

Rugby Cement Plant Engagement Review Stakeholder Meeting, 10 March 2009

SUMMARY OF CONTEXT & OUTCOMES

This document is a summary of the outcomes of the Rugby Cement Plant Engagement Review, which culminated in a Stakeholder Meeting, held in the centre of Rugby on 10 March 2009. A copy of the full meeting transcript report can be obtained from The Environment Council at www.the-environment-council.org.uk or see contact details at the end of the summary.

The engagement review was undertaken by The Environment Council at the request of CEMEX, the Environment Agency and Rugby Borough Council. A report with recommendations for constructive ways forward was produced by The Environment Council in May 2008, in which it was recognised that face-to-face engagement was necessary. At an earlier stakeholder meeting in September 2008 it was agreed that a small group of stakeholders (a "Task Group") would develop more detailed, community owned, proposals for a future engagement process. These proposals were developed by the Task Group in February 2009 and brought back to the wider stakeholder group on 10 March for consideration.

Stakeholders at the March 2009 meeting considered and finalised many of the Task Group's proposals on:

- The purpose of a future engagement process
- What activities will take place in a future engagement process
- Ways of working.

Agreements arising from the workshop included:

- Confirmation by stakeholders of three key components for future engagement (Further information about these three components is set out overleaf):
 - The **scope and purpose of the future engagement**. This provides a statement and definition about what the process seeks to do, so that everyone is clear about what it will and will not consider.
 - **Ways of working** for the future engagement. These express the way and spirit in which people will be expected to behave and work at meetings and between meetings. It aims to make the process more constructive, accessible and practical.
 - The future engagement process. This comprises **the activities that (together) will form the future engagement process** around the Rugby Cement Plant.
- A Steering Group should be formed (to be selected by The Environment Council; with guiding criteria provided by the stakeholder group on 10 March) to oversee the establishment of the new stakeholder engagement process and to ensure it happens in a reasonable timeframe. The intention is that this group may be dissolved once these objectives are achieved.
- An independent secretariat and chair would be utilised for the new engagement process.
- The Rugby Cement Community Forum (RCCF) will continue to meet while the new stakeholder engagement process is being set up.

It was acknowledged that there were some issues that still need to be resolved, but there was a shared understanding that it was constructive to recognise this. They are:

- The future engagement process is still a work in progress. Further development based on the above, agreed components will be undertaken by the Steering Group, which will be accountable to the larger stakeholder group.

The review of the stakeholder and community relations around the Rugby Cement Plant (RCP) process has been funded to date by CEMEX, the Environment Agency and Rugby Borough Council. Commitment has been made by CEMEX and the Environment Agency to fund work into improving future engagement for a further twelve months, to help ensure a constructive and productive way forward.

Further Information on the Three Key Components for the Future Engagement

1. Scope and Purpose of the Engagement

The following draft purpose of the engagement is intended to express the scope and rationale for future engagement around the Rugby Cement Plant. It aims to give a succinct statement about what the process seeks to do, so that everyone is clear about what it can and cannot achieve.

Scope

- The scope of the engagement has been defined within the following two boundaries:
 - 1) The current state of relations between stakeholders cannot continue; and,
 - 2) Closure of the cement plant is not on the agenda.

Purpose

The purpose of the engagement includes the following aspects (in no particular order):

- To establish and maintain a constructive and mutually beneficial relationship between CEMEX, the Regulatory Agencies and the Rugby Community
- An aspiration to generate trust between stakeholders and around issues
- Facilitate the provision to the Rugby Community of timely, clear, full and transparent information and explanations from CEMEX and other agencies regarding current issues, and future plans for changes, relating to the Rugby plant. Information provided to the community should be understandable.
- A way to proactively feed in information about plant incidents and how they will be dealt with
- To enable the Rugby Community to ask questions, raise concerns and seek clarification regarding matters relating to the Rugby plant.
- To give the Rugby Community the opportunity to influence decision-making.
- Mitigation of environmental, transport and other impacts of the plant
- Generation of a clear picture from the engagement about what the view of the community is (and to be able to hand this on to councillors, to the Environment Agency, etc)
- To be able to generate a common view on an issue when this is sought.

2. Ways of Working

The following draft ways of working are intended to express the way and spirit in which people will behave and work. These will be undertaken both at meetings and between meetings in future engagement around the Rugby Cement Plant. It aims to make the process more constructive, accessible and practical.

The Environment Council recommends that this list should remain open and flexible in the future so that anything that would help the way the engagement works in future can be added or changed.

1. Agendas: Some advance information is needed. Agendas should be firm and set before a meeting and should be adhered to. The assumption is that other business should already be in the agenda. A draft agenda is circulated 14 days in advance and a 7-day period is allowed for changes to be submitted. This will be for all meetings including sub-groups.
Include a spot on agenda for public to raise concerns: that concern can then be fed into the agenda for next time.
There needs to be a contact point and number (secretariat) to contact in relation to agenda.
2. The timings of meetings should be changed from time to time to make them accessible.
3. Representatives of an organisation need to state clearly the nature of the organisation and their input. (bringing views in and feedback from the process)
4. The responsibility for engaging with outside organisations and the public should be shared.
5. Representatives should have a mandate and be able to demonstrate this.
6. Any training required for representatives should be made available by the funding organisation.
7. Members should try to decide or agree decisions by consensus but if this is not possible, then reasons for this should be clearly stated.
8. It should be jointly agreed if any specialist input is required. The decision on who will provide it and how it will be paid for will be made by the members.
9. Jargon should be avoided if possible; and if not it should be clearly explained.
10. All participants to treat each other with mutual respect.
11. Any successes should be identified and celebrated as a way of building relationships. Give positive affirmation when things go well.
12. There should be a joint agreement on what, if any information is needed; and who will provide it.
13. Reports and decisions from the process should be made public, however any information received from any source that has not yet been made public or for legal reasons, must be treated with confidentiality to ensure the establishment of trust within the group.
14. Participants are discouraged from re-stating known positions and are encouraged to re-frame them as needs.

15. If any information or decision needs referral to the elected, democratic system this will be jointly agreed and then it will be agreed how this will be done.
16. Sub-groups are recognised as a useful way of more efficiently getting work done (on behalf of the wider stakeholder group).

3. Process Plan (Activities)

The following draft engagement process is intended to show what activities (together) will form the future engagement process around the Rugby Cement Plant. It attempts to show what purpose each activity would have, who would be involved and when they would happen.

The Environment Council recommends that this list should remain open and flexible in the future so that anything that would help the way the engagement works in future can be added or changed.

Proposals for Planning a Future Engagement Process

WHY are we working on developing a future engagement process?

We want to facilitate the:

1. giving of information
2. the gathering of information
3. dialogue

WHO are we aiming to involve in our future engagement process?

1. The general public i.e. anyone who lives in Rugby and its surrounding areas.
2. The wider community i.e. those who may have generic, specialist and/or expert interest in issues relating to those raised by the presence of CEMEX in Rugby.
3. The local core interest group i.e. those who represent specific interest groups within the Borough of Rugby.

WHAT are we going to do to ensure that the above aims are successfully met?

The following are possible ways forward, suggested by the Task Group.

1. **Inaugurate a new type of meeting/engagement group.** This group to:
 - have an agreed format
 - include people from the community with some knowledge of the issues, albeit not exclusively
 - be built around a level of independence in order to create a sense of 'ownership' (Independent Chair, Independent Minutes Secretary. Autonomous budget control?)
 - meet every 2 months
 - Continue sub groups to work on detailed issues
 - Sub groups have an important scrutiny role.

2. **Create a dedicated website.** This would:
 - reach a wider audience
 - cope with handling more complex information
 - provide a properly moderated online forum, affording an opportunity for interaction; for people to ask questions, seek information and express concerns. In addition, it would give a valuable insight into community feeling for **all** stakeholders
 - **be up-dated daily (or weekly? fortnightly? as the need arises?)**
 - Online engagement could be excluding - need to be able non-internet users to feed in views. Need a paper forum.
3. **Distribute a Newsletter** for those without access to the web and/or those more likely to read hard copy. This might:
 - be issued quarterly or more frequently if there is felt to be a need
 - form a separate but integral part of the existing CEMEX newsletter ?
 - be a partnership venture with CEMEX, in terms of **consultation** about specific content and/or issues raised?
 - be a separate publication, with shared distribution?
 - be totally separate?
 - Newsletter distribution to be two miles radius rather than one.
4. **Hold Public Meetings** These could:
 - be linked to a certain topic
 - include question and answer sessions
 - be ongoing, rather than **just** linked to 'hot topics', thereby, encouraging 'relationship', rather than 'adversary'
5. **Facilitate Locality Forums** These might:
 - use a similar model to the forums run by the WCC?
 - be integrated into the existing model, as and when required (subject to WCC being in agreement with same)?
6. **Road Shows** These were suggested but not met with a great deal of enthusiasm. It was felt that this 'vehicle of communication' was open to inconsistency of delivery.

HOW **do we proceed?**

A Steering Group be formed to steer the future process into being. This group:

- Would be temporary, to oversee the new process. Needs to have objectives, then, once achieved, steps away - leaving engagement to continue on its own momentum. Needs to be fairly small but representative of the various stakeholders
- Steering group has to be accountable to the wider group of stakeholders.
- Steering group would be a 'Project Management' group
- Steering group could be responsible for evaluating the process.
- Ensure that ways of working are fit for purpose for all engagement activities, not just meetings.

Other points to note around the engagement process (activities):

- Question of liaising with current Forum
 - It is a current form of engagement
- Set up group to evaluate the impact of the engagement or have some process to undertake this - in particular an evaluation of the entire process: its purpose.
- Training is needed to raise the level of understanding of engagement.
- The process must be owned by the community.
- Needs to be budgetary control in the process.

For further information please contact Erica Sutton at The Environment Council, 020 7632 0117 or ericas@envcouncil.org.uk