure the service continues to be as accessible to as many members of the community as possible. We will do this using targeted marketing and communications.</p>
<p>(3) If there is an adverse impact, can this be justified?</p>	<p>Not applicable</p>
<p>(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (This should form part of your action plan under Stage 4.)</p>	<p>Not applicable</p>
<p>(5) How does the strategy/service/policy contribute to the promotion of equality? If not, what can be done?</p>	<p>We are continually assessing the service, training employees on awareness and best practice and seeking advice to ensure the service.</p>
<p>(6) How does the strategy/service/policy promote good relations between groups? If not, what can be done?</p>	<p>RAGM embraces a culture of partnership working and community cohesion. Previous partners have included Rugby Autism Network, Warwickshire Young Carers, Art Riot, Barnardos and Warwickshire Vision Support, offering targeted sessions for services users of these groups.</p>
<p>(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?</p>	<p>There are no obvious barriers however we are responsive to any feedback about any physical or access barriers.</p>

Stage 4 – Action Planning, Review and Monitoring					
If No Further Action is required then go to – Review and Monitoring	EqIA Action Plan				
(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.					
(2) Review and Monitoring State how and when you will monitor policy and Action Plan					

Please annotate your policy with the following statement:

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

Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

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

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

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

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

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

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

SECTION 1: OVERVIEW

Portfolio and Service Area	Leisure and Wellbeing. Arts, Heritage and Visitor Services.
Policy/Service/Change being assessed	Arts, Heritage and Visitor Services – Rugby Art Gallery and Museum 25-year anniversary
Is this a new or existing Policy/Service/Change?	The development of an existing programme.
If existing policy/service please state date of last assessment	Not applicable
Ward Specific Impacts	Borough-wide
Summary of assessment Briefly summarise the policy/service/change and potential impacts	Request for supplementary budget to deliver Rugby Art Gallery and Museums 25-year anniversary celebrations. Outcomes to include additional events and enhanced exhibitions attracting new audiences.
Completed By	Sally Godden (Art Gallery and Museum Manager)
Authorised By	Tom Kittendorf (Chief Officer, Leisure and Wellbeing)
Date of Assessment	30 th September 2024

SECTION 2: IMPACT ASSESSMENT

Climate Change and Environmental Impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Energy usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Fleet usage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable Transport/Travel (customers and staff)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sustainable procurement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Some of the projects outlines focus on investing in sustainable resources and local suppliers.			
Community leadership	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Biodiversity and habitats	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Review of bedding area at front entrance will increase biodiversity.			
Adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Impact on other providers/partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 3: REVIEW

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

Review date	Not applicable
Key points to be considered through review	Not applicable
Person responsible for review	Not applicable
Authorised by	Not applicable

AGENDA MANAGEMENT SHEET

Report Title:	Access to Emergency Services Task & Finish Group Recommendation
Name of Committee:	Cabinet
Date of Meeting:	4 November 2024
Report Director:	Chief Officer - Leisure and Wellbeing
Portfolio:	Partnerships and Wellbeing
Ward Relevance:	All
Prior Consultation:	Portfolio Holder and Chair of Task and Finish Group (Liberal Democrat Spokesperson)
Contact Officer:	Chief Officer Leisure and Wellbeing
Public or Private:	Public
Report Subject to Call-In:	No
Report En-Bloc:	Yes
Forward Plan:	No
Corporate Priorities:	This report relates to the following priority(ies): <input type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C) <input type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E) <input type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC) <input type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O) Corporate Strategy 2021-2024 <input checked="" type="checkbox"/> This report does not specifically relate to any Council priorities but
(C) Climate (E) Economy (HC) Health and Communities (O) Organisation	
Summary:	This report seeks to approve the recommendations of the Access to Emergency Service Provision Task and Finish Group as recommended by Scrutiny.
Financial Implications:	None arising directly from this report.

Risk Management/Health and Safety Implications:	None arising directly from this report.
Environmental Implications:	None arising directly from this report.
Legal Implications:	None arising directly from this report.
Equality and Diversity:	
Options:	<ol style="list-style-type: none"> 1. Approve the recommendations as per the report. 2. Reject the recommendations as per the report.
Recommendation:	<ol style="list-style-type: none"> 1. The recommendations of the scrutiny review report on Access to Emergency Service Provision be approved; and 2. delegated authority be given to the Chief Officer Leisure and Wellbeing to develop an action plan in partnership with the Portfolio Holder, Liberal Democrat Spokesperson and stakeholders to move the recommendation actions be approved.
Reasons for Recommendation:	To ensure continued community support for the appropriate accessing of emergency health provision

Cabinet - 4 November 2024

**Access to Emergency Services Task & Finish Group
Recommendation**

Public Report of the Chief Officer - Leisure and Wellbeing

Recommendation

1. The recommendations of the scrutiny review report on Access to Emergency Service Provision be approved; and
2. delegated authority be given to the Chief Officer Leisure and Wellbeing to develop an action plan in partnership with the Portfolio Holder, Liberal Democrat Spokesperson and stakeholders to move the recommendation actions be approved.

1. Introduction

1.1. A Task and Finish Group was appointed in May 2023 to consider access to emergency service provision in Rugby following a motion to council raising concerns about ambulance response times.

1.2. The motion to Council was as follows:

“The Labour Group, like so many Rugby residents, is very concerned about the West Midlands Ambulance response times.

This concern has been heightened following the recent publication of an article in The Times which quoted the Director of Nursing for WMAS as saying the service was in a catastrophic state and could collapse at any time. The impact of such an event would be extremely serious for residents of Rugby and beyond.

We would like this matter to be referred to Scrutiny Committee with the following recommendation:

The Leader of the Council to undertake the following;

- *write directly to the Secretary of State for Health to advise us as to what plans have been put in place to avoid the collapse of WMAS and how will they improve ambulance response times;*
- *write to the leader of WCC to ask what emergency planning is in place locally to cover this eventuality and mitigate any adverse effects on the population of the borough of Rugby;*

- *write to the Chief Executive and the Director of Nursing of WMAS to ask what plans they have in place to ameliorate current performance and to mitigate against the potential collapse of the service;*
- *write to the WMAS Public Governors for Coventry and Warwickshire to ask what steps they are taking to ensure the safety of residents and to represent their interests in discussion on the future of the service and steps to take in the event it collapses.*
- *Write to the Director of Public Health Warwickshire to ask what steps are being taken to protect the residents of Rugby in the event the WMAS collapses.*
- *We also call on the Leader of the Council to write directly to the Chief Executive of UHCW to ask if there are any delays in the discharge assessments process provided by Warwickshire County Council for Rugby patients at UHCW? What steps are being taken to speed this up so that patients can be admitted to A&E from ambulances and they are freed up to attend other emergencies, thus reducing the risk of WMAS collapsing, while ensuring patient safety.*

We also ask that once responses are received Scrutiny Committee considers the matter further and decides a way forward which may include inviting relevant organisations to attend a meeting.”

- 1.3. The task and finish group approved a one-page strategy as an initial scoping document for the topic area to be reviewed, what should be considered with regards evidence gathering and which external stakeholders the group wishes to engage to seek assurance regarding the West Midland Ambulance Service plans to ensure it can cope with demand.
- 1.4. The external stakeholders identified included the West Midlands Ambulance Service and University Hospital Coventry and Warwickshire. The group also agreed a request would be made to conduct its own public survey for community feedback on their lived experiences.
- 1.5. A series of four meetings were scheduled to invite senior colleagues from identified stakeholders to support the call for evidence and assurance about the performance of services.
- 1.6. Members were given the opportunity to submit questions in advance of the meetings to enable stakeholders to gather performance data and present answers to questions submitted. This ranged from statistics around hospital admissions, performance measurements and future service plans for their respective services for group members.
- 1.7. The review report attached at Appendix 1 has been agreed with the Task and Finish Group members and presented to Scrutiny Committee on 19 September 2024.
- 1.8. Scrutiny Committee has accepted the five recommendations and in collaboration with the Portfolio Holder and Chair of the Task and Finish Group (Liberal Democrat Spokesperson), the recommendations are presented to Cabinet for formal approval.

2. Stakeholder Presentations

2.1 The following stakeholders were invited to present to the Task and Finish Group:

2.2 West Midlands Ambulance Service

2.3 West Midlands Ambulance Service (WMAS), University Hospital Coventry and Warwickshire (UHCW), Coventry and Warwickshire Integrated Care Board (ICB).

2.4 WMAS provided a presentation to the group with regards performance statistics for ambulance response times for Categories 1-4 for the post codes of CV21 and CV22.

2.5 Members pre-submitted questions were provided detailed responses with members able to ask supplementary questions to gain understanding and assurances that WMAS were able to cope with the local demand.

2.6 WMAS presented information to councillors regarding their response times as detailed in the report, the work of the South Warwickshire Frailty Service, Patient Transport Service in supporting the appropriate support being given in response to calls.

2.7 WMAS answered questions around lost working hours with regards delays to ambulance handover wait times. The performance data provided to the council in 2021 was that WMAS lost 2,500 hours in December 2021, compared to 1,000 hours in August 2023.

2.8 WMAS were asked for information and assurance regarding ambulance hubs and the impact on response times. WMAS updated members on the central ambulance hubs and how the move to large scale hubs increases efficiency of ambulance turnaround time between patients as the large-scale hubs are fully equipped, including specialist mechanics on site, reducing ambulance inactive time.

2.9 University Hospital Coventry and Warwickshire

2.10 The group met with UHCW senior colleagues and again had the opportunity to submit their questions in advance.

2.11 UHCW presented members with current and future plans for the St Cross site with regards to improving Rugby residents' access to health care provision. As detailed in the report appendix, this includes a 3-suite Endoscopy modular build, expansion of the breast surgery service, 2 new modular theatres, a treat room and various initiatives to improve the carbon efficiency of the site.

- 2.12 Future plans were detailed including St Cross becoming a designated elective hub, main entrance and zonal areas for patients facing clinical areas.
- 2.13 UHCW colleagues reported plans are also in progress regarding further development of the Urgent Treatment Centre and GP out of hours service and working with Rugby Health and Wellbeing Partnership partners to further explore integration of care pathways and improve access to community services through the Care Collaborative.
- 2.14 **Coventry and Warwickshire Integrated Care Board**
- 2.15 ICB colleagues were invited to provide assurance and information to the task and finish group with regards services within Rugby.
- 2.16 Data shared showed the Rugby Urgent Treatment Centre received approximately 25,000 cases per year. In 2022/23, 38% of Coventry and Rugby Accident and Emergency activity was delivered out of Rugby St Cross.
- 2.17 Members were provided information to questions submitted in advance, including concerns raised around the length of time reported for residents to receive medication. ICB recognised this concerns and set out a current work for a pilot programme in Warwickshire North for how these issues could be addressed.
- 2.18 ICB colleagues acknowledged that there is an issue around the ICB awareness, what it is responsible for and a public understanding of the varying healthcare systems.

3. Delegated Authority

- 3.1. In agreement with the Portfolio Holder and Liberal Democrat Spokesperson, it was agreed that delegated authority should be requested for the Chief Officer Leisure and Wellbeing to formulate an action plan to progress the recommendations of the Task and Finish Group as agreed by Scrutiny.

4. Conclusion

- 4.1. It is recommended to Cabinet that the review report as agreed at Scrutiny be agreed and a subsequent action plan be devised to ensure the timely and effective delivery of the recommendations.

Name of Meeting: Cabinet

Date of Meeting: 4 November 2024

Subject Matter: Access to Emergency Services Task & Finish Group Recommendation

Originating Department: Leisure and Wellbeing

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	Scrutiny Review Report – Access to Emergency Service Provision

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A



ACCESS TO EMERGENCY HEALTHCARE PROVISION TASK AND FINISH GROUP

Date April 2024

CONTENTS

	Chair's Foreword
1	Recommendations
2	Objectives
3	Methodology
4	Findings
5	Conclusions

TASK AND FINISH GROUP MEMBERSHIP

The task and finish group consisted of the following members:

Councillor **Neil Sandison** (Chair)
Councillor **Eve Hassell**
Councillor **Jerry Roodhouse**
Councillor **Ish Mistry**
Councillor **Deepa Roberts**

FOR FURTHER INFORMATION

Please contact:

Name of lead officer: Tom Kittendorf
Job title: Chief Officer Leisure and Wellbeing
Email: tom.kittendorf@rugby.gov.uk

ACKNOWLEDGEMENTS

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

- Justine Richards, Chief Strategy and Transformation Officer, University Hospital Coventry and Warwickshire
- Vivek Khashu, Strategy and Engagement Director, West Midlands Ambulance Service
- Laura Nelson, Chief Integration Officer, NHS Coventry and Warwickshire Integrated Care Board
- Rose Uwins, Head of Communications and Public Affairs, NHS Coventry and Warwickshire Integrated Care Board
- Rugby Myton Hospice – Community conversation hosted by Compassionate Communities
- Public consultation respondents

CHAIR'S FOREWORD

Can I again thank not only health professionals but members of the public who made submissions to the task and finish group but also fellow Councillors who acted as volunteer observers and added their contribution to the final group report.

This is the second task and finish report into the access to emergency health service in Rugby. Both have been as a result of increased waiting times during winter months regarding access to ambulance or emergency service provision, both were outside of the Covid 19 period so do not reflect that pandemic but should reflect hospital care for example in an influenza outbreak.

Our concerns also reflect the comments of the Head of Emergency Medicine's comments to The Commons Health Select Committee wanting to see more investment in primary and support care services to alleviate pressure on emergency services. It also reflects the clear message in the survey carried out by former MP Mark Pawsey that Rugby residents wanted more enhanced local delivery of services where practicable rather than overwhelming UHCW Hospital leading to long waiting times for assessment or discharge .

UHCW should be what it was designed to be a major Trauma Centre offering high quality specialist care, routine tests, outpatients and patient support services should fall to the district hospitals and community services.

Throughout the report, health professionals advised the working group that urgent reviews were underway, we would recommend that scrutiny working in partnership with Warwickshire Healthwatch and Compassionate Rugby continue to collaborate with and press for those reviews to be published and where they have public consent, they be implemented.

Rugby Borough Council is in a unique position to influence future health provision through the emerging Local Plan, it through its partnership and wellbeing portfolio can help signpost patients and service users to the right service provision. Rugby already has a well-defined sense of place that can help direct community services to where they can be accessed by service users.

We therefore submit the following recommendations.

Cllr Neil Sandison

Chair Access to Emergency Health Care Provision Task Group.

1. RECOMMENDATIONS

The task and finish group proposes the following recommendations to Cabinet:

IMPROVEMENTS THAT COULD BE MADE QUICKLY AND AT LOW COST

	<ol style="list-style-type: none"> 1. To request a set of communication infographics for appropriate community signposting to ensure residents can access the right services first time. 2. To work with voluntary sector partners to produce and promote all community and charitable organisations within Rugby borough to support residents accessing the support service network.
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MEDIUM TERM PROPOSALS WHICH WILL REQUIRE SOME COMMITMENT OF TIME OR FINANCIAL RESOURCES

	<ol style="list-style-type: none"> 3. To support and promote the annual delivery of Healthwatch Warwickshire event held in Rugby to hear the community voice
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ASPIRATIONAL PROPOSALS WHICH WILL REQUIRE LONGER TERM COMMITMENT OF TIME OR FINANCIAL RESOURCES

	<ol style="list-style-type: none"> 4. To ensure future scrutiny of future provision of healthcare is accounted for within the Local Plan Process to ensure appropriate safe and appropriate provision within Rugby borough. 5. Use the Council's position within Rugby Place Partnership to receive regular updates on key performance indicators such as ambulance waiting times and hospital admission/discharge
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1.1 Alignment with the Corporate Strategy

The review relates to the following corporate priorities:

Outcome 3: Residents live healthy, independent lives, with the most vulnerable protected.

2. OBJECTIVES

2.1 Background

Following a briefing held on 3 October 2021 with representatives from West Midlands Ambulance Service to discuss the closure of the Rugby Community Ambulance Station, it was decided that a review on the topic of emergency health care provision be included in the work programme.

A one-page strategy for the review was considered by the Committee on 2 March 2022 and it was subsequently agreed that the scope of the review should be broadened

At a meeting of Council on 19 July 2022, a motion was passed regarding concerns around ambulance response times. At the meeting held on 3 October, the Committee considered the revised draft one-page strategy for the review alongside the Motion referred from Council and agreed that, due to the overlapping themes, the scope of the review should be re-examined to encompass the Motion and avoid any duplication of work

A task and finish group were appointed and began its work in May 2023.

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 is as follows:

REVIEW OF ACCESS TO EMERGENCY HEALTH CARE PROVISION ONE-PAGE STRATEGY

What is the broad topic area?

To understand the current emergency health care options available for residents and where the problems exist causing strain on the emergency services and ambulance response times, and to seek assurances that there are plans in place for West Midlands Ambulance Service (WMAS) if the service is reaching a crisis point.

What is the specific topic area?

What different points of access to emergency health care provision, including mental health needs exist for residents, where are they located, and how is information on access to those services shared? The review will look at what action is being taken to ensure that the WMAS does not reach the point of collapse and what is being done to improve response times. The work will include exploring opportunities for ways of working more closely with partners to understand the root causes behind the delays and to find solutions.

What should be considered?

- What information sources currently exist and whether information about the appropriate place to go for healthcare needs is effectively distributed, communicated and understood by residents.
- What role can the Council play in making improvements on how residents better understand what appropriate healthcare for patients is available and where these are located.
- Improve our knowledge on access to local urgent health care for both within 'routine' hours and outside of normal hours. This should include mental health crisis provision and the waiting times for primary care and support services.
- Data on the numbers of people accessing hospital services via ambulance and the reasons why.
- Explore how information can be shared and how residents can be better encouraged and signposted towards choosing the most appropriate care option or access to support, and who should be responsible for carrying this out.

- Information on the provision of healthcare services to asylum seekers.
- University Hospital Coventry and Warwickshire (UHCW) has agreed a new strategy for the 2022-2030 period. Engaging with representatives from UHCW would provide an opportunity to look at the services at the Hospital of St Cross.
- The national changes made to commissioning powers meant that the Coventry and Warwickshire Clinical Commissioning Group has become NHS Coventry and Warwickshire Integrated Care Board. What effect has this had on ambulance waiting times?
- Seeking ways of working with partners, including Warwickshire County Council (WCC), to enable collaborative working so that the authority can be more closely involved in finding solutions to the delays in accessing acute care.
- What plans have been put in place to avoid the collapse of WMAS.
- Ambulance response times and what planning exists to mitigate against any adverse effects and protect the population of Rugby.

FOR REFERENCE

- Understand what delays exist for the discharge assessments process and what steps are being taken to improve matters so that patients can be admitted to A&E from ambulances.

Who shall we consult?

UHCW

NHS Coventry and Warwickshire Integrated Care Board

Community pharmacies

Relevant council services

WCC including Public Health Warwickshire

GP Surgeries

WMAS

Mental health support agencies including CAMHS

Health Warwickshire

SWIFT

How long should it take?

This will be lengthy review that may need to be separated into smaller pieces work.

What will be the outcome?

Working with partnership bodies responsible for urgent health care to develop ways of increasing awareness of the urgent health care services available outside of hospital accident and emergency centres and how patients can access these. To understand the reasons behind the delays in ambulance response times and encourage ways of working with partner agencies on what improvements can be made. To seek assurances that WMAS is coping with the demand on its service or what plans are in place to mitigate against it reaching crisis point.

3. METHODOLOGY

3.1 Overview

The task and finish group met four times with partner organisations invited to attend including West Midlands Ambulance Service, University Hospital Coventry and Warwickshire and the Coventry and Warwickshire Integrated Care Board.

The group members submitted questions to each partner organisation for consideration and responses during the allocated meetings.

The Task and Finish Group also issued a public survey, inviting Rugby residents to share their views and experiences of accessing emergency health care provision within the last two years.

The Task and Finish Group also requested the findings of a public consultation conducted by Mark Pawsey MP entitled 'The MP's St Cross Survey' that ran from 1 September to 31 December 2021.

4. FINDINGS

An overview of the partner organisations responses to members questions and presentations received have been shown below:

West Midlands Ambulance Service

West Midlands Ambulance Service (WMAS) were invited to attend to discuss ambulance wait times as an update to information provided to the Council in 2021.

Members asked about response times across Rugby borough and WMAS confirmed they have looked at CV21 and CV22 postcodes with the average response time for CV21 in August 2021 being 11 minutes and just short of 11 minutes in September 2021. The month after was 11 and half minutes, recognising not reaching the standard for a Category 1 call.

It is key to understand that as an ambulance trust, like all ambulance trusts, WMAS are not commissioned or expected to deliver these standards on a postcode level. The challenge to WMAS and the performance management framework for the ambulance trust like all others is to deliver is at a regional level.

WMAS confirmed that at the point of the meeting they were carrying zero staffing vacancies with a fleet of ambulances that are all over the age of 5 years old.

WMAS updated the members on time lost in regard to handover delays compared to data presented in 2021. WMAS confirmed lost hours were recorded as approximately 1,000 hours in August 2023 compared to 2,500 hours in December 2021. Within the partnership

UHCW and South Warwickshire are performing well within the West Midlands region in comparison to other facilities.

WMAS reported there is a direct correlation between the number of handover delays and then the lost time and their ability to get to patients.

Regionally, WMAS lost just short of 16,000 hours – UHCW in that context was just around 1,200.

WMAS reported that on average take less than 50 percent of patients that they attend to an A&E department and therefore 50 percent roughly of those ambulance come clear in part of Warwickshire and not at a hospital. And that is how when you have no delays you can get to patients much more quickly because the vehicles are in the local area.

WMAS have something called a clinical validation team and for lower categories of calls, those patients do not just get an ambulance dispatched when they ring 999, they get a call back from a senior paramedic to go through the reasons what they have called for, their presentation and to actually see if they can find the right kind of outcome for them which may not be an ambulance.

WMAS highlighted the positive work of Frailty Services within South Warwickshire who can directly access and manage quite complex patients within their home.

WMAS confirm they also provide a patient transport service within Coventry and Warwickshire. That is very useful to us because we are able to use those staff to get discharges out of the likes of UHCW very quickly. Our aim is to have those patients picked up ideally within an hour but certainly no more than two hours and therefore getting those patients out of the hospital very quickly it opens that bed up to have another patient admitted at the front door.

University Hospital Coventry and Warwickshire

A presentation was received by the group regarding recent and future developments and the plans in progress to improve access to emergency health care.

Recent developments at St Cross include:

- 3 suite Endoscopy modular build
- Urgent Treatment Centre with virtual link to University Hospital
- Breast Surgery service expansion
- Modular Theatres x2
- Treatment Room
- Air source heat pumps / solar panels / LED lighting

Future Developments of St Cross to include:

- Designated Elective Hub area with increased number of theatres
- Modern methods of construction but retaining historic features of original St Cross site.
- Single main entrance

- Circular navigation around the site
- Zoned area for patient facing clinical areas

Plans in progress to improve access to emergency health care:

- Further development of Rugby Urgent Treatment Centre and GP out of hours service
- Working with Place Partners to adapt Improving Lives programme operating model for Rugby to reduce non-ideal attendances at ED, hospital admissions and length of stay in hospital.
- Working with Place Partners to explore further integration of care pathways to improve access to community services via Care Collaborative.

Coventry and Warwickshire Integrated Care Board

The Task Group were informed that not all emergency cases go to UHCW. Rugby Urgent Treatment Centre received approximately 25,000 cases per year. Paramedic patients were assessed based on clinical need and priority and may be transferred to UHCW, Swift or an out of area centre. In 2022-23, 38% of Coventry & Rugby A&E activity was delivered out of Rugby St Cross

The ICB Partners informed the Task Group that ICB were reviewing their Integrated Urgent Care and GP Out of Hours contract which was due to end July 2025 and were in the process of mobilising from a collaborative perspective and considering how best to use that funding stream to deliver care to each place in Warwickshire.

Members asked of the 38% treated in Urgent Care, what percentage were treated and completed there and what percentage were sent to UHCW Walgrave?

The ICB Partners felt that this was a very valid point to take away and would find out those statistics

The ICB Partners had spoken to the Director of Pharmacy at UHCW who informed them that they supply a 28-day supply of medication at discharge as well as safe discharge measures such as counselling patients so that they can manage their conditions at home. They were in the process of reviewing the 28-day supply and working with partners to understand what they did differently. In regard to their electronic patient record, they are looking at streamlining processes.

Members raised concerns about the length of time it took to receive medication to enable patients to be discharged.

ICB Partners explained that it was recognised that there was a problem and there was currently a pilot programme in Warwickshire North to work on these concerns.

ICB Partners were aware that most people did not know what ICB was. ICB did not deliver care themselves, so it was not essential that people knew. It was felt that it was important to communicate to people what the local NHS or the local health care systems were doing for them and how to access them rather than trying to educate people about ICB which was not very relevant to them on a practical level. There was extensive information about ICB on their website. When the Integrated Care Strategy was being developed, ICB did a

lot of engagement in Rugby. ICB would like to have feedback on communication and what more could be done to engage with the public.

Members commented that the public may want to engage with integrated care and the different groups involved.

The ICB Partners agreed and commented that the integrated care system was different to the integrated care board and ICB were keen to communicate to the public what the NHS and wider system was doing for them in a way that was accessible to them. Often communication for service users was better done through trusted intermediary. Work needed to be done on building an alliance with the voluntary sector.

The ICB Partners informed the Task Group that they commissioned a community based social prescribing and have worked with councils to include Family Hubs and social care, but the contract was due to end in March 2025. ICB has started to engage with stakeholders and the ICB lead on this would like to work with councils to strengthen links and opportunities.

The former MP's St Cross Survey

The former MP for Rugby conducted a resident's survey in 2022 related to services at St Cross Hospital and drive times to University Hospital. The survey received 2,884 responses and was ran via the MP's website, promoted via social media and local media.

The former MP St Cross Survey results were shared with the Task and Finish Group as additional information gathering on a confidential basis.

The evidence provided was to enable members of the group to correlate potential patterns that were given as part of the call for evidence conducted by the Task and Finish Group.

77% of responses received were from residents living in CV21 and CV22 postcodes and 20% within CV23.

The themes and concerns raised included:

- Concerns over access to A&E in context of Rugby's growth
- Access to GP appointments
- Access to NHS dental services
- Lack of Maternity or paediatric care in Rugby
- Ambulance services
- Waiting times for NHS services
- Parking issues (both at UHCW and parking charges)

5. CONCLUSIONS

The task and finish group discussed the next steps and recommendations which included:

- Supporting the three partners with communications and signposting.
- Intelligence sharing.
- Effective communication with the public.
- Framing recommendations around the integration of the Place Partnership with existing systems.
- Further integration with planning officers with a strategic approach for development incorporating healthcare, including a clear document that which would sit alongside the Local Plan.
- Town centre regeneration and bringing services back from the St. Cross site.
- Re-evaluate the Community Conversation feedback, information from the Myton Support Hub and Warwickshire Healthwatch alongside evidence received from the partner organisations.
- Obtaining through the Place Partnership, the data from the comms survey run and re-run by ICB partners which would help determine how to communicate effectively with the public – Chief Officer - Leisure and Wellbeing to follow up.
- Review all the information at the next meeting to determine what recommendations to present to Cabinet and Council.

AGENDA MANAGEMENT SHEET

Report Title: Warwickshire Local Councils' Charter

Name of Committee: Cabinet

Date of Meeting: 4 November 2024

Report Director: Chief Officer - Legal and Governance

Portfolio: Finance and Performance, Legal and Governance

Ward Relevance: All

Prior Consultation: Warwickshire County Council
Nuneaton and Bedworth Borough Council
Stratford upon Avon District Council
Warwick District Council
North Warwickshire Borough Council
Warwickshire & West Midlands Association of Local Councils

Contact Officer: Aftab Razzaq
Chief Officer - Legal & Governance
aftab.razzaq@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

Corporate Priorities: This report relates to the following priority(ies):
 Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C)
 Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E)
 Residents live healthy, independent lives, with the most vulnerable protected. (HC)
 Rugby Borough Council is a responsible, effective and efficient organisation. (O)
[Corporate Strategy 2021-2024](#)
 This report does not specifically relate to any Council priorities but

Summary:	This report presents for recommendation to Council the adoption of the revised Warwickshire Local Councils' Charter 2024.
Financial Implications:	The Council may provide support within existing resources to assist with the delivery of the Local Councils' Charter. There is no impact on existing budgets.
Risk Management/Health and Safety Implications:	There has been a form of Warwickshire Local Councils' Charter in place since 2006. The purpose of the document for Warwickshire has been consistently to support a mutually beneficial relationship between all tiers of local government. The risk to the Council, if it chooses not to adopt the new Local Councils' Charter, is that the Council can be seen to be in conflict with the agreed values and behaviours outlined in the Nolan Principles in Public Life. The Nolan principles include Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership and these are the values and behaviours that all Councils should adhere to.
Environmental Implications:	There are no direct environmental implications of the Council adopting the Warwickshire Local Councils' Charter.
Legal Implications:	There are no direct legal implications of the Council adopting the Warwickshire Local Councils' Charter.
Equality and Diversity:	This charter manages the relationship between Principal and Local Councils' there are no direct equality issues arising from this Charter.
Options:	To recommend to Council: <ol style="list-style-type: none"> 1. the approval of the proposed Warwickshire Local Councils' Charter attached at Appendix 1. 2. to seek to make amendments to the proposed Warwickshire Local Councils' Charter through consultation with Warwickshire and West Midlands Association of Local Councils. 3. not to adopt the proposed Warwickshire Local Councils' Charter.

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT the Warwickshire Local Councils' Charter, as at Appendix 1 to the report, be adopted.

**Reasons for
Recommendation:**

The revised Warwickshire Local Councils' Charter has been developed to ensure that the different tiers of Local Government within the County work together effectively. The Charter has been adopted by the County Council and the other districts within Warwickshire and it is now proposed that Rugby Borough Council adopts the Charter.

Cabinet - 4 November 2024

Warwickshire Local Councils' Charter

Public Report of the Chief Officer - Legal and Governance

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT the Warwickshire Local Councils' Charter, as at Appendix 1 to the report, be adopted.

1. Executive Summary

- 1.1. The proposed recommendation seeks approval in respect of the Warwickshire Local Councils Charter. The Charter has been led by the County Council and Warwickshire and West Midlands Association of Local Councils (WALC) and is reflective of the collaboration with the relevant District Authorities within Warwickshire.
- 1.2. The existing Warwickshire Local Councils' Charter was put in place in 2015. This Charter sets out expectations across a range of areas where the principal authorities within the County area, i.e. Warwickshire County Council and the District and Borough Councils would work with the Local Councils, i.e. the individual town and parish councils. It was the Local Councils' Charter which introduced the role of Parish Champion, a role currently occupied by Councillor Tony Gillias.
- 1.3. The updated Charter overall provides greater clarity in areas such as the overall purpose of the Charter, the role profile of the Parish Champions, overall expectations, and a commitment for an annual review. This is detailed further below.

2. Warwickshire Local Councils' Charter 2024

- 2.1. Earlier this year, following dialogue between the Warwickshire and West Midlands Association of Local Councils (**WALC**) and Warwickshire County Council it was agreed that after nearly a decade the Charter should be reviewed and relaunched.
- 2.2. A working group involving officers from every relevant principal Council (Nuneaton and Bedworth Borough Councils were not included as they have no town and parish councils) was formed. This working group also includes several representatives from town and parish councils and officers from the WALC.

- 2.3. The Charter itself is a framework to support a mutually beneficial working relationship between the different tiers of local government in Warwickshire. The focus of the Charter is about how Principal Councils can develop better partnership working with Local Councils that will benefit local people.
- 2.4. The revised Charter outlines how Councils can work together to provide better services by:
 - 2.4.1. improving communication;
 - 2.4.2. consulting each other;
 - 2.4.3. giving support and help; and
 - 2.4.4. measuring how well each council is doing.
- 2.5. Attached at Appendix 1 is the draft Local Councils' Charter for consideration. This same document has been approved by Warwickshire County Council, alongside the district Councils as well as WALC. There is also dialogue in place with those town and parish Councils who are not members of WALC (this is limited in Rugby Borough as most are members).
- 2.6. Included as an appendix to the Charter is an updated role description which seeks to provide more clarity surrounding the expectations from the Council Parish Champions.
- 2.7. The main changes to the Charter include:
 - background and introduction section to provide clarity on the purpose of the Charter and detailing the role of WALC;
 - the commitments being made have been updated to ensure they reflect current practice and provide sufficient clarity to all the parties in terms of what can be expected;
 - clarity in respect of the Parish Champions through the formulating of a role profile
 - clarity in relation to how the signatories will measure what is working well and what needs to be improved; and
 - a commitment for an annual review report to be included within the agendas for the annual Area Meetings arranged by WALC.

3. Conclusion

- 3.1. The revised Warwickshire Local Councils' Charter has been developed to ensure that the different tiers of Local Government within Warwickshire work together effectively. The Charter has been adopted by the County Council and the other districts within Warwickshire and it is now proposed that Rugby Borough Council adopts the Charter.
- 3.2. There has been a form of Warwickshire Local Councils' Charter in place since 2006. The purpose of the document for Warwickshire has been consistently to support a mutually beneficial relationship between all tiers of local government. The risk to the Council, if it chooses not to adopt the new Local Councils' Charter, is that the Council can be seen to be in conflict with the agreed values and behaviours outlined in the Nolan Principles in

Public Life. The Nolan principles include Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership and these are the values and behaviours that all Councils should adhere to.

Name of Meeting: Cabinet
Date of Meeting: 4 November 2024
Subject Matter: Warwickshire Local Councils' Charter
Originating Department: Legal and Governance

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Local Council Charter 2023

A Charter for Warwickshire County Council and Borough, District, Parish and Town Councils within Warwickshire. There are currently no Parish and Town Councils in the Nuneaton and Bedworth Borough.

Introduction and background

The overall aim of the Charter is to improve relationships between the tiers of local government in Warwickshire, by improving both consultation and communication about policies and decisions that may affect local communities.

There are three levels of local government in Warwickshire: Warwickshire County Council, the five District and Borough Councils and the Parish and Town Councils. Warwickshire County Council, and the District and Borough Councils who have signed up to this Charter are together referred to as **Principal Councils**. The Parish and Town Councils are referred to as **Local Councils**. This document is a framework to support a mutually beneficially working relationship between these different levels of local government in Warwickshire. Working better in partnership will benefit local people.

Principal Councils deliver a wide range of services across the county. Services are either for everyone (universal), targeted or specialist but all are there to meet people's needs.

Local Councils are the level of government where decisions are made or influenced at the most local level. There are 204 parishes in Warwickshire including 35 Parish Meetings.

The Principal Councils recognise that Local Councils are the grass-roots of local government bringing the voice of their local community into local decision-making. Likewise, the Local Councils understand the strategic role that Principal Councils play in ensuring services are delivered fairly and equitably across their areas. Whilst nothing in this Charter can be used to bind the individual councils where they should be exercising their discretion, the aim is to recognise the value that each tier of local government brings and make a commitment to work together for the benefit of the people of Warwickshire.

All Councils' values and behaviour will adhere to the Nolan Principles in public life - Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership. All of the Councils are required by law to adopt a Member Code of Conduct, which is consistent with these Principles which all Councillors are expected to abide by. Local Councils will work with the Monitoring Officer at the Borough and District Councils to promote and maintain compliance with their adopted Code. When an alleged breach of the Code is reported, members of Borough and District Councils and Local Councils will comply with the procedure set out for dealing with alleged breaches of the Code and assist the Monitoring Officer at the Borough and District Councils in any investigation.

Warwickshire and West Midlands Association of Local Councils (WALC) Ltd is a membership organisation for Local (Parish and Town) Councils.

- WALC offers advice, support, and training to all member Councils.
- WALC's mission is to support Local (Parish and Town) Councils to deliver and improve services in the communities where they live and work.
- WALC works in partnership with all tiers of local Government to support Local (Parish and Town) Councils.
- WALC encourages good working relations, acting as the bridge between the tiers and communicates important information to member Councils and County/Borough/District partners.

County, Borough & District Councils deliver a wide range of services that are either for everyone (universal), targeted or specialist.

Decisions are taken at all levels; Parish and Town Councils are the level of government where decisions are made or influenced at the most local of levels, closest to the residents.

Working better and together is demonstrable by:

1. Improving communication
2. Consulting with each other
3. Giving support and help
4. Measuring how well we are doing

1. Improving Communications

Principal Councils will where practical and possible:

- a) Encourage and support their Councillors and Officers to work with Local Councils in the area they are elected to serve.
- b) Respond to all forms of contact in line with locally determined customer care standards.
- c) Provide appropriate information and links on websites for important information (such as access to information about committee meetings and published consultations).
- d) Allow for Local Council representation on relevant Forums and Committees as set out in relevant constitutions
- e) Respond to invitations from Local Councils to attend meetings of mutual interest.
- f) Respond to invitations to attend Warwickshire and West Midlands Association of Local Councils (WALC) Area Meetings and other Local Council liaison meetings as appropriate.
- g) Include awareness of this Charter in Councillor and staff induction programmes.
- h) Where appropriate, provide names/positions of officers in relevant departments to liaise with Local Councils

- i) The Principal Councils will appoint 'Parish Champions' to provide a link with Local Councils (see *Appendix 1 Parish Champion Role Profile*).

Local Councils will,

- a) Use email and other appropriate digital channels where possible to contact the other Councils.
- b) Provide their local councillors with agendas and minutes of meetings, and to allow Principal Council councillors to attend meetings, where appropriate and speak on matters of mutual interest. Let their local ward and division councillors know about the decisions and changes they make.
- c) Share information from the ward and division councillors with their residents subject to any restrictions such as data protection and confidentiality and Code of Conduct protocols adopted by the Council.
- d) Let the ward and division councillors know about any issue they would like discussed at the Area Meetings arranged by WALC.
- e) Be encouraged to appoint a representative to attend Area Meetings.
- f) Include awareness of this Charter in Councillor and staff induction programmes.

2. Consulting with each other

Principal Councils will:

- a) Engage with Local Councils on issues affecting their community.
- b) Engage with WALC on issues of collective interest to Local Councils.
- c) Give Local Councils required time to respond to engagement or any relevant consultations, subject to any statutory deadlines.
- d) Where practicable, inform Local Councils in advance about relevant consultations that are going to be issued.
- e) Where practicable, give feedback on responses to consultations, for some consultations we will not be able to respond in detail to every point raised but will seek to respond to the main issues.
- f) Carry out joint consultations with partners when appropriate.
- g) If necessary, ensure any communication documents to Local Councils include an executive summary and details of someone to contact.
- h) Have regard to the views of Local Councils when making decisions following engagement or consultation activity.
- i) Make sure service managers know when they should consider consulting or engaging with Local Councils and are aware of this Charter.

Local Councils will,

- a) Give views to the Principal Councils that represent as many local people as possible.
- b) Acknowledge that Principal Council decisions are made democratically and respect decisions.
- c) Consult the Principal Councils and other Local Councils about decisions which affect those councils.

- d) Recognise that the Principal Councils frequently have limitations and constraints when working on consultations, most notably timescales that cannot be influenced.
- e) Look for flexible ways to progress consultation responses such as holding a special meeting or forming a task and finish group.
- f) Involve Principal Councils in the preparation of Community Lead Plans.
- g) WALC will manage a database of Local Council contact details which can be used for consultations and correspondence purposes.

3. Giving Support and Help

Principal Councils will where relevant:

- a) As required by the Localism Act 2011 assist Local Councils to develop community led plans including Neighbourhood Plans, Parish and Town Plans and Community Appraisals and respond to issues raised in these plans.
- b) Subject to statutory limitations consider opportunities to devolve services to Local Councils currently provided by Principal Councils on a case-by-case basis. Each case will be the subject to its own formal agreement for which a business case will be drawn up enabling an assessment of value, cost, accountability, practicality, and any other relevant issues, such as relevant legal issues.
- c) Promptly provide early notification of information requirements for the collection of the Council Tax on behalf of Local Councils and promptly pay precept payments in line with legislation and mutually agreed arrangements.
- d) If practicable consider how Local Councils can have access to Principal Council's procurement process where this is appropriate, lawful and feasible to help keep costs down. For example, by undertaking a joint procurement or by undertaking the procurement in a way that would enable them to access contracts.
- e) Where practicable and appropriate, attempt to resolve complaints from Local Councils informally prior to them being progressed formally through the Principal Council's relevant complaints process.
- f) Where practicable, Borough and Districts Councils provide support (with assistance from WALC) to Local Councils around governance and standards issues including free of charge briefing sessions
- g) If resources permit the Borough and District Councils support the process for the development of new Local Councils on request, where practical, via Community Governance Reviews
- h) If practical work with WALC to support and encourage training and development of Councillors and Clerks.
- i) The Borough and District Councils shall if practical and possible, offer their assistance to enable Local Councils to deliver their services when their own resources / expertise are insufficient to meet their needs. Where legal or contractual arrangements and resources permit assist Local Councils for example with equipment for community events, to provide information and advice on such issues as fire safety, health and safety, landscape and community enhancement projects and assistance with encroachment/trespass onto Local Councils' land; and any other reasonable assistance as requested. It is recognised that there may be a charge for this service.

- j) The County Council will provide support to WALC and where necessary the Districts and Boroughs will assist with Community Governance Reviews as reasonably required.

Local Councils will:

- a) Encourage the involvement of residents in local government, including encouraging electors to participate in all elections, and adhere to good practice and legislation when filling Local Council casual vacancies.
- b) Help residents influence decisions and services, particularly those who have difficulty getting involved.
- c) Contribute to the development of a business case for the local delivery of services provided by Principal Councils, in conjunction with neighbouring Councils where appropriate.
- d) Work with the relevant Monitoring Officers to promote and maintain high standards of conduct of its Councillors.
- e) Put in place a Code of Practice for Handling Complaints against the Council. A model is available from WALC.
- f) Accept training opportunities offered by Principal Councils that are relevant to Local Councils.

4. Measuring how well we are doing - Signatories to this Charter will ensure that:

Delivering these commitments will need openness, transparency, honesty and a willingness for self-appraisal by all parties to find out what is working well and what needs to be improved.

Progress will be reviewed every 12 months by officers from the Principal Councils and representatives from WALC and the parish and town Area Meetings arranged by WALC (which are grouped geographically under each District or Borough in Warwickshire) as appropriate. Representatives will be invited from the County Council and the relevant Borough and District Councils and Parish and Town Councils.

A report of this annual review will be included within the Agendas for the annual Area Meetings.

It would be for each individual organisation to decide whether to take a report of this annual review to an appropriate meeting. Parish and Town Councils may wish to consider inviting the relevant Parish Champions to such meetings.

LIST OF SIGNATORIES TO THE LOCAL COUNCIL CHARTER:

NORTH WARWICKSHIRE BOROUGH COUNCIL

.....

RUGBY BOROUGH COUNCIL

.....

STRATFORD ON AVON DISTRICT COUNCIL

.....

WARWICKSHIRE COUNTY COUNCIL

.....

WARWICK DISTRICT COUNCIL

.....

WARWICKSHIRE AND WEST MIDLANDS ASSOCIATION OF LOCAL COUNCILS

.....

Website links to all Councils be included here

Appendix 1: Principal Councils' Parish Champions Role Profile

Parish Champion – Role Profile

Purpose

The Charter is a framework to support mutually beneficial working relationship between tiers of authority within Warwickshire. Within the Charter is the commitment that each Principal Council will appoint a “Parish Champion” to act as a link with Local Councils . This document identifies the role and the commitment that is expected from this “Parish Champion”.

Main Responsibilities:

- To raise awareness and have regard of issues affecting Local Councils within the Principal Council;
- To respond to invitations from Local Councils to attend meetings of mutual interest;
- The first point of contact for Local Councils should be the local ward/division member, however, in the event of on-going concerns relating to dealings with the Principal Council they should refer to the Parish Champion;
- To ensure that Local Council’s view are taken into account when the Principal Council undertakes consultation;
- To facilitate discussions in relation to the possibility of devolving services to Local Councils;
- To encourage joint training events including Councillors from the Principal Councils and Local Councils
- Where requested to do so, to respond to invitations to attend Warwickshire and West Midlands Association of Local Councils (WALC) Area Meetings;
- To attend other Local Council liaison meetings as appropriate;
- To liaise with the Parish Champions from the other Principal Councils as required.

In order for the role to have a meaningful impact it is suggested that the role should be undertaken by a Member of the Cabinet, or senior Councillor within the Principal Councils.

AGENDA MANAGEMENT SHEET

Report Title: Financial Management System Upgrade

Name of Committee: Cabinet

Date of Meeting: 4 November 2024

Report Director: Chief Officer – Finance and Performance and
Chief Officer – Digital and Communications

Portfolio: Finance and Performance, Legal and Governance
and Digital and Communications, Growth and
Investment

Ward Relevance: None

Prior Consultation: Budget Working Group, IT Digital Services and
Transformation team, Information Governance
Group.

Contact Officer: Paul Conway, Finance Manager

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

Corporate Priorities: This report relates to the following priority(ies):
 Rugby is an environmentally sustainable place,
where we work together to reduce and mitigate the
effects of climate change. (C)
 Rugby has a diverse and resilient economy that
benefits and enables opportunities for all residents.
(E)
 Residents live healthy, independent lives, with
the most vulnerable protected. (HC)
 Rugby Borough Council is a responsible,
effective and efficient organisation. (O)
[Corporate Strategy 2021-2024](#)
 This report does not specifically relate to any
Council priorities but

Summary: The purpose of this report is to seek approval to
upgrade the current Financial Management
System and migrate to the cloud-based version.
The upgrade is required as part of a planned

obsolescence, 'sunsetting', of the current software suite. Should RBC choose not to upgrade, the current version of the system would become unsupported by the provider.

Financial Implications:

The financial requirements of this project include a capital investment of £0.077m and additional ongoing annual licencing and maintenance costs of £0.024m, in addition to the £0.086m contract that is already in place.

The financial implications of the system upgrade are detailed in section 4 of this report.

Risk Management/Health and Safety Implications:

The risks of operating with an unsupported system are detailed in section 3 of this report.

Environmental Implications:

There are no environmental implications arising directly from this report.

Legal Implications:

There are no legal implications arising directly from this report.

Equality and Diversity:

An Equalities Impact Assessment is attached to this report.

Options:

1) Approval of the upgrade of the financial management system and migration to the cloud-based version.

2) Do nothing and allow the current system to become unsupported.

Recommendation:

(1) The upgrade of the financial management system and migration to the cloud-based version, as detailed in the report, be approved;

(2) an additional revenue budget of £0.024m for licences and maintenance be approved and be established within the General Fund from 2025/26; and

(3) IT BE RECOMMENDED TO COUNCIL THAT a supplementary capital budget of £0.077m for the system upgrade be approved and be added to the capital programme.

**Reasons for
Recommendation:**

To ensure the Councils financial management system remains fully supported and moves to a cloud-based version.

Cabinet - 4 November 2024

Financial Management System Upgrade

Public Report of the Chief Officer – Finance and Performance

Recommendation

- (1) The upgrade of the financial management system and migration to the cloud-based version, as detailed in the report, be approved;
- (2) an additional revenue budget of £0.024m for licences and maintenance be approved and be established within the General Fund from 2025/26; and
- (3) IT BE RECOMMENDED TO COUNCIL THAT a supplementary capital budget of £0.077m for the system upgrade be approved and be added to the capital programme.

EXECUTIVE SUMMARY

Rugby Borough Council's (RBC) financial management system (Unit4 Enterprise Reporting Platform MS6) is currently hosted by on-premises servers. Unit4, the systems provider, has announced the end of life and associated support services of the on-premises model on the 31st of December 2024 unless an agreement is in place to move to the latest version of the system.

The vendor has initiated a planned obsolescence, 'sunsetting', of the current software suite and to maintain system continuity the organisation will be required to move to the updated cloud-based offering - with the current security and technical support being withdrawn on a phased basis between 2025 and 2027

Therefore, RBC is looking to perform a cloud migration. The cloud migration will involve upgrading the existing Unit4 Enterprise Reporting Platform software to ensure that the Council's financial management system remains supported and to gain the benefits of using a cloud-based system.

It is recommended that RBC upgrade to the latest version of Unit4 as the time to review, procure and implement a new system is longer than the time available to ensure the Council continues to be compliant and remain supported.

1. INTRODUCTION

- 1.1 Rugby Borough Council's Financial Management System (MS6) is provided by Unit4. Unit4 is a software company that designs and delivers enterprise software and ERP applications and related professional services for people in services organisations, with a special focus on the professional services, education, public services, and not for profit sectors.
- 1.2 The Council uses the Unit4 system for all its financial activities. This includes accounts payable, budget monitoring, the annual statutory accounts and other transactional analysis. The system has been in use since 2002 and the Council pays an annual license fee of £0.086m.
- 1.3 Unit4's MS6 was released in Spring 2016. Since then, there have been 5 updates in total, with the latest update being MS6.5 which was released in 2018.
- 1.4 Unit4's most recent update is known as Continuous Release (MS7) which includes multiple new functionalities that can improve end users experience of using the system and ensure it is up to date with all the latest security patches.
- 1.5 With Unit4's transition to a Software as a Service (SaaS) only provider, the currently supported on premise MS6 and MS7 systems will no longer be supported unless a SaaS agreement is in place. This means that the Council will need to have an agreement in place to move to the cloud-based version before the end of 2024.
- 1.6 Unit4 has performed a Cloud Migration Assessment for RBC to explore a smooth transition to Unit4 cloud. In addition to the cloud migration, RBC will also upgrade from MS6.5 to the latest Continuous Release version, MS7.

2. CLOUD MIGRATION OF THE FINANCE MANAGEMENT SYSTEM

- 2.1 A cloud-based system, often known as cloud computing, is a broad term for anything that involves the delivery of hosted services via the Internet. Cloud computing is the on-demand delivery of computing services such as servers, storage, databases, networking, software, and analytics. Rather than keeping files on a proprietary hard drive or local storage device, cloud-based storage makes it possible to save remotely.
- 2.2 By moving to a modern financial management system, the Council can benefit from many of the enhancements associated with a cloud-based arrangement.
- 2.3 The benefits of this method of working are shown in the table below.

Benefit	Type	Description
Improved Accessibility and Flexibility	Remote Access	Users can access financial data and applications from anywhere with an internet connection.
	Scalability	Easily adjust the system's capacity to meet changing business needs without significant upfront investments.
Enhanced Efficiency and Automation	Automation	Automate routine tasks like data entry, reconciliation and reporting, reducing errors and saving time.
	Real-time Data	Access up-to-date financial information for informed decision-making.
	Integration	The new licencing model includes modules which are not currently licenced. In the longer term it should be possible to migrate functionality from existing applications to the new system.
Cost-Effectiveness	Reduced IT Costs	The Continuous release technology obviates the need for future expensive and disruptive software upgrades.
	Predictable Costs	Pay for the system as a subscription service with predictable monthly or annual fees.
	Shared Resources	Benefit from economies of scale as cloud providers share resources across multiple customers.
Improved Security and Reliability	Data Security	Benefit from advanced security measures and regular updates to protect sensitive financial data.
	Disaster Recovery	Automatic backups and disaster recovery capabilities become the responsibility of the provider.
	Regular Updates	Automatically receive system updates and patches to maintain optimal performance and security.
Enhanced Collaboration and Transparency	Real-time Collaboration	Work collaboratively with team members and external stakeholders on financial data.
	Centralised Data	Maintain a single source of truth for financial information, improving accuracy and consistency.
	Improved Reporting	Generate customised reports and dashboards to gain insights into financial performance.

3. RISKS

3.1 If the Council was to choose to not migrate to the cloud-based offering the current financial management system would become unsupported. There are several risks associated with the Council using an unsupported financial management system, these risks are shown in the table below:

3.2 To mitigate these risks, it is essential for the Council to move to a cloud-based financial management system.

Risk	Type	Description
Security Vulnerabilities	Lack of Patches	Unsupported systems often don't receive security updates or patches, leaving them vulnerable to cyberattacks, data breaches, and unauthorised access.
	Outdated Security Protocols	Older systems may not adhere to modern security standards, increasing the risk of data theft and financial loss.
Compliance Issues	Regulatory non-adherence	Unsupported systems may not meet industry-specific regulations or accounting standards, leading to fines, penalties, and legal repercussions.
	Audit Challenges:	Auditors may face difficulties assessing the accuracy and reliability of financial data generated by an unsupported system.
Functional Limitations	Lack of Feature Updates	Unsupported systems will not have the latest features or functionalities required to meet evolving business needs.
	Integration Challenges	Integrating an unsupported system with other business applications can be difficult, hindering efficiency and data flow.
Data Loss and Corruption	System Instability	Unsupported systems may experience frequent crashes or instability, leading to data loss or corruption.
	Data Migration Difficulties	Migrating data from an unsupported system to a new one can be complex and time-consuming, increasing the risk of data errors.
Increased Costs	Maintenance Expenses	Maintaining an unsupported system can be costly due to the need for specialised expertise and potential workarounds.
	Lost Productivity	Inefficiencies and downtime caused by an unsupported system can negatively impact productivity.
Disruption	System Failure	A complete system failure can disrupt critical operations, leading to financial losses and damage to reputation.
	Difficulty Finding Support:	Finding support for an unsupported system can be challenging, further exacerbating disruptions.

4. FINANCIAL IMPLICATIONS

- 4.1 The below table details the capital costs associated with upgrading the financial management system and moving to a cloud-based version. It will be funded via internal borrowing.

Service	Hours	Days	Cost £000s
Upgrade MS6 to Continuous Release	153.5	20.5	23
Cloud Migration			
Professional Services	305.5	40.7	47
Unit 4 Fixed Price Element			7
Total	459	61.2	77

- 4.2 The hours/days quoted are those of the external consultants. However, it should be noted that officers will also be required to work on the migration. This could potentially result in agency staff being needed to cover roles whilst Council employees engage with the migration. An assessment of this will be made as part of the implementation plan.

- 4.3 The current annual Unit4 licence fee is £0.086m. An indicative annual fee for the cloud-based model would be £0.110m. This means an additional revenue budget of £0.024m is required. However, as part of the scoping work for the move to cloud-based model a detailed assessment of the Council's requirements would be undertaken. At this point and by working closely with the provider, the Council will have the opportunity to explore different modules and options that could be beneficial to the organisation.

5. CONCLUSION

- 5.1 Rugby Borough Council's current financial management system will become unsupported unless the organisation commits to moving to a cloud-based solution. The vendor will begin a phased program of planned obsolescence in 2025 for the existing software suite and will remove all security and technical support by 2027.
- 5.2 Moving to a cloud-based version will provide the Council with a system that includes benefits such as improved accessibility, flexibility, security and enhanced collaboration and transparency, whilst being responsible and respectful of financial and resource constraints.
- 5.3 It is recommended that Cabinet approve the capital and revenue budget for the upgrade of the financial management system and migration to the cloud-based version.

Name of Meeting: Cabinet

Date of Meeting: 4 November 2024

Subject Matter: Financial Management System Upgrade

Originating Department: Finance and Performance, Digital and Communications

DO ANY BACKGROUND PAPERS APPLY

YES

NO

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

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

Equality Impact Assessment

Service Area	Finance and Performance
Policy/Service being assessed	Financial Services
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	Upgrade existing software
EqlA Review Team – List of members	Paul Conway
Date of this assessment	04/10/2024
Signature of responsible officer (to be signed after the EqlA has been completed)	

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

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	This document supports the upgrade of the financial management system and migrate to the cloud-based version. The upgrade is required as part of a planned obsolescence, 'sunsetting', of the current software suite
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	The decision to upgrade the financial management system would support the Corporate Strategy objective 'Organisation' in terms of being responsible, effective and efficient organisation in undertaking it duties
(3) What are the expected outcomes you are hoping to achieve?	<p>Expected outcomes include</p> <ul style="list-style-type: none"> • A modern financial management system that includes benefits such as improved accessibility, flexibility, security and enhanced collaboration and transparency, • Continued support from the software provider that would ensure the system remains compliant and functional.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	There will be minimal impact to employees who use the system
<u>Stage 2 - Information Gathering</u>	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).
(1) What does the information tell you about those groups identified?	Those directly impacted would be employees of the council (primarily the finance team) who use the system

(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?	Yes, the move to the new finance system is regularly discussed at team meetings.		
(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.	N/A		
<u>Stage 3 – Analysis of impact</u>			
(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination? If yes, identify the groups and how they are affected.	RACE	DISABILITY	GENDER
	MARRIAGE/CIVIL PARTNERSHIP	AGE	GENDER REASSIGNMENT
	RELIGION/BELIEF	PREGNANCY MATERNITY	SEXUAL ORIENTATION

<p>(2) <u>Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	N/A
<p>(3) If there is an adverse impact, can this be justified?</p>	N/A
<p>(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (This should form part of your action plan under Stage 4.)</p>	N/A
<p>(5) How does the strategy/service/policy contribute to the promotion of equality? If not, what can be done?</p>	N/A
<p>(6) How does the strategy/service/policy promote good relations between groups? If not, what can be done?</p>	N/A
<p>(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?</p>	The upgraded system will require user training. This will take place prior to go live date.

<u>Stage 4 – Action Planning, Review and Monitoring</u>					
<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	EqIA Action Plan				
<p>(2) Review and Monitoring State how and when you will monitor policy and Action Plan</p>	Action	Lead Officer	Date for completion	Resource requirements	Comments

Please annotate your policy with the following statement:

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