



# RISK MANAGEMENT STRATEGY

2019

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## **SECTION ONE - Rugby Borough Council Risk Management Statement**

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

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



.....  
Adam Norburn  
**Executive Director**

.....  
Sebastian Lowe  
**Leader of the Council**

.....  
Date

.....  
Date



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

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

## **SECTION TWO - Introduction**

### **2.1 Background**

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

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

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

### **2.2 What is Risk Management?**

Risk Management can be defined as: -

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

*(Audit Commission)*

## **2.3 The Benefits of Risk Management**

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

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

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

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

## **2.4 Risk Appetite**

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

## **SECTION THREE – Purpose & Objectives**

### **3.1 Purpose**

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

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

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

### **3.2 Objectives**

The objectives of the Risk Management Strategy are to:

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

These objectives will be achieved by: -

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

## SECTION FOUR – Risk Management Process

### 4.1 Process

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

### 4.2 Risk Identification

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

The identification of risk should happen in all business areas.

### 4.3 Risk Analysis

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

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

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

Risk rating:

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

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

### 4.4 Risk Treatment / Control

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

1. *Tolerate* – Decide to live with the risk and the possibility that it might occur and its possible consequences, but continue to monitor
2. *Terminate* – Eliminate the risk, usually by deciding to change a course of action or stop a particular activity

3. *Transfer* – Some of the financial impact of a risk may be transferred and it may be possible to transfer liability through contractual arrangements
4. *Treat* – Control the risk and take action to reduce the likelihood that an event will occur or the impact if it does.

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

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

#### **4.5 Risk Monitoring and Reporting**

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

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

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

This requires: -

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

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

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

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

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

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

#### **4.6 Risk Management Fund**

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

## SECTION FIVE – Links with Existing Processes

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

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



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

### 5.1 Action Planning

The Council's objectives are set out within the Corporate Strategy. The current Corporate Strategy covers the period 2017-20 and details the objectives for each portfolio area.

The action planning process is the mechanism through which the Council's objectives are translated into actions. The process is facilitated by the Corporate Assurance and Improvement Team and involves, for each operational team:

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

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

## **5.2 Performance Management**

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

## **5.3 Project Management**

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

## **5.4 Partnerships**

The Council defines a partnership as “working with another organisation to deliver common objectives with a formal agreement of roles (through contract, memorandum of understanding, funding agreement, Service Level Agreement etc)”.

The Council has entered into a number of partnerships which have common objectives in line with its Corporate Strategy. Decision making processes are documented for each partnership and there are risk registers in place for significant partnerships, which are effectively managed and monitored.

## **5.5 Reporting**

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

## **5.6 Emergency Planning and Business Continuity**

It is a requirement under the Civil Contingency’s Act that the Council assess the risk of emergencies occurring and use this to inform contingency planning; and put in place emergency plans and business continuity arrangements. Rugby Borough Council chaired the Warwickshire Local Resilience Forum Risk Group which updated the Warwickshire Risk Assessment (September 2015) and created the public facing ‘Preparing for Emergencies in Warwickshire’ publication (January 2017).

The Council has a Major Emergency Plan (December 2016), a public facing version of which can be found on the website.

The Council has a Business Continuity Strategy (2015) and a Council wide Business Continuity Plan (May 2016) as well as service specific business continuity plans for ‘critical services’.

## **5.7 Health and Safety**

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

It is essential that the established links to the Risk Management process be maintained with emphasis on identification, analysis, treatment/control and

monitoring of risks. The commitment and involvement of all employees will be supported at service level by specific training and guidance.

## **5.8 Corporate Strategy**

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

## **5.9 Internal Audit**

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

## **5.10 Insurance**

Insurance is a key form of risk management and the Council has a number of policies in place which are designed to protect it from contingent or uncertain losses. The policies cover the Council's assets including property and fleet, as well as employers' and public liability.

The Council's insurance premiums are determined by a number of factors, one of which is its claims history. Minimising the level and impact of insurance claims helps the Council to keep its insurance premium costs as low as possible. The Council therefore proactively manages the risk of insurance claims in a number of ways, including through operational health and safety management and education of fleet vehicle users.

## **SECTION SIX – Information and Communication**

### **6.1 Information**

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

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

### **6.2 Communication**

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

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

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

## **SECTION SEVEN – Roles and Responsibilities**

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

### **7.1 Cabinet and other Elected Members**

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

### **7.2 Senior Management Team**

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

### **7.3 Strategic Risk Management Group**

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

#### **7.4 Risk Champions**

(see appendix 3, Contact Information)

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

#### **7.5 Service Managers**

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

#### **7.6 Risk Management and Insurance Officer**

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

- To advise and assist the Strategic Risk Management Group in their functions
- To facilitate meetings of the Strategic Risk Management Group
- To provide day-to-day Risk Management advice to Council Officers and Members
- To assist in the development of the Council's Risk Management programme in association with external advisors and Council Officers
- To advise and assist the Senior Management Team with the quarterly reviews of the Strategic Risk Register
- To maintain a continuous review of the adequacy of the Risk Management programme
- To advise on progress reports to Cabinet and to Audit and Ethics Committee
- To advise on annual reports on the Council's 'Top Level' risks to Audit and Ethics Committee
- To advise on an annual report on the Strategic Risk Register to Cabinet
- To advise on an annual report on the Risk Management Strategy to Cabinet and to Audit and Ethics Committee
- To review systems and procedures for Risk Management and implement improved working practices wherever possible
- To review Strategic and Operational risk registers on a regular basis

- To maintain a continuous review of the adequacy of the Risk Management programme
- To identify instances of best practice through networking and discussions with brokers

#### **7.7 All Employees**

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

## STRATEGIC RISK MATRIX

## APPENDIX 1

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

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

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

## OPERATIONAL RISK MATRIX

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

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

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

## PROJECT RISK MATRIX

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

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

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

**STRATEGIC RISK MANAGEMENT GROUP**

**TERMS OF REFERENCE**

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

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

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

The terms of reference of the SRMG are:-

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

**MEMBERS**

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

- Senior officer representatives from:
  - Growth and Investment
  - Environment and Public Realm
  - Communities and Homes
  - Corporate Resources
- Executive Director
- Risk Management and Insurance Officer
- Safety and Resilience Manager
- The Council's Risk Management and Insurance consultant representative
- The Council's Risk Member Champion (usually the Corporate Resources Portfolio Holder)

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

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

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

## CONTACT INFORMATION

**Risk Champions:**

Elected Members	Cllr Carolyn Robbins	Ext: 3401
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Communities and Homes	Raj Chand	Ext: 3870
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