

# **Rugby Cement Plant Engagement**

## **Stakeholder Meeting**

10 March 2009

## **Transcript Report**

**Date of issue: 31 March 2009**

212 High Holborn  
London WC1V 7VW

**tel** 020 7836 2626

**fax** 020 7242 1180

**email** [info@envcouncil.org.uk](mailto:info@envcouncil.org.uk)

**www** [www.the-environment-council.org.uk](http://www.the-environment-council.org.uk)

## Note on the Transcript Report

This document is a transcript of the flip chart notes produced by The Environment Council during the meeting in view of the attendees. It is intended as an aide memoir for participants. Since it is based upon the flip chart records its meaning may not be clear to people who did not attend the meeting. Please contact The Environment Council for clarification if necessary. The flip chart record is used to summarise the main points of the discussions and is not presented as a verbatim account of the proceedings.

The points here are reproduced as they were recorded by the facilitation team during the meeting, with the following exceptions:

- Paragraphs in *italics* describe the meeting process and aid recall of the context in which the participants' contributions were made.
- Words or phrases in [square brackets] have been added by the facilitators where the original meaning is unclear but can be deduced.
- Spellings have been standardised, abbreviations spelled out and grammar and punctuation inserted where it may help to clarify meaning.

If you have any comments or queries regarding this report please contact:

Name: Erica Sutton, The Environment Council  
Direct Line: 020 7632 0117  
Email: [ericas@envcouncil.org.uk](mailto:ericas@envcouncil.org.uk)

**The Environment Council**

Registered Charity Number: 294075

## Contents

## Page

1. Introduction	1
1.1 Context	1
1.2 Attendees	1
1.3 Task Group Meeting Purpose	1
1.4 Agenda	2
1.5 Groundrules	2
1.6. Update	2
2. Future Engagement Process: Group Work	3
2.1. Purpose of the Process	3
2.2 Ways of Working	5
2.3 Process Planning (Activities)	7
3. Plenary Review	10
3.1 Purpose of the Process	10
3.2 Ways of Working	11
3.3 Process Planning (Activities)	11
4. Way Forward	12
4.1. Steering Group	12
4.2 Press Briefing	13
4.3 Actions	14
4.4 Comments on Future Work Areas	14
5. Evaluation	15
<b>Appendices</b>	
Appendix 1: Proposals for the Future Engagement Process	16
Appendix 2: Attendees	22
Appendix 3: Press Brief	24
Appendix 4: Evaluation Questionnaire Responses	27

Page is intentionally blank.

## **1. Introduction**

### **1.1 Context**

***This Stakeholder Meeting continues to take forward a review of the stakeholder engagement arrangements around the Rugby Cement Plant, which is owned and managed by CEMEX. The Environment Council has been conducting this review at the invitation of CEMEX, the Environment Agency and Rugby Borough Council.***

***The Environment Council produced a report and recommendations on the present stakeholder engagement arrangements as part of the review in May 2008. A workshop followed in September 2008, which was convened by The Environment Council for interested parties. At this September Stakeholder Workshop, it was agreed that a small Task Group of stakeholders would volunteer to formulate proposals on the future engagement process for the Rugby Cement Plant for the wider stakeholder group to consider.***

***These proposals on the future engagement process, which comprised the following three elements, can be found at appendix 1.***

- ***Purpose of the Engagement***
- ***Ways of Working***
- ***Process of the Engagement (with draft costs for these activities)***

***The 10 March 2009 Stakeholder Meeting was convened to enable the wider group of stakeholders to consider and finalise these proposals.***

***For further information on the stakeholder engagement review or to see The Environment Council's May 2008 Report and Recommendations or the September 2008 Stakeholder Workshop meeting report please visit The Environment Council's website at [www.the-environment-council.org.uk](http://www.the-environment-council.org.uk) or contact The Environment Council.***

### **1.2 Attendees**

***For a list of meeting attendees, please see appendix 2.***

### **1.3 Meeting Objectives**

***The objectives for the meeting had been circulated in advance. These were displayed at the start of the meeting and the meeting facilitator confirmed them for participants as follows:***

To consider and finalise:

- The purpose of the process
- The ways of working
- Activities in a future process
- To sort out what happens after today

## 1.4 Agenda

**The agenda for the meeting was displayed and introduced by the facilitator and is set out below.**

- Updates  
Introductions; Agenda; Ground rules
- Purpose of Process; Ways of working; Process Planning
- Plenary discussion of the three strands
- Next Steps: how, who and reporting
- Evaluation.

## 1.5 Groundrules

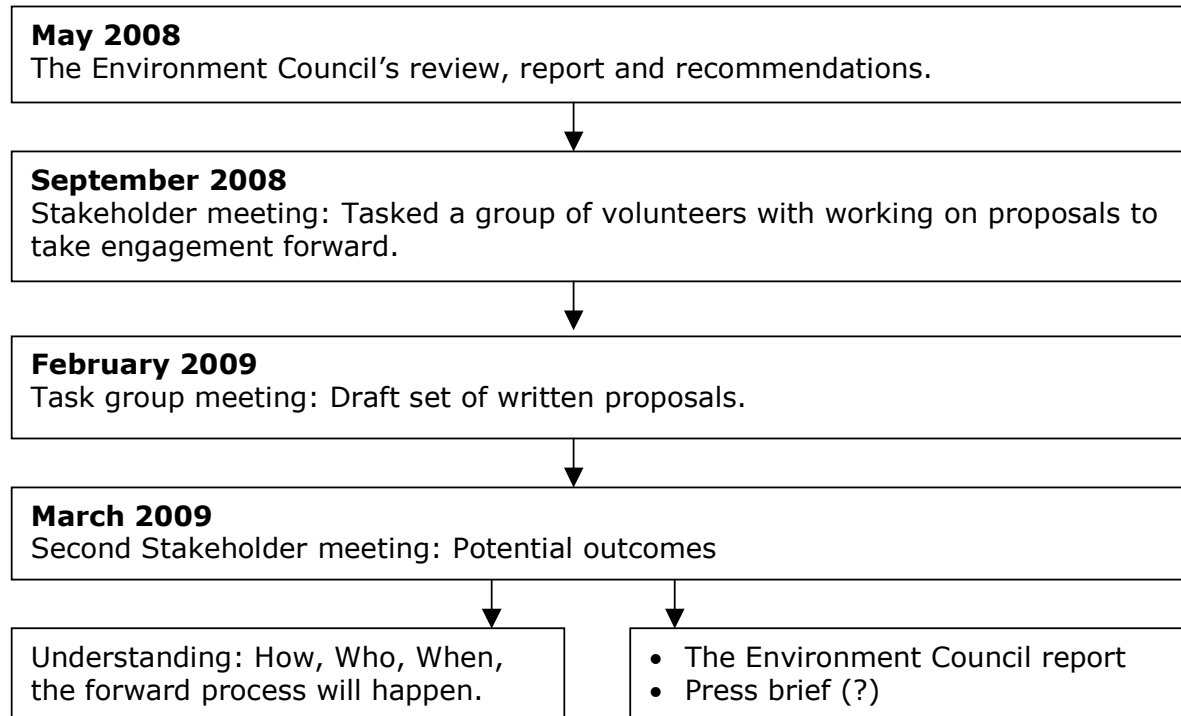
**The following groundrules for participants were proposed by the facilitation team at the outset of the meeting to help make the discussions as constructive and productive as possible.**

- No mobiles
- Concise in what you say
- Listen and respect each other
- Shared responsibility for the wall record.

## 2. Update

**Winsome MacLaurin, The Environment Council's Chief Executive Officer gave an overview of the engagement review process, outlining what had happened so far and what the potential outcomes might be. A flow chart was displayed to illustrate this which has been reproduced below.**

**Rugby Cement Plant Engagement/ Key Activities to Date:**



***Following this short presentation, there was an opportunity for questions:***

### **Update Question & Answer (Q&A)**

**Q:** What happens next [after this meeting]? A report?

**A:** Yes, but the terms of the process are up to you.

## **2. The Future Engagement Process: Group Work**

***The meeting participants were then asked to focus on the three elements of the future engagement for which draft proposals had been developed by the Task Group. These proposals had been circulated to all attendees prior to the meeting so that stakeholders had an opportunity to read and to think about them in advance (please refer to appendix 1). The three elements are:***

- ***Purpose of the process***
- ***Ways of working***
- ***Process planning.***

***The participants worked in three smaller groups (a group for each of the three elements of the engagement process) and with the help of the facilitation team considered the proposals. Participants were asked to choose to work on whichever of the engagement elements they wished to spend most time on.***

### **2.1 Purpose of the Process**

***Participants working on the purpose of the process were asked by the facilitation team to considering the draft proposal in the light of the following questions:***

- ***Can you live with the list/proposal?***
- ***If not what needs to change (to enable you to live with it)?***

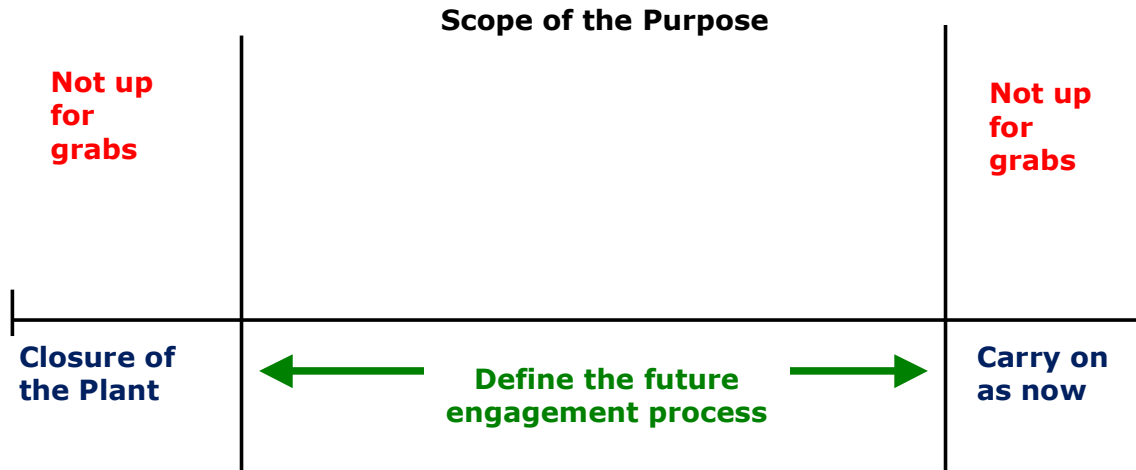
***The record of the discussion is set out below. This was captured in summary on flip chart paper in view of the group. After the discussion was concluded, the flip chart record was reviewed by the group in order to identify areas of agreement.***

***Those comments that the group collectively felt to be useful and acceptable to go forward as part of the purpose of the engagement were identified by drawing a box around them (this has been replicated in the transcription below).***

***There were also points raised during the discussion that the group felt were more appropriate to be fed into the Ways of Working proposal. These comments were marked accordingly, and this has also been replicated in the text below.***

## Scope of the Purpose:

**The meeting facilitators displayed the following diagram to set out to the participants the scope of the future engagement process and the opportunity that exists to improve the current situation. In order to move forward, as illustrated by the May 2008 report and the discussions of the September 2008 workshop, the present state of engagement cannot continue, nor is the option of plant closure being offered. The future engagement process needed to be defined within these boundaries.**



- The purpose that we outline will reflect those boundaries.
  - Mitigating the impacts of the plant on the environment is key.
  - Need to define the boundaries.
  - Strength of the chairmanship of meetings is crucial.
  - Need to undertake a commitment to the scope of the purpose –could be useful
- The group considered the above point more appropriate for Ways of Working.**
- If people make a commitment how can it be backed up?
- The group considered the above point more appropriate for Ways of Working.**
- Comes down to the chairmanship.
  - Not everyone agrees/ accepts the boundaries
    - Possibly need to come up with different form of words
  - Let's look at the bigger picture
  - Stakeholders who want to see plant close still have valid points.

## Purpose Point No. 1:

- "Need to build a sense of pride": pride is an assumption.
  - Constructive dialogue should lead to pride.
- Does this need to be reworded to make it clearer?
- The diverse views in the community: cannot ever expect to build a sense of pride.
- Perhaps pride should be struck out of sentence (in the proposal).
- The plant impacts on the community - the sentence is meaningless.
- The first [part of the] sentence is excellent; the second part though is unrealistic at the moment (pride).
- This process will build that pride back again
- It's an aspiration.
- Could we change 'Sense of Pride' to 'building trust'?
- Somewhere in this purpose there needs to be an aspiration to build trust.

## **Purpose Point No. 2:**

- Could be improved by adding scrutiny- it would be useful to know.
- How can people be made to provide information [in a] timely [way].
- It's a question of best practice and protocols.

## **Purpose Point No. 3:**

- Agree, but doesn't quite go for enough. Would like to see opinions and collective views come out of it.

- A way to gauge representative positions to be added to point no. 3.

***The group considered that the wording of this point needed work.***

- Part of problem is that councils bend over backwards to help CEMEX. Our views tend to be ignored for those of CEMEX.
- There needs to be a more representative selection of people and a [meeting] at which their views can be gathered.
- Councillors need to listen to what the community is saying, not put their own views across.
- Councillors have to go to experts.
- There needs to be a link from community to councillors.

***The group considered that the wording of this point needed work.***

- County planner's clarification: Planning permission cannot be refused on the grounds that a lot of people oppose it. There have to be specific planning grounds for refusal.

## **2.2 Ways of Working**

***Participants working on the purpose of the process were asked by the facilitation team to considering the draft proposal in the light of the following questions:***

- ***Can you live with the list/proposal?***
- ***If not what needs to change (to enable you to live with it)?***

***The record of the discussion is set out below. This was captured in summary on flip chart paper in view of the group.***

### **Ways of Working Point 1:**

- Will the draft agenda be circulated 14 days before? 7 to 14?
- Problem with the term "draft".
- Problem if the agenda never becomes a final version.
- Propositions have to be put forward at the latest 7 days before.
- Supporting materials made available
- Question: Clarifying content of the agenda should be done before the meeting.
- Year's work plan should be defined.
- Need someone to have the authority to draw a line to the number of items on the agenda. Standard agenda needed.
- Annual rolling agenda.
- [Add a comma] after "...for all meetings,...".

**Ways of Working Point 2:**

- Accessible timings –for the public to attend.
- “Varied”, “occasionally” instead of “from time to time”. When necessary.

**Ways of Working Point 3:**

- Shows the validity of the person being there. OK !!!
- Individuals not to be excluded.

**Ways of Working Point 4:**

- OK!

**Ways of Working Point 5:**

- Personal views are valid.
- Local community groups should be able to join the process
- Individuals should be able to ask questions. Slot in the meeting for questions from the public. Enabling tool (e.g. question about air quality).
- Individuals need to be allowed to join the meetings. Members of the public. Inclusive process.
- Attendees must be aware of the time constraints of the meeting.

**Ways of Working Point 6:**

- Funding organization(s).
- Capacity building. Using funding for capacity building to allow individuals to be part of it.

**Ways of Working Point 7:**

- By discussion. OK!

**Ways of Working Point 8:**

- “By all the members”.
- Issue if the recommendations from the experts are not in line with what some of the group’s members think.

**Ways of Working Point 9:**

- OK! Jargon /acronyms should be explained at the beginning of all reports: standard glossary (terms).

**Ways of Working Point 10:**

- OK!

**Ways of Working Point 11:**

- Promoting the positive. OK!

**Ways of Working Point 12:**

- Repeats what was said in Point 1 and Point 8.

**Ways of Working Point 13:**

- Should be made public by whom? Who would make reports and decisions public?
- Press attendance would be inappropriate if confidential information mentioned.
- Agenda items - confidential at the end of the meeting.
- Confidentiality: ‘Commercially’ and ‘Disciplinary’ are two different things.
- All discussions are open and accessible in the public domain except when it’s related to a confidential matter.

**Ways of Working Point 14:**

- Change “as needs” to “as necessary”.

**Ways of Working Point 15:**

- Remove the word “jointly”.
- Cannot see why “jointly” should be removed. **Discussed.**
- See Point 7 regarding consensus. **Agreed.**

**Ways of Working Point 16:**

- OK!
- Needs to report back to the main group. Can make recommendations but cannot make decisions on their own.

**Additional Point for Ways of Working:**

- Point 17. (Suggestion.) Allowing substitutes to attend activities (for emergency situations). Not including working/sub groups.

**General Comments on the Ways of Working:**

- This will be a live document/framework, which will be reviewed when needed.
- This will be applicable to various activities, not just meetings.
- If these amendments were made, the group would be happy with the content of the “ways of working” document.

**Feedback from Other Groups:**

***The group discussion as transcribed above was reviewed by other participants who had been working on other aspects of the three engagement proposals and the following comments were made:***

- Evaluation of the Ways of Working is needed. This process could go off the rails, so needs to be evaluated.
- Responsibility of whom for checking that the objectives were achieved.

**2.3 Process Planning (Activities)**

***Participants working on the process planning element of the future engagement process reviewed the draft proposal. The facilitation team encouraged the stakeholders to be clear about what purpose each of the activities would have and understand what kind of engagement this would be, whether:***

- ***Consultation***
- ***Information sharing***
- ***Dialogue***

***The record of the discussion is set out below. This was captured in summary on flip chart paper in view of the group. After the discussion was concluded, the flip chart record was reviewed by the group in order to identify areas of agreement. Those comments that the group collectively felt to be useful and acceptable to go forward as part of the purpose of the engagement were identified by drawing a box around them (this has been replicated in the transcription below).***

***The group first discussed the possible outcome of the session and there was clarity around the difference between discussing the purpose of the engagement versus the process of the engagement.***

- Possible outcome is to know what we are aiming for
  - Aiming for having Forum in different shape
  - Dissolved Forum
  - Out of tonight, an agreed aim between the community and CEMEX.

### **Steering Group (small group) or Liaison Group (bigger group)**

***The group then discussed the idea for a Steering Group, which was included in the process planning proposal.***

- Once up and running, it may not have to continue.
- Aims to make activities work
- Roles:
  - Management
  - Coordinators:
    - Of all elements
    - Of funding (budget if in place)
- To get things working together
- Press responsibility
- Has to be representative
- Voluntary
- Responsibility holders included

***The following points were agreed from the group discussion about the Steering Group:***

#### Agreement

- Steering group as sub-group of bigger group.
- Bigger group must have trust [in] Steering Group.
- Answerable to big group - includes feedback to big group.
- Project management role.
- Responsibility holders must be included but not as treasurer.
- Community representation as well as administrative roles.

### **Activities**

***The group then reviewed the individual activities that made up the process planning proposal. The discussion was recorded and is reproduced in table format overleaf.***

## Process Planning (Activities)

Activities	Who does it/Who runs it/ Who makes it happen?	How Often/ When?	Who is Involved?
<b>Website</b> <ul style="list-style-type: none"> <li>• Could include meeting notes, newsletters, FAQs</li> <li>• 'Virtual Public Register'</li> </ul> <b>INFORMATION SHARING</b>	<ul style="list-style-type: none"> <li>• Small group administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Update as events occur, for example, planning applications, incidents, proactively by Cemex, Environment Agency, Liaison Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>• Unlimited</li> </ul>
<b>Online Forum</b> (free websites)  <b>INFORMATION SHARING</b>	<ul style="list-style-type: none"> <li>• Moderator               <ul style="list-style-type: none"> <li>○ Impartial, professional</li> <li>○ If voluntary, open to abuse</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• As and when</li> </ul>	<ul style="list-style-type: none"> <li>• Unlimited</li> </ul>
<b>Public Meetings</b> (about specific issues)	<ul style="list-style-type: none"> <li>• Public input</li> </ul>	<ul style="list-style-type: none"> <li>• As and when</li> </ul>	
<b>Newsletters</b> (for non-internet users)  <b>INFORMATION GIVING</b>	<ul style="list-style-type: none"> <li>• Liaison group - out of workshop</li> <li>• Community notice boards               <ul style="list-style-type: none"> <li>○ Post office</li> <li>○ Library</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> <li>• With CEMEX newsletter?</li> </ul>	<ul style="list-style-type: none"> <li>• Newbold, New Bilton, Long Lawford</li> <li>• One mile radius from Cement plant</li> </ul>
<b>Plant Tours</b>  <b>INFORMATION SHARING</b>			
<b>Liaison Group</b>  <b>DIALOGUE &amp; INFORMATION SHARING</b>	<ul style="list-style-type: none"> <li>• Independent               <ul style="list-style-type: none"> <li>○ Secretariat</li> <li>○ Chair or facilitator</li> </ul> </li> <li>• Difficult to find one</li> </ul>	<ul style="list-style-type: none"> <li>• Two-monthly</li> </ul>	<ul style="list-style-type: none"> <li>• Website manager plus everyone from proposal</li> </ul>

## Comments

**Following the group's deliberations, the other participants at the meeting had an opportunity to circulate and to review the record of the process planning group discussion. The following comment was posted:**

- Refresh existing forum in partnership recognising that is a fully constituted organisation - that is representative and democratic –"legal status".

### 3. Plenary Review

**The meeting participants then gathered together in a single group to reflect on their deliberations from the three small groups. The facilitator asked the stakeholders to say about each of the three proposals:**

- **What it was they liked**
- **What changes they thought should be made.**

**The discussion was recorded on flip chart paper within the view of the participants and is reproduced below. Following the responses to these questions the facilitator then asked whether, taking account of the points raised, they could live with the proposal. Agreements from the discussion were recorded and had a box drawn around them. This has also been replicated in the text below.**

#### 3.1 Purpose

##### Likes:

- Undertaking to respect the boundaries of the purpose.
- Aspiration to build trust (replacing "pride").
- Mitigating environmental impact.
- A clear picture from the engagement about what the view of the community is
  - The engagement group view should be based on the community view - this should carry through to the picture on views that is handed on to councillors and the Environment Agency.
- To be able to generate a common view on something that is asked about.
- The group that discussed the Purpose generally agreed with the four points in the written proposal, with the substitution of the word "trust" instead of "pride".
- Point 3 provides scrutiny.

##### To Change:

- Address impacts caused by the plant including transport.
  - More information to be given to the community in a form that is understandable.
  - Expand on the point that the purpose of the group is as a way to feed in information about incidents proactively (e.g. before press) and what will be done about it.
- This group can live with the purpose as described and with the changes suggested.

### 3.2 Ways of Working

#### Likes:

- Practical ways to frame.
- Succinct framework for future meetings.
- Sets parameters.
- Builds relationships in a positive way.
- Not too technical.
- Bringing in broader and specialist representation when necessary.

#### To Change:

- Agendas: need some advance information
- Agendas should be firm and set before the meeting and should be adhered to.
  - Any other business is the grey area – assumption is that it should already be in the agenda.
- Allow a 7 day period for changes to be submitted (draft agenda is circulated 14 days in advance)
- Information: have protocols around this.
- There needs to be a contact point and number (secretariat) to contact in relation to agenda.
- Give positive affirmation when things go well.
- Include a spot on agenda for public to raise concerns - that concern can then be fed into the agenda for next time.

- Agreement that ways of working are okay for now and an acceptable working template.

### 3.3 Process Planning

#### Likes:

- Opportunity for online forum for people to log concerns which can be picked up.
- Steering Group: would be temporary and then step away - leaving engagement to continue on its own momentum.
- Steering Group needs to have objectives, then once achieved, then steps away
- A new type of engagement group.
- Covered a variety of mechanisms and ways to engage people
- Independent secretariat and chair.

#### To Change:

- Question of liaising with current Forum
  - It is a current form of engagement
- Concern with 'Liaison Group', as experience of them being a 'puppets' and diminishing community liaison. **From the small group conversation, "Liaison Group" refers to the wider group of stakeholders in this process and does not indicate any other mechanism or process.**
- 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.
- Newsletter distribution to be two miles radius rather than one.

- Concern that larger group would elect Steering Group as it requires certain skills. Needs an independent body to do this (The Environment Council).
  - Steering group could be responsible for evaluating the process.
  - Continue sub groups to work on detailed issues
    - Sub groups have an important scrutiny role.
  - Ensure that ways of working are fit for purpose for all engagement activities, not just meetings.
  - Training is needed to raise the level of understanding of engagement.
  - The process must be owned by the community.
  - Online engagement could be excluding - need to be enable non-internet users to feed in views.
  - Need a paper forum.
  - Steering group would be a 'Project Management' group
  - Needs to be budgetary control in the process.
  - Steering group has to be accountable to the wider group of stakeholders.
- Given these suggested changes agreement that [to enable the process to move forward] the group can live with the process suggestions.

## 4. Way Forward

***Given the agreements that had been achieved around the three elements of the future engagement process, the facilitator then asked the participants what they wanted to see happen next. The responses were recorded and are transcribed below.***

### 4.1 Steering Group

- A Steering Group (which would focus on process)
- Whoever is going to be committed to the new process could select the Steering Group.
- The Forum can carry on with the business as usual until the new process steps in
- How will the Steering Group come into being?
  - Elected democratically at this meeting.
  - The Environment Council runs consensus meetings, no voting.
- ***The facilitator gave the following advice:*** Whichever approach is taken, someone will not be happy with it. Ask The Environment Council to choose steering group and if not happy, tell The Environment Council. It is because it is someone independent.
- Would want to offer the guidance that the group would need to be a representative body of those that have engaged so far.
- We were able to gather the Task Group membership through volunteering - could we do this again?
- Steering Group needs to implement and establish new structure - so need expertise in this area - could use this as criteria?
- Do you want to task The Environment Council with choosing the Steering Group?
  - Yes, because they don't have an agenda.
  - It's a choice between people in this room and The Environment Council - The Environment Council is the least worst.
  - The Environment Council should choose a small group, but the community still needs to feel ownership.
  - The Environment Council does not want to own the process it belongs to people here, the community.

- Agree that The Environment Council with guidance choose the Steering Group.
- County Council will try to make work whatever institution the community decides.
- Environment Agency will be able to sign up (and fund) as long as the process is fit for purpose.

***The facilitator then asked the participants to put forward some guidance for The Environment Council to use in selecting the Steering Group. This discussion was recorded and is transcribed below.***

**Guidance:**

- Representative
- Five or six in number?
  - An odd number so you can get agreement
  - Between 5-12. Five is too small.
  - The Environment Council should give advice on the number.
- **Facilitator suggestion:** That the group should be functional and able to make decisions.
- Include: Environment Agency, CEMEX
- Have some statutory authorities represented.
- Must be capable of doing the job and so must understand the processes and what it is about.
- Needs to be one each of the two funders and the rest of group constituted from the Forum, or outside the Forum
- Must have community representation.
- Will there be funding for independent facilitation of the Steering Group?

**4.2 Press Brief**

- Need to do it, make it a positive thing. Show we are moving forward. Otherwise a danger we all make separate ones.
- As a way to keep the community informed and involved.
- Should be focused on what has been agreed and that it is a work in progress. "Live with it now".
- Some positive things have come out tonight.
  - Let's share them with the community and start getting them on board.
- The agreements squared in the boxes are something to give an update on.
- Agreed on giving press statement.
- Suggestion is that we do the press brief for next week and no one does any individual briefing before then.
  - Agree to this.
- After the last workshop, an outline was produced by The Environment Council, stakeholders fed back on it and then press briefing was undertaken.
  - Fine to do that again
  - Press statement to be from The Environment Council only.
  - Fine as long as draft from The Environment Council circulated to stakeholders first for comment.

***A number of participants volunteered to comment on a draft of the press brief prepared by The Environment Council prior to its circulation to the local media. These volunteers are listed below. Please see appendix 3 to view a copy of the press release.***

#### **Press Brief Draft Volunteers**

<b>Name</b>	<b>Organisation</b>
Ian Southcott	CEMEX
Carolyn Robbins	Councillor, Brownsover North Ward
Chris Holman	Councillor, Caldecott Ward
Neil Sandison	Councillor, Eastlands Ward
Claire Watson	Councillor, Lawford and Kings Newham Ward/Church Lawford PC
Patricia Wyatt	Councillor, Long Lawford Parish Council
Rachel Cowlshaw	Environment Agency
David Hudson	Environment Agency
Roy Sandison	New Bilton Community Association (NBCA)
Martin Eversfield	Rugby District Trades Union Council
Lilian Pallikaropoulos	Rugby in Plume
Ian Grace	Warwickshire County Council

#### **4.3 Actions**

***A list of the actions was generated during the course of the meeting and these are set out below.***

<b>Actions</b>	<b>Who</b>	<b>When</b>
The Environment Council to produce meeting report and to come back on Steering Group.	The Environment Council	Before Easter
The Environment Council to draft press brief and circulate to volunteers (sign up at this meeting) for comment.	The Environment Council	<b><i>This was circulated to the local media by The Environment Council, 17 March 2009</i></b>

#### **4.4 Comments on Future Work Areas**

***The following points had been identified by stakeholders at previous meetings during the review of the engagement as areas for future work by the engagement process. These were displayed as follows with an opportunity for participants to post up any comments on them. Comments posted have been transcribed beneath.***

- Transport
- Fuels
- Air quality
- Sharing what people want to achieve
- Discussion on what people bring to the process

#### **Comments**

- Why re-invent the wheel. Straighten out the one you have. Refresh existing tools.

## 5. Evaluation

**To conclude the facilitator asked the group to reflect on the following question. The comments made are transcribed below.**

**Facilitator question: How will you know when a future engagement process is working?**

- When an event at CEMEX happens and reported actually.
- Taking about outcomes rather than process.
- When the Rugby Borough Council, Environment Agency, Warwickshire County Council and CEMEX follow best practice and the law to the community's satisfaction.
- When we have more people actively participating in a refreshed forum and Agencies turn up.
- When the Rugby Cement Community Forum does not become bogged down in acrimonious detail.
- Better relationships between CEMEX, the Environment Agency and community groups.
- Proactive Communications!
- When I speak to the members of the public they will have concerns I know about and recognise.
- When we actually have some control and say over our environment, air quality and health. People power!
- Trust.
- When a constructive meeting is held with accord.
- When we've secured funding and we are using it effectively.
- Constructive peaceful meetings with all in accord.
- When all those attend the forum in the future.
- No longer get ranting emails widely circulated.
- The Environment Agency is participating. CEMEX trusts us to honour confidentiality.
- When press coverage is objective, jargon free and residents of Rugby feel they understand and can contribute.
- When everybody who wishes to participate has signed up to the boundaries.
- When residents tell me that they have noticed a difference.
- When there is a good consensus and friendly agreement.
- When all agree.
- When complaints about CEMEX cease.
- When disagreement is shrouded in respectful exchange.

**Finally, at the conclusion of the meeting the participants were asked to complete an evaluation questionnaire. The purpose of the evaluation was to understand how well participants felt the workshop could inform the future engagement around the Rugby Cement Plant. The Environment Council also wanted to evaluate the event to ascertain how effective the workshop process was, in order to inform future work. The questionnaire responses have been transcribed and compiled as appendix 4.**

## Appendix 1: Draft Proposals for the Rugby Cement Plant Future Engagement

# Rugby Cement Plant Future Stakeholder Engagement

## Proposals From The Task Group

### Draft Purpose Of Engagement

This draft has been based on:

- The September 2008 Stakeholder Workshop
- Further deliberation of the February 2009 Task Group.

It is for consideration by the Wider Stakeholder Group at the Meeting on 10<sup>th</sup> March 2009.

*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.*

The draft purpose has been defined within the following two boundaries:

1. The current state of relations between stakeholders cannot continue
  2. Closure of the cement plant is not on the agenda
- 
1. To establish and maintain a constructive and mutually beneficial relationship between CEMEX, the Regulatory Agencies [EA, WCC, RBC, PCT, other??], and the Rugby Community and build a sense of pride in the community about the local industry.
  2. To 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.
  3. To enable the Rugby Community to ask questions, raise concerns and seek clarification regarding matters covered under 2 above or any other matter relating to the Rugby plant.
  4. To give the Rugby Community the opportunity to influence decision-making.

\*\* "current issues" would include such things as -  
progress on dealing with earlier occurrences, or  
progress on planning or IPPC applications that are not yet determined, or  
progress on the implementation of structural and operational changes which are under way,  
progress on any trials, or  
progress on preparing for the submission of planning, or IPPC, applications which have previously been notified to the liaison group.

# Rugby Cement Plant Future Stakeholder Engagement

## Proposals From The Task Group

### **Draft Ways Of Working**

This draft has been based on:

- The September 2008 Stakeholder Workshop
- Further deliberation of the February 2009 Task Group.

It is for consideration by the Wider Stakeholder Group at the Meeting on 10<sup>th</sup> March 2009.

*The following draft **ways of working** are intended to express the way and spirit in which people will behave and work 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. All meetings will have draft agendas; the contents of the agenda will be agreed at the meeting. This will be for all meetings including sub-groups.
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.

***Continues overleaf***

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.
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).

# Rugby Cement Plant Future Stakeholder Engagement

## Proposals From The Task Group

### **Draft Engagement Process**

This draft has been based on:

- The September 2008 Stakeholder Workshop
- Further deliberation of the February 2009 Task Group.

It is for consideration by the Wider Stakeholder Group at the Meeting on 10<sup>th</sup> March 2009.

*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.**

Continues overleaf

**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
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?)
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?
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.

***Continues overleaf***

**HOW** do we proceed?

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

- could be temporary, to oversee the inception of the new process
- could be permanent, moving on later to a monitoring role
- needs to be fairly small but representative of the various stakeholders

### **NOTES**

1. **It was acknowledged by the Task Group that in order to achieve the above, in part or in its entirety, resources would be needed in terms of time and money and that currently, these resources are not a given.**
2. **The red text above has been added by the writer. It is included where ideas put forward by the Task Group are limited in their development. Many of the questions raised in red, are ones that have been expressed by contributors on other occasions and seek only to provoke wider considerations and development of ideas.**

## Appendix 2: Attendees, Stakeholder Meeting, 10 March 2009

### Attendees

Name	Organisation
Ian Southcott	CEMEX
Mark Pawsey	Conservative Party, Prospective Party Candidate,
Heather Timms	Councillor Earl Craven and Wolston Ward
Don Williams	Councillor New Bilton Ward
Peter Butlin	Councillor, Admirals Ward
Jim Shera	Councillor, Benn Ward
Brian Whistance	Councillor, Benn Ward
Carolyn Robbins	Councillor, Brownsover North Ward
Claire Edwards	Councillor, Brownsover South Ward
Chris Holman	Councillor, Caldecott Ward
Neil Sandison	Councillor, Eastlands Ward
Claire Watson	Councillor, Lawford and Kings Newham Ward/ Church Lawford PC
Patricia Wyatt	Councillor, Long Lawford Parish Council
Ish Mistry	Councillor, New Bilton Ward
Ray Kirby	Councillor, Newbold Ward
Ramesh Srivastava	Councillor, Newbold Ward
Noreen New	Councillor, Paddock Ward
Tom Mahoney	Councillor, Rugby Borough Council
Gordon Collett	Councillor, Warwickshire County Council, Dunchurch Ward
Rachel Cowlshaw	Environment Agency
David Hudson	Environment Agency
George Baxter	Local Resident/Independent
Roy Sandison	New Bilton Community Association (NBCA)
David Clark	New Bilton Community Association (NBCA)
Martin Sparks	New Bilton Resident
Alan Thompson	Newbold Glebe Residents Association
Gareth Prewett	Resident, Long Lawford
Sean Lawson	Rugby Borough Council
Martin Eversfield	Rugby District Trades Union Council
George Farthing	Rugby District Trades Union Council
Lilian Pallikaropoulos	Rugby in Plume
Diane Pask	Sustainable Rugby
John Webb	Sustainable Rugby
Ian Grace	Warwickshire County Council

## Apologies

<b>Name</b>	<b>Organisation</b>
Jan Fletcher	
Cllr J S Boyes	Cosford Parish Council
Leigh Hunt	Councillor, Avon and Swift Ward
David Wright	Councillor, Bilton Ward
Ron Ravenhall	Councillor, Dunchurch and Knightlow Ward
Derek Poole	Councillor, Earl Craven and Wolston Ward
Sue Peach	Councillor, Eastlands Ward
Cllr N Bagshaw	Councillor, Kings Newham Parish Council
Sally Bragg	Councillor, Lawford and Kings Newham Ward
Cllr C A Avis	Councillor, New Bilton Ward
Kamaljit Kaur	Councillor, Overslade Ward
Neil Campbell	Councillor, Rugby Borough Council, Fosse Ward
Ian Spiers	Councillor, Ryton On Dunsmore Ward
Mike Holland	EMRC
Mark Davison	Long Lawford Parish Council
Jeremy Wright MP	Member of Parliament, Rugby and Kenilworth
Steve Laffy	Resident
Geoffrey Yates	Resident
Mr M J Taylor	Royal Court Residents Association
Mr D Ashley	Rugby and District Tenants Association
Tom Longstaff	Sustainable Rugby
Mike Graveney	Warwickshire Primary Care Trust
Emma Race	Warwickshire Primary Care Trust
Fran Paul	Warwickshire Primary Care Trust
Helen King	Warwickshire Primary Care Trust

## The Environment Council Facilitation Team

<b>Name</b>	<b>Organisation</b>
Rob Angell	Independent facilitator
Rosie Amos	The Environment Council
Donna James	The Environment Council
Winsome MacLaurin	The Environment Council
Claire Mellier-Wilson	The Environment Council
Erica Sutton	The Environment Council
Tom Woolley	The Environment Council

### **BRIEFING for PRESS RUGBY CEMENT PLANT STAKEHOLDER WORKSHOP**

On Tuesday 10 March, stakeholders met at the Benn Hall in Rugby to discuss the future public and stakeholder engagement process around the plant. The basis of this work being that all stakeholders are looking for an improved way forward to work together with respect to the cement plant in Rugby. The workshop was a further step towards achieving this.

The context for this workshop is that following The Environment Council's May 2008 review of stakeholder and community relations around the Rugby Cement Plant (RCP) and production of the report with recommendations for constructive ways forward, it was recognised that face-to-face engagement was necessary. You can access this report from our website: <http://www.the-environment-council.org.uk/rugby-cement-plant-stakeholder-engagement-review.html>, or contact us for a copy (contact details overleaf).

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 brought back to the wider stakeholder group on 10 March for consideration.

The 10 March 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.

And it agreed how things would be taken forward from now.

Agreements arising from the workshop included:

- Confirmation by stakeholders of three key components for future engagement:
  - 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 can and cannot consider. A summary of the scope and purpose is set out on page 3.
  - 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. It expected that this group will be established before Easter.
- An independent secretariat and chair would be utilised for the new engagement process.
- The Rugby Community Cement Forum (RCCF) will continue to meet while the new stakeholder engagement process is being set up.

There were some issues that it was acknowledged still need to be resolved, but there was a shared understanding that it was constructive to acknowledge 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 the 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.

For further information please contact Winsome MacLaurin at The Environment Council, 020 7632 0108 [winsome@envcouncil.org.uk](mailto:winsome@envcouncil.org.uk)

## **A summary of the scope and purpose of the engagement:**

### **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**

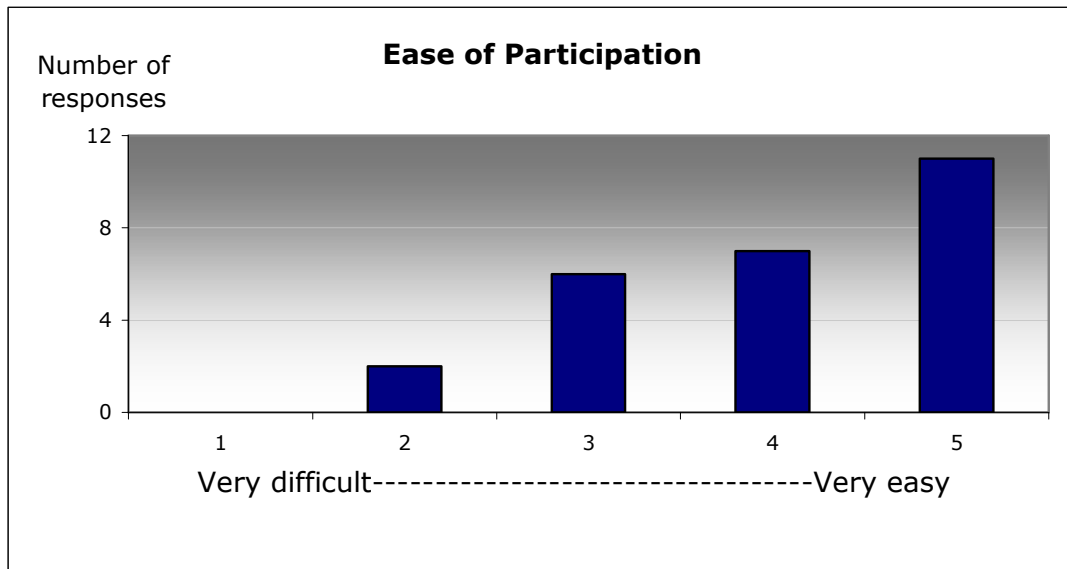
The purpose of the engagement includes the following aspects (in no particular order):

- 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.

## Appendix 4: Evaluation

- *The following section comprises the compiled responses to an evaluation questionnaire that was completed by participants at the end of the workshop. 26 evaluation forms were returned in total.*
- *Question 1 of the form asked participants to supply their name and organisation (optional). This information has not been included in the following transcription since the questionnaire form stated that all reported comments would be non-attributable.*

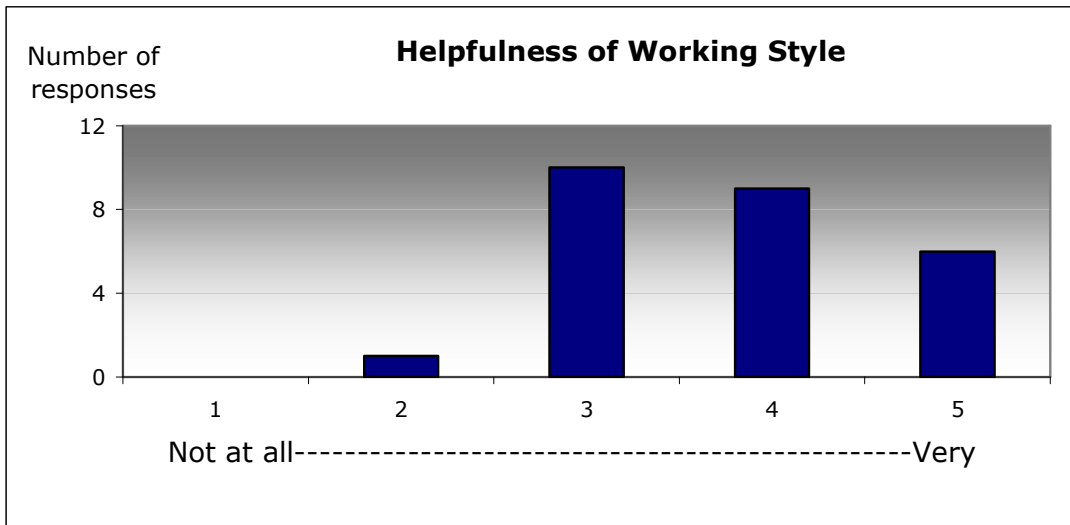
### Q2. How easy was it for you to participate in today's workshop?



### COMMENTS

- There were points that need changing but the workshop was very useful and the contributions were great.
- A way forward.
- Pitched in at the deep end. I hope however that I had a small input.
- Not knowing how to prepare, this the only problem.
- Meetings and process now needs to become more focussed.
- Okay - better than the Task Group.
- The facilitators' style put people at ease and helped create a positive atmosphere.
- Again, some people dominate discussions and which can be intimidating – but chair managed very well and kept negative comments to a minimum.
- First visit, but easy to pick up issues since each activity was well explained.
- It was obvious that some participants did not understand the process – this gave rise to some unproductive exchanges.
- Good and better atmosphere than last time; more constructive.
- Well organised to facilitate participation.
- Purpose of process section was woolly in sections, but nonetheless all groups 1, 2 and 3 were excellent.
- Sorry to miss the workshop last year. Enjoyed participating in this evening, and always something to say, especially with it a topic of vital importance.
- Need for audio equipment (cordless microphone maybe). The speaker at the workshop was such a distance from participants, difficult to hear what he was saying at times.

### Q3. How helpful did you find the working style of the workshop?

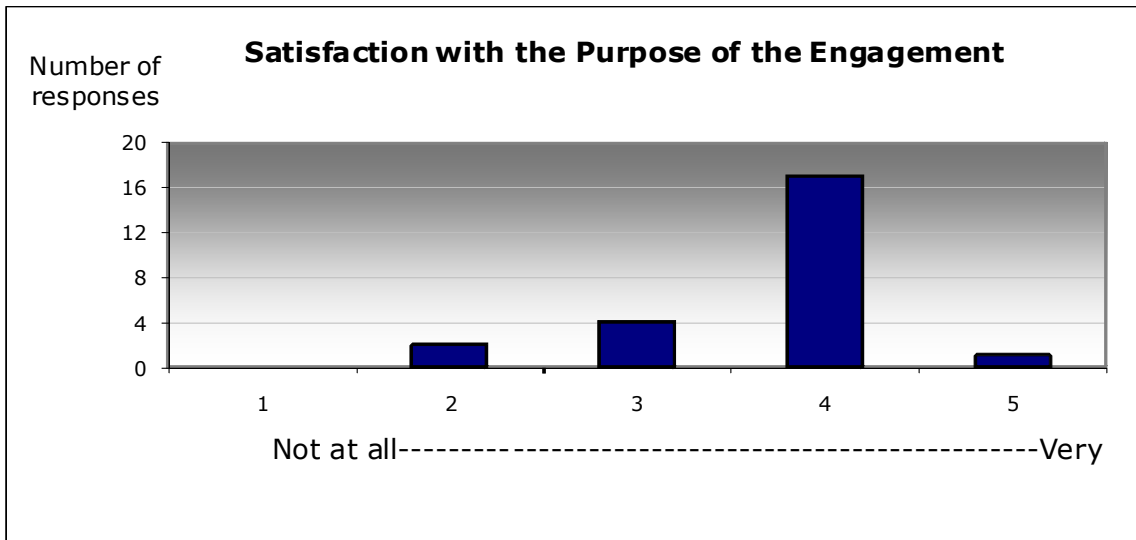


#### COMMENTS

- Interesting.
- Seemed a little complicated.
- Would have liked to be involved with all three sections.
- I would have preferred greater focus on the consolidated notes from the Task Group in relation to the discussion in the groups tonight.
- Bit long winded.
- Where the rules were established okay.
- Separate groups meant a lot of ground could be covered but made it just a little disjointed.
- Big group - difficult to hear sometimes.
- Professional and considerate approach with prepared facilitators.
- Bit noisy to hear in groups.
- Would have liked a bit more explanation on other groups' feedback points (it got a bit confusing!)
- Wouldn't have been able to do it myself. Facilitators impartial and fair.
- The problem being unable to have time to consider the other two areas.
- Very constructive, highlighting best practice of keeping to agenda, eliminating time wasting and getting through business.

**Q4. How satisfied do you feel with the outputs of today's workshop on the following aspects?**

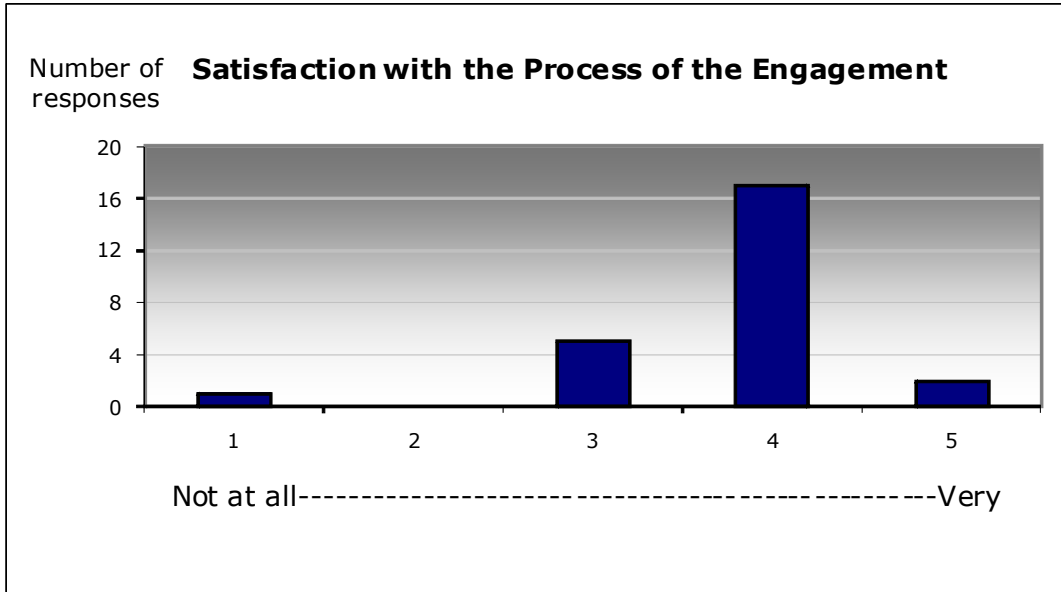
**a. Purpose of the Engagement**



**COMMENTS**

- I am hoping that it will provide an initial working arrangement.
- Hopefully the way forward had been acquired after 10 years!
- Getting there slowly.
- Still by-passing some of the main issues.
- In principle good – in practice?
- Hardest to define and needs more work on it.
- Sound basis for moving forward.
- Purpose has been clarified well. Not sure about “mutual benefit” and definitely not pride in local industry.
- Boundaries – undertakings required.
- Hard work at times.
- As was stated at the evening, all participation groups should supply one person for the Steering Committee (maximum of nine).
- Am concerned that when getting back to periodic meeting, one or two individuals will try to dominate with replete matters unless standing orders are enforced for conduct of meetings.

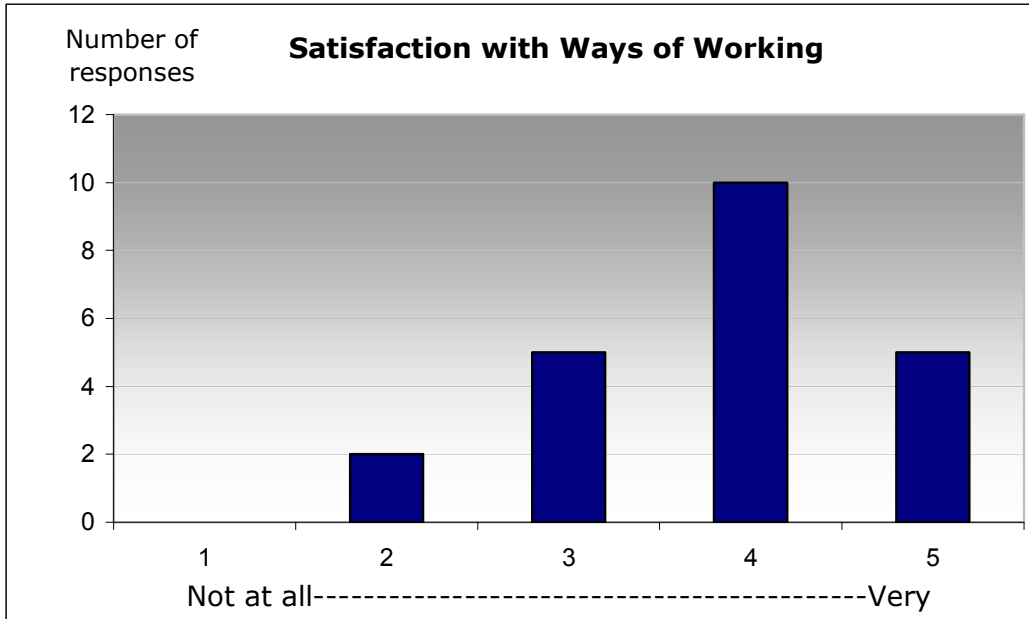
**b. Process of the Engagement (the engagement activities)?**



**COMMENTS**

- If all or the majority points were included – this would make the boiler house of the new group.
- Need to be tighter.
- Everybody had a chance to contribute.
- Ignoring the elephant within the room (the Rugby Cement Community Forum).
- Good.
- Still do not think there will be any truth – may dilute down by all these different various approaches.
- Limited – Recording poor.
- To interchange information, and work as a team, with the intent to appraise the public of the situation. Also there for the public to ask questions.
- If practised, would streamline meetings.

**c. Ways of Working?**



**COMMENTS**

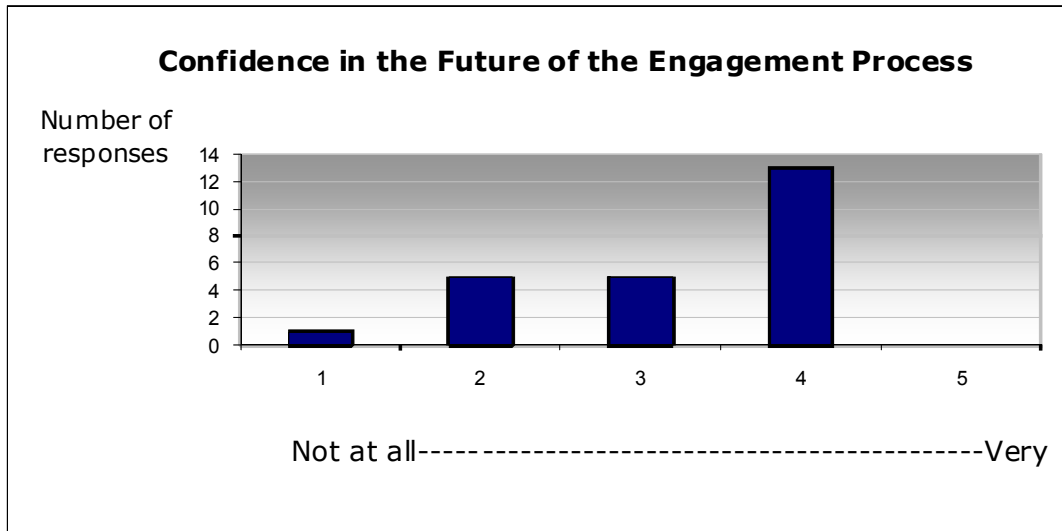
- Truthfully.
- Absent.
- Did not input.
- Needs to be delivered.
- Standard practice – did not include protocols.
- Positive style helped move things on.
- Good.
- Still do not see how they will ensure that information – (full) is given to group. Also, why should they start now? – it is too late. Already built giant incinerator with no consultation.
- Still needs refining.
- Comprehensive.
- Good to have consensus without going to a vote.
- Would be advisable to have various meetings at various different locations, to help the public participation and involvement.
- Good points made; to bury history and move forward. Advantages outweigh the disadvantages.

**Q5. What other aspects of the future engagement process, if any, do you think will need work in order to make it a success?**

**COMMENTS**

- Co-operation.
- Continued constructive dialogue from all parties.
- Selecting the correct people to form the Steering Group.
- Invitation to The Environment Council to the next Forum meeting
- Working with the Rugby Cement Community Forum to smoothly refresh.
- Personal commitment of participants.
- The value of having an independent facilitator who doesn't have a particular agenda – otherwise this process could regress to bad old ways!
- Need to get a good Steering Group and chair/facilitator.
- Mentoring of members.
- Gaining the trust of individuals and CEMEX.
- There must be sea change in culture at the Environment Agency, CEMEX – stop concealment and deception – change the systemic failure that permeates relationships between them.
- Meeting venues/times, media coverage, public participation and feedback.
- Commitment to respect and trust each other.
- Consideration of representative groups.
- Continue the positive stance that was adopted by all participants tonight.
- Get the community involved.
- Good strong chairman and officers to insist on adhering to agenda. The workshop proved this with contributions made from participants.

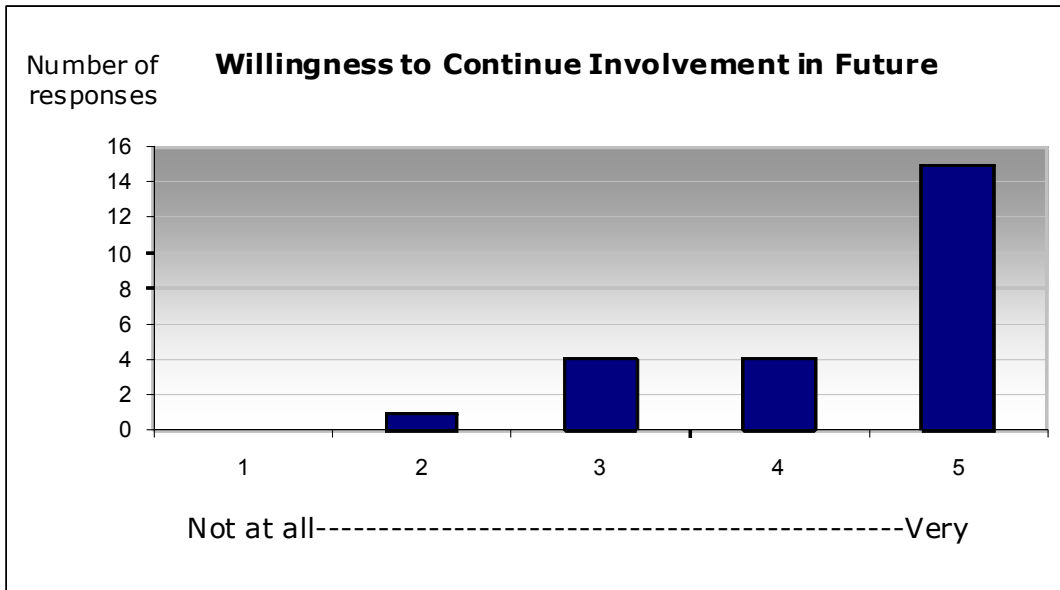
**Q6. How confident do you feel in the future of the stakeholder engagement process?**



**COMMENTS**

- Balanced - needs for everyone to be prepared to keep moving forward.
- Not too sure.
- Will people continue to be involved not just for Christmas but all year round.
- Some people struggle with the concept of community involvement.
- I suspect that entrenched positions of things have not changed.
- If certain people give and take a bit and learn to listen.
- Constructive workshop, fair amount of consensus.
- It all depends on the commitment of the participants in the future arrangements to making them work for all the participants.
- Much still to be done.
- Cannot really think the Environment Agency and CEMEX leopards 'can' or 'will' or 'want' to change their spots - why are they now trying to engage when it is too late for Rugby?
- We are the ones who can or will make it happen if we work together!
- Quite confident but fear some will endeavour to undermine.
- I am usually a pessimist so 4 is a high score.
- Hope it will work but still have some doubts.
- After this evening we have a better chance of moving, we must not look at the past.
- There is strong interest and very experienced individuals attending the workshop. It was noted that minority that disrupt were most silent on evening.

**Q7. How willing are you to continue your involvement in the stakeholder engagement process in the future?**



**COMMENTS**

- If it continues in this way.
- I support constructive community engagement.
- Okay - at the moment.
- Warwickshire County Council genuinely wish to engage.
- Yes.
- You need committed people – this is a huge amount of work and no joy! The reports and readings to be effective are huge and they slip things through as they can – always trying to ‘get away with things’ when no-one is looking – how will this change?
- It’s a vast improvement and sweeps out the cobwebs and skeletons of the past.
- Obviously wish to continue my involvement in the future process.
- We as a community need to keep trying to develop a working engagement process, but I feel the power of CEMEX money and economic value will prove very difficult to influence – especially considering the lack of support we seem to have from the ‘regulatory bodies’.
- Most willing, want to see situation where business can be dealt with in shorter time, eliminate late nights, going over the same ground, nit-picking reports for unfounded accusations, driving out the participants we need.

**Q8. Are there any other individuals or organisations that you think need to be involved in the future rugby cement plant engagement, if so, who/which?**

**COMMENTS**

- Everyone who is concerned.
- Not any that I know.
- The general population around the plant – if they are interested?
- If it continued in that way
- Neighbouring communities within two mile radius of the plant.
- Primary Care Trust should be encouraged to attend more.
- Neutral green organisation
- Workers at the plant – 700 staff make up a big percentage of Rugby’s adult population.
- Primary Care Trust /health.
- Warwickshire NHS (Primary Care Trust).
- Employees of CEMEX.
- Many people will be concerned but do have the time and energy to follow up all this.
- Friends of the Earth. Some younger people - perhaps school councils or students. (They have a lot to offer!)
- More elected representatives.
- Chamber of Commerce, Rugby Council of Older Residents, Asthma Group.
- All areas of Rugby Borough Council. Not clear whether Dr Helen King, Public Health Consultant, Warwickshire Primary Care Trust was present at the meeting?
- The absence of media is obvious. Unbiased reporting is needed, no sensationalism. Controversial individuals seem to dominate in local press.

**General Comments**

***Space was provided on the evaluation questionnaire form for any other feedback that participants wished to give.***

- Set a super lead (to all their cement factories). I wish that Rugby CEMEX should contract with the residents of Rugby to set forth positive improvements to our whole environment and a cure for health concerns.
- Need to define who or what is the “community” that keeps being referred to.
- I feel this has been a very worthwhile exercise and that it bears well for the future.
- It will need everybody to commit to making the Rugby Cement Community Forum into an institution which makes a positive contribution.
- Difficult meeting and a lot of hard work by The Environment Council was helpful and worthwhile but what happens when your involvement ceases?
- Thanks for all the input from The Environment Council’s staff and Rob Angell.
- I think The Environment Council are working hard to get the engagement going but I feel it is too late in most cases. What is left to play for? I fear it is a game they are playing – the Environment Agency and CEMEX have hidden all information for this last two months. Why would they ever be different – only the law can force them to change, otherwise they will just go on as ever.
- Thank you for an excellent workshop!

- Repeat – a positive meeting. Let's hope it continues in this way. Can't quite see how it's going to dovetail with the existing Rugby Cement Community Forum though.
- Looking forward to the future meetings.
- The meetings start times suit myself. Would like to see more central venues for forums. The workshop venue on 10<sup>th</sup> March was convenient and for that number of participants attending. There is a problem with notices, agendas and reports if you don't happen to have an email address.