SCRUTINY COMMITTEE – 7 MAY 2025

A meeting of the Scrutiny Committee will be held at 6pm on Wednesday 7 May 2025 in the Council Chamber at the Town Hall, Rugby.

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

Dan Green
Acting Chief Executive

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Minutes

   To approve the minutes of the meeting held on 6 March 2025.

2. Apologies

   To receive apologies for absence from the meeting.

3. Declarations of Interest

   To receive declarations of:

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

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

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

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

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

4.   People Strategy (report to follow).

5.   Customer Journey - Communication Engagement Strategy.

6.   Community Safety Partnership Priorities 2025–2029 (report to follow).

7.   Overview and Scrutiny Work Programme.

Membership of the Committee:

Councillors Timms (Chair), S Edwards, Freeman, Hassell, Lawrence, New, Parker, Sayani and Srivastava.

If you have any general queries with regard to this agenda please contact Linn Ashmore, Democratic Services Officer on 01788 533522 or email linn.ashmore@rugby.gov.uk. Any specific queries concerning reports should be directed to the listed contact officer.

AGENDA MANAGEMENT SHEET

Report Title: Customer Journey - Communication and Engagement Strategy

Name of Committee: Scrutiny Committee

Date of Meeting: 7 May 2025

Contact Officer: Dr Thomas Griffiths - Chief Officer for Digital and Communications

Summary: As requested by the Committee, a copy of the draft Communication and Engagement Strategy is being presented.

Financial Implications: There are no financial implications arising from this report.

Risk Management/Health and Safety Implications: There are no risk management implications arising from this report.

Environmental Implications: There are no environmental implications arising from this report.

Legal Implications: There are no legal implications arising from this report.

Equality and Diversity: No new or existing policy or procedure has been recommended.

Scrutiny Committee - 7 May 2025

Customer Journey - Communication and Engagement Strategy

Public Report of the Chief Officer - Digital and Communications

Summary

As requested by the Committee, a copy of the draft Communication and Engagement Strategy is being presented.

1. Customer Journey

1.1. At the last meeting held on 6 March, a report on the challenges that have faced the Council and the Digital and Communications portfolio was presented to the Committee.

2. Communication and Engagement Strategy

2.1. As reported at the last meeting, one of the planned future changes was to produce a revised Communication and Engagement Strategy.

2.2. A copy of the draft Communication and Engagement Strategy is attached at Appendix 1 for review by the Committee prior to its submission to Cabinet.

Name of Meeting: Scrutiny Committee

Date of Meeting: 7 May 2025

Subject Matter: Customer Journey - Communication and Engagement
Strategy

Originating Department: Digital and Communications

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

Communication and Engagement

Our promise to communities

Table of Contents

Introduction

The goal of this strategy is to ensure that the council actively engages, consults, and communicates with residents, businesses, and communities throughout Rugby borough.

By keeping open lines of communication, we want to make it easier for everyone to participate and have a say in decisions that matter to you.

Our communications approach will serve as the foundation for all other strategies we implement, including the corporate strategy, economic strategy, climate change initiatives, and town centre regeneration project, amongst other activities.
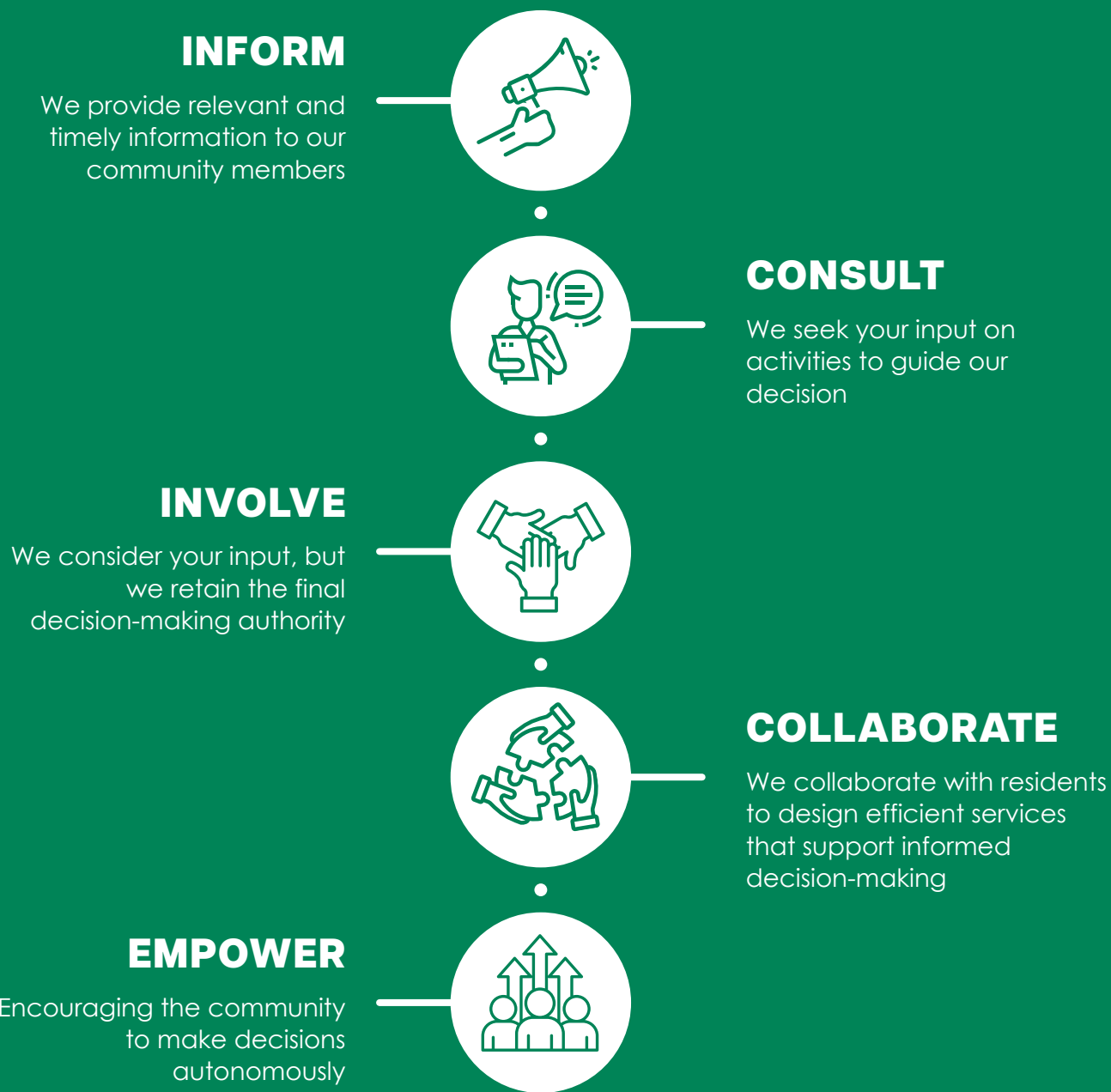
Cllr Louise Robinson
Portfolio holder for Digital and Communications

Steps of engagement

Engagement is a crucial process that promotes meaningful interactions and strengthens relationships within communities. The steps of engagement have been designed to enable groups to be fully involved in the implementation process.

These steps encourage a sense of ownership, allowing residents to collaborate effectively towards achieving common goals with the council's operations.

INFORM
We provide relevant and timely information to our community members

CONSULT
We seek your input on activities to guide our decision

INVOLVE
We consider your input, but we retain the final decision-making authority

COLLABORATE
We collaborate with residents to design efficient services that support informed decision-making

EMPOWER
Encouraging the community to make decisions autonomously

What is meaningful engagement?

Meaningful engagement is your chance to be heard. By starting with consultations, we can include everyone and make sure our approach is open, honest, and easy to understand.

Effective engagement helps build a strong community, makes services clearer, and ensures that the needs and opinions of residents are taken into account when decisions are made. We will use different ways to communicate so we can reach the entire Borough.

Our goal is to make communication accessible for everyone. This means providing materials that are easy to understand, such as translations and digestible content in alternative formats, so that residents can stay informed and participate in important discussions.

We will also talk with our councillors to find out what the biggest issues are for people in our wards. By having honest conversations, we can identify solutions and create a plan that meets the needs of our communities.

Our vision for communications

Engagement must be a two-way conversation between us and you. We want to accurately reflect the feelings of different communities through our projects.

This helps us to create a vision of Rugby with the valuable input of the people living here. We ensure that all our resources are being used in the appropriate places to achieve your desired goal, using best practice tools to elevate our service areas.

To make it easy for you to reach us, we diversify our communication channels through both digital and print media. Offer flexible consultation opportunities so that you can engage with us at your convenience. We will provide online participation options to ensure accessibility for all. Facilitate community workshops to create interactive spaces for dialogue and collaboration.

Our audiences

You are at the centre of everything we do. By using data and insights, we can tailor the communications we produce into different audiences. This helps us identify the best channels to communicate with you and refine our messages effectively.

We communicate in a way that meets your expectations, clear and effective without losing meaning. We focus on communities that are often overlooked, making sure our messages reach the right audiences so everyone gets the information they need.

Our key audiences are:

- Residents
- Councillors
- Local businesses
- Council housing tenants
- Community groups
- Partnerships
- Media
- Schools
- Charities
- Visitors to the borough
- healthcare / community care

Rugby Borough demographics

Languages

English	**85.6%**	
Romanian	**1.78%**	
Polish	**2.95%**	
Portuguese	**0.65%**	
Gujarati	**0.52%**	
Other languages	**8.47%**	

Population
114,400

In employment **61.4%**

Disabled and limited a lot **6.2%**

Disabled and limited a little **10%**

Not disabled **83.8%**

Ethnic groups

White	**85.7%**
Black	**2.7%**
Asian	**7.6%**
Mixed	**2.8%**
Other	**1.1%**

Age

Under 19 years	**23.5%**
20 - 34 years	**18.5%**
35 - 49 years	**20.6%**
50 - 64 years	**19.2%**
Over 60 years	**18.2%**

[1] **How life has changed in Rugby: Census 2021**

How you can work with us

The early stages of the consultation process should demonstrate the need for meaningful changes, while the later stages should clearly reflect the results of us working with you collaboratively. We aim to ensure that your opinions are heard and considered. Our goal is to engage in interactions that lead to changes being made as a result of your input.

Before consultations begin, we work to remove barriers, ensuring everyone can engage comfotably and have an equal opportunity to be heard.

How you can engage with us:

Communicate - We will ensure you're informed about consultation opportunities, using multiple communication channels to reach communities across the borough.

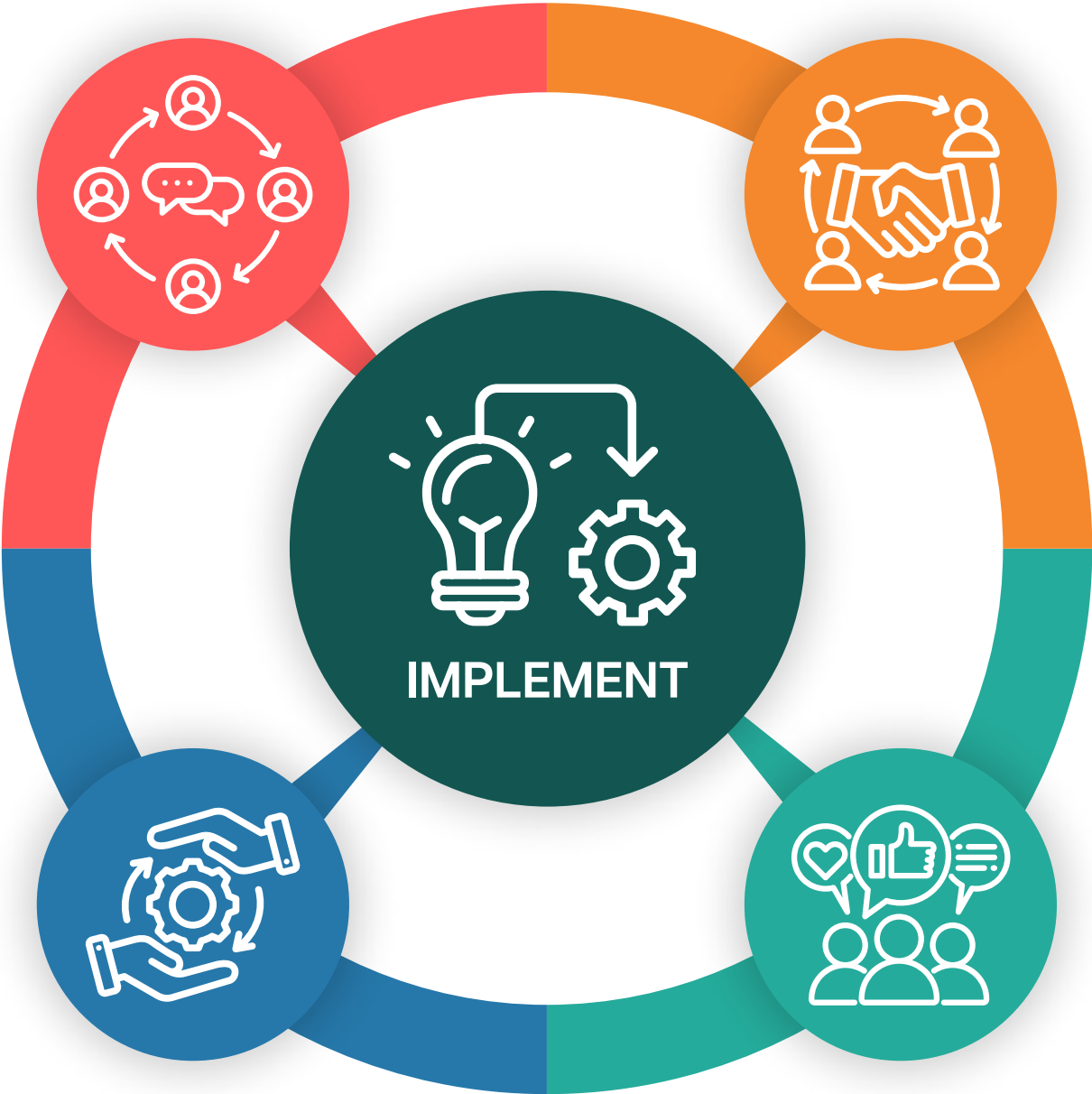**Engage -** We will gather your input through online platforms, printed materials, focus groups, and more.

Feedback - We will collect and review consultation results with relevant staff members.

Amend - We will adjust the project as needed to accurately reflect your views and feelings.

Implement - We will launch the final work and assess its effectiveness through key metrics and feedback.

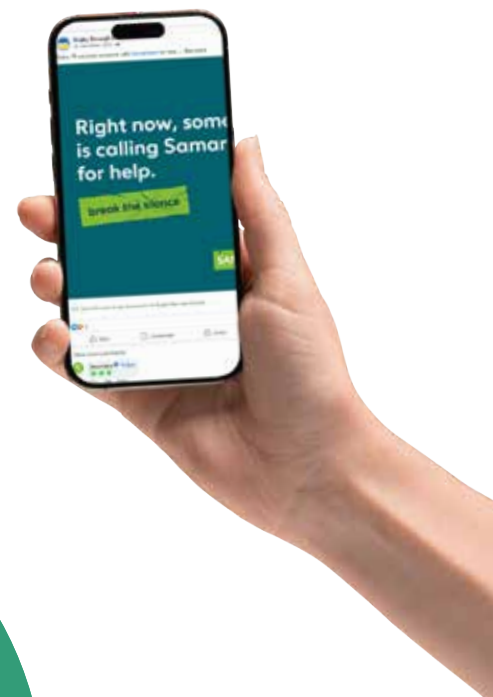**COMMUNICATE**

ENGAGE

IMPLEMENT

AMEND

FEEDBACK

Methods of engagement

The way we communicate with you is through the methods of delivery outlined below. We aim to create an inclusive environment where everyone can contribute, ensuring that decisions align with community needs and aspirations.

How we'll communicate with you:

- Social media platforms (Facebook, Instagram, LinkedIn).
- Vertical video content (Instagram Reels and TikTok).
- YouTube
- Nextdoor
- Council website
- Leaflets, booklets and direct mail

- Surveys
- Posters
- Digital screens
- Rugby Borough Council app
- SMS messaging
- Roadshows
- Email marketing
- Press releases

How we measure engagement and success

To keep our engagement activities relevant and effective, we focus on key objectives. By monitoring communication channels, we analyse their impact and reach. This data-driven approach helps us refine and improve future campaigns.

improving our communications:

We will assess whether our key messages are clear and understood by our communities and audiences. This analysis will help us refine our messaging for better clarity and impact.

It is essential that all communications are inclusive and accessible, ensuring they resonate with everyone. We will work to make our content easy to understand and available to all in the community.

In some cases, we may not be able to incorporate all of your feedback. When this happens, we will provide clear explanations throughout the project or activity.

Google Analytics for website traffic and social media analytics to track engagement metrics.

Regular reporting to track progress over time and identify trends or areas for improvement.
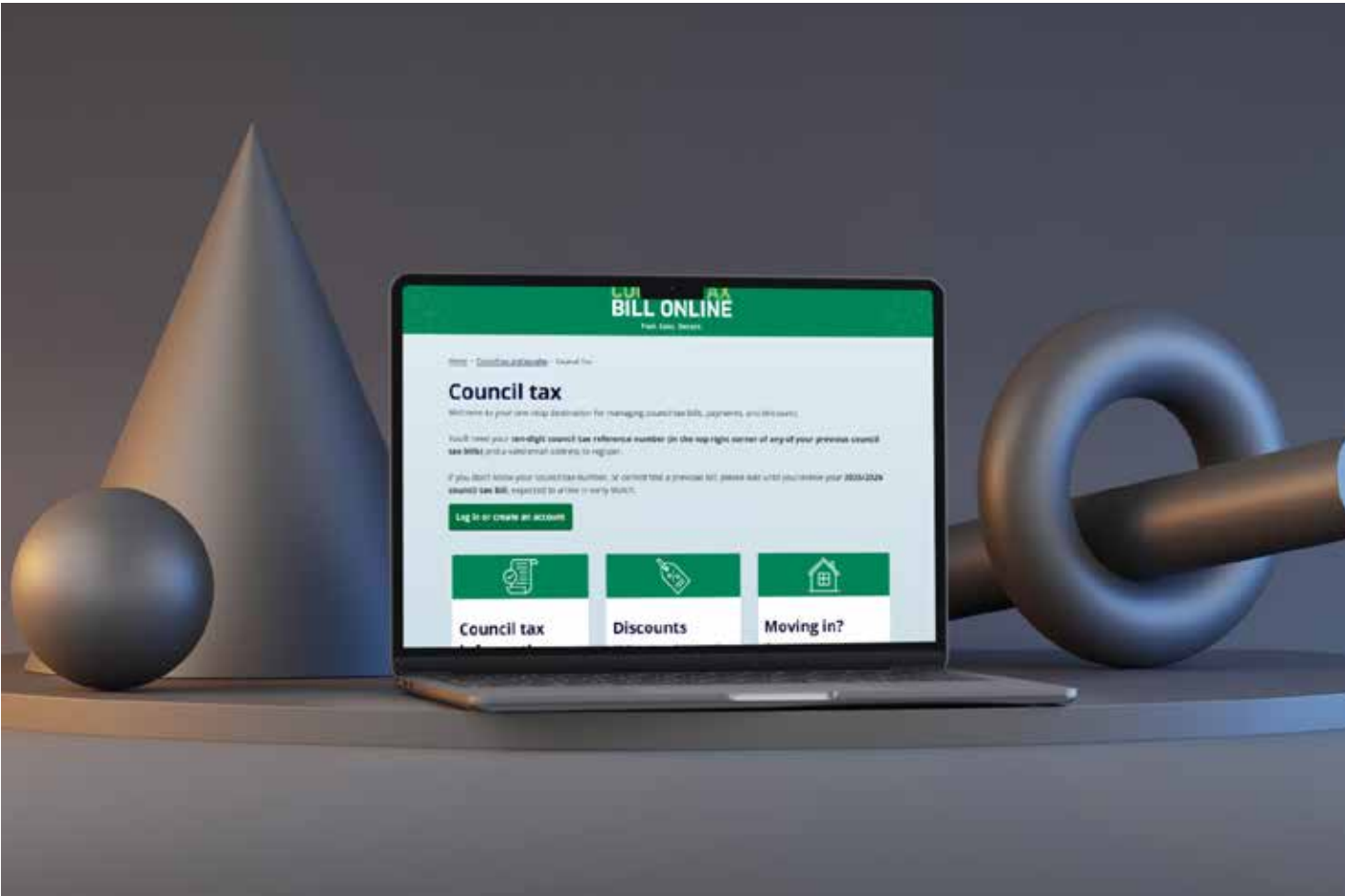
Social media management tool to plan our content ahead of time, creating the content in one place and pushing this out on multiple social platforms.

Case study: Council tax digitalisation

We've launched a new online payment option to tackle long wait times for council tax queries. With dedicated funding, this initiative helps residents create online accounts, cutting down calls to our contact centre. Our easy-to-use portal lets people manage their accounts and update details whenever they want. To keep everyone informed, we're using a mix of digital and print

We've used a variety of advertising methods to reach all residents, including newspaper and magazine adverts, transport adverts, radio adverts across the borough, and paid social media targeting key groups. Our council tax digitisation project has achieved major milestones in its first year, successfully cutting contact centre calls by **1379** during the busiest period of council tax calls (comparing last years data* to this years) and proving the impact of our digital transformation.

*   23/24 = **9249**, 24/25 = **7870**

Monitoring and evaluation

Monitoring and evaluation are key to keeping our strategy effective and aligned with our goals. Monitoring means continuously assessing communication efforts, tracking engagement, feedback from communities, and reach to make real-time improvements.

Evaluation compares actual results with objectives, such as raising public awareness, increasing community participation, and improving how communities view council initiatives.

Rugby Borough Council is committed to supporting the use of digital channels.

This will allow residents, businesses and communities to engage with us in a way which works for them.

This document contains hyperlinks, text, images and other interactive content. For best viewing experience we recommend using a digital device.

If you require this document in large print, an alternative accessible format or different language please contact:

Email - alternative-documents@rugby.gov.uk
Phone - 01788 533 588

Translation
Friendly.

AGENDA MANAGEMENT SHEET

Report Title: Overview and Scrutiny Work Programme

Name of Committee: Scrutiny Committee

Date of Meeting: 7 May 2025

Contact Officer: Linn Ashmore, Democratic Services Officer

Summary: The report updates the Committee on the overview and scrutiny forward work programme.

Financial Implications: There are no financial implications arising from this report.

Risk Management Implications: There are no risk management implications arising from this report.

Environmental Implications: There are no environmental implications arising from this report.

Legal Implications: There are no legal implications arising from this report.

Equality and Diversity: No new or existing policy or procedure has been recommended.

Scrutiny Committee – 7 May 2025

Overview and Scrutiny Work Programme

Summary

The report updates the Committee on the overview and scrutiny forward work programme.

1.   CURRENT REVEWS

1.2   Customer Journey

A call for volunteers was made to establish a task and finish group. A draft one-page strategy outlining the scope and objectives of the work will be produced for review by the task group at its first meeting.

2.   WORK PROGRAMME

2.1   Current Work Programme

A copy of the current work programme is attached at Appendix 1.

3.   FORWARD PLAN

The topics currently listed in the Forward Plan for the period May to August 2025 are available to download via the website -   [Forward Plan](#).

4.   CONCLUSION

The committee is asked to consider and agree the future work programme.

Name of Meeting:	Scrutiny Committee

Date of Meeting:	7 May 2025

Subject Matter:	Overview and Scrutiny Work Programme

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

Overview and Scrutiny Work Programme

Item	Description	Meeting Date
Motions referred to scrutiny	Motions from Council to be included on the next available meeting agenda.	All Meetings
Forward work programme and potential scrutiny topics	To discuss potential scrutiny topics and agree the work programme.	All Meetings
People Strategy	To review the People Strategy prior to consideration by Cabinet.	7 May 2025
Customer Service Journey	Customer Engagement and Consultation Strategy (including the Customer Charter	7 May 2025
Crime and Disorder	Priorities for the Community Safety Partnership Board Plan period	7 May 2025
Overview and Scrutiny Annual Report	An overview of the work carried out by scrutiny during 2024/25.	June 2025
Annual review of Member training and development	Annual overview.	June 2025
Annual Overview and Scrutiny Work Programme	Considering of the responses to a councillor survey for review suggestions	June 2025
Finance and Performance	End of year performance and reflect on Medium Term Financial Strategy.	June 2025
Crime and Disorder	Annual overview to scrutinise decisions made, and actions taken, by the responsible authorities that make up the Rugby Community Safety Partnership in connection with the discharge of their crime and disorder functions.	18 September 2025
Finance and Performance	Budget setting process Finance and Performance Monitoring for Q1	18 September 2025
Finance and Performance	Fees and charges New Medium Term Financial Strategy Finance and Performance Monitoring for Q2	20 November 2025
Corporate Strategy Action Plans	The strategies and action plans that feed into the delivery of the Corporate Strategy. The Chief Executive and Leader of the Council to attend.	22 January 2026
Finance and Performance	Finance and Performance Monitoring for Q3	22 January 2026
Local Plan	Overview of progress and timescales of the production of the next Local Plan	TBC