



7 January 2026

SCRUTINY COMMITTEE – 15 JANUARY 2026

A meeting of the Scrutiny Committee will be held at 6pm on Thursday 15 January 2026 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
Chief Executive

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Minutes

To approve the minutes of the meeting held on 20 November 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. Rugby Central Shopping Centre Acquisition and Intervention (report to follow).
5. Fees and Charges 2026/27 (report to follow).
6. People Strategy.
7. Overview and Scrutiny Work Programme.
8. Motion to Exclude the Public under Section 100(A)(4) of the Local Government Act 1972.

To consider the following resolution:

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

PART 2 – EXEMPT INFORMATION

1. Rugby Central Shopping Centre Acquisition and Intervention - commercial report (report to follow).

Membership of the Committee:

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

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 No 6

AGENDA MANAGEMENT SHEET

Report Title:	People Strategy
Name of Committee:	Scrutiny Committee
Date of Meeting:	15 January 2026
Contact Officer:	Judith Hicks - Human Resources Manager Judith.hicks@rugby.gov.uk
Summary:	A copy of the People Strategy Appendix 1 and a detailed update on progress – Appendix 2 - are included in this report for review by the committee prior to submission to Cabinet.
Financial Implications:	There are no financial implications because of this report
Risk Management/Health and Safety Implications:	There are no risk management or Health and Safety implications as a result of this report.
Environmental Implications:	There are no Environmental implications as a result of this report
Legal Implications:	There are no Legal implications as a result of this report.
Equality and Diversity:	No new or existing policy or procedure has been recommended

Scrutiny Committee - 15 January 2026

People Strategy

Public Report of the Chief Executive Office

Summary

The report updates the Committee on the progress of the People Strategy

1.0 Introduction

The Council continue to recognise that maintaining the focus on strengthening people management practices, reducing sickness absence, introducing performance development reviews, enhancing leadership capability and investing in learning & development is essential if the Council is to deliver the corporate strategy. As Local Government Reorganisation (LGR) approaches, the Council's people management practices, performance and outcomes will become a vital part of preparing for a new unitary authority.

2.0 Strategy Development and Consultation

2.1

Since January 2025, LGR, the drafting of the Corporate Strategy Delivery Plan and the feedback from the employee engagement survey have meant that it is necessary to review the work that has already been completed and expand on the planned priorities and actions for 2025/26. This will take account of the organisation wide action plan to deliver against the issues raised in the employee engagement survey, as well as a focus on clarity of priorities to ensure a manageable workload for employees and the learnings from the pilot Performance Development Review (PDR) pilot during 2024/25 and how that has informed the planned rollout of PDRs across the Council from April 2025 onwards.

2.2

In May 2025, Scrutiny reviewed the People Strategy, priorities and delivery plan. It was agreed that any additional input from elected members should be shared with the Portfolio Holder. Scrutiny will receive an update on progress of delivering the People Strategy at the meeting on 15th January 2026

3.0 Key areas of focus

3.1

The People Strategy – Appendix 1 – is submitted as part of this update report to Scrutiny Committee.

3.2

Detailed in Appendix 2 is a full update on the key priorities and the actions and KPI's detailed in the People Strategy to measure impact.

4.0 Conclusion

4.1

The People Strategy is aimed at enabling our people to drive excellence in everything we do. The strategy details our progress to date, future priorities, and outcomes. Implementation of the strategy, via the annual HR service delivery plan will ensure that we are truly fit for the future. Its alignment with the HR KPIs will ensure we can clearly measure progress. While challenges remain, progress has been achieved across all the key priorities. However, sickness absence and staff wellbeing remains a risk for the Council.

4.2

This strategy will help enhance the Council's resilience and strengthen our ability to deliver services and respond to any future challenges by developing the agility, knowledge, skills, competence and behaviours of all our people.

4.3

The committee is asked to review the update on progress against People Strategy and make any necessary recommendations to Cabinet.

Name of Meeting: Scrutiny Committee

Date of Meeting: 15 January 2026

Subject Matter: Update on People Strategy 2023 - 2028

Originating Department: Chief Executive's Office

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

People Strategy 2025 – 2028 and Annual Delivery Plan



Contents

Foreword

Our People Strategy Vision, Ambitions and 2025/26 Priorities

Introductions by the Leader of the Council and the Acting Chief Executive

Strategic Context

Corporate Values

Our Achievements

2025/26 Annual Delivery Plan

Foreword

Our people are at the heart of our corporate outcomes, delivering the corporate strategy and vital services to the residents of the Borough.

The council's People Strategy 2025 – 2028 seeks to enable our people to perform at their best, ensuring they feel supported, with the right development opportunities and a culture of wellbeing to drive excellence in everything we do.

Our strategy details our vision, strategic ambitions and annual priorities, and its implementation will ensure we achieve the outcomes we desire. Placing our people at the centre of the Council's priorities will ensure that we are truly the best organisation we can be.

Our People Strategy Vision

“Working together we will ensure that our employees feel valued, included, inspired and motivated to provide the best services to our residents, businesses and stakeholders of the Borough.”

To deliver this vision, **our People Strategy ambitions** will be to:

- ✓ Attract and retain the best people to work for us
- ✓ Develop effective individual performance management that drives service delivery
- ✓ Engage employees with high quality and relevant learning & development opportunities
- ✓ Enhance collaboration, engagement and leadership to shift culture and climate
- ✓ Support our colleagues to be engaged, healthy and here by proactive wellbeing activities
- ✓ Use of innovation and digital solutions to improve services to people managers and employees

“Rugby Borough is a thriving community that deserves excellent services and to attract and develop the very best employees to deliver services for our residents.

Our people are key to our success as a Council and vital in our ongoing desire to put customers first in everything we do. For me, it is an exciting time to see our People Strategy brought to life and placed at the heart of our corporate strategy.”

Cllr Michael Moran – Leader of the Council

“We are clear that our people are our greatest asset, and by investing in our staff and councillors we will support them to thrive.

This strategy enables the Council to focus on the people who deliver excellence for our residents – be that through the high quality services we deliver on a day-to-day basis or through the ambitious outcomes set within our corporate strategy.

The People Strategy will ensure that we create the right culture to support the right people to do the right things at the right time.”

Dan Green - Chief Executive

Strategic Context



The Council's Corporate Strategy identifies four corporate outcomes:

- 1. A Healthier Rugby – To support people to live healthier, longer and more independent lives**
- 2. A Thriving Rugby – To deliver a thriving economy which brings borough-wide investment and regenerates Rugby town centre**
- 3. A Greener Rugby – To protect the environment and ensure the borough adapts to climate change**
- 4. A Fairer Rugby – To reduce inequalities and improve housing across the borough**

The Corporate Strategy is clear that a high-performing workforce is essential to delivery, enabling us to provide efficient and effective services. By investing in our staff and attracting top talent, we can enhance our performance and ensure delivery of our corporate outcomes.

Our Corporate Values



Our values are key to achieving our corporate priorities through our people.

They give us direction and clarity regarding the “how” our priorities are delivered. The behaviours we expect of each other in our interactions with both colleagues and residents will help us create a culture where our people feel supported, respected and valued.

We have ensured our Values are reflected in the behaviours we expect across the organisation, by embedding those behaviours within our Performance Development Reviews (PDRs) for all colleagues to be able to demonstrate our values at work.

Our Achievements

The principles behind this strategy have been introduced to the organisation over the past two years. During this time, the foundations for delivering the cultural change required have been put in place, with achievements including

2023/2024

- An improved occupational health service was procured to help to reduce sickness absence.
- Analysis of key metrics ensured that Key Performance Indicators could be agreed and measured.
- A new Learning & Development programme was promoted as well as a focus on policy work,
- Recruitment processes were modernised and a new agency provider was procured.
- A draft people strategy was shared with and endorsed by LGA corporate peer challenge.
- All service areas attended the Owning & Delivering Performance and coaching workshops.

2024/2025

- An increased focus on developing key people policies and processes
- An increased number of people managers received relevant training.
- A performance management process was piloted, beginning the work to create a culture of performance and wellbeing.
- An external company was commissioned to design and analyse our first external employee engagement survey and subsequent action plan.
- Dignity at Work sessions were delivered to all colleagues across the organisation
- Two new complimentary wellbeing services were procured, as well as offering two new counselling services.
- Attendance and feedback on learning & development programmes showed continual improvement; with coaching skills, performance management and recruitment & selection workshops enhancing people managers knowledge and skills.

Building upon these successes, the focus for all our people managers across the Council will be directed towards our ambition to ensure we attract, retain, support and develop people who are passionate about delivering local services to our residents.

2025/2026 Annual Priorities

To deliver against our People Strategy Ambitions, the following priorities have been established for 2025/26:

1. Attract, recruit and retain the best people to work for us
2. Embed a Council wide performance management approach, which ensures progress against the corporate delivery plan
3. Ensure that the Learning and Development programme engages employees, develops, upskills and builds confidence to improve performance
4. To enhance leadership and increase engagement to create a workplace culture where employees feel valued, motivated and empowered to perform at their best
5. To improve employee attendance and support proactive health and wellbeing activities
6. To enhance HR digital systems and innovate to improve services to people managers and employees

Attract, recruit and retain the best people to work for us

The council's ambition to deliver for the residents, businesses and stakeholder of the Borough and drive excellence in everything we do starts with, and is reliant on, the talent we bring into and retain within the council.

This includes a proactive and positive approach to building career pathways and apprenticeships for those looking to learn and progress.

To attract the best possible talent, we need to become an employer of choice and develop our employer brand. We will proactively engage with candidates and recruit those who fit with our values, assessing professional expertise and competence.

ACTIONS

- ✓ Deliver recruitment and selection training to all relevant hiring managers, with impact evaluated
- ✓ Strengthen onboarding, induction and probationary process to support new employees to settle
- ✓ Improve the effectiveness of current recruitment campaigns and enhance employer brand and EVP on social media
- ✓ Continue to develop our partnership with Opus People Solutions to ensure our temporary worker attraction is effective.
- ✓ Implement PDR and revised 1-1 process to support addressing staff concerns.

SUCCESS CRITERIA

- ✓ All relevant managers attend recruitment and selection workshops with satisfaction indicators exceeding 85%
- ✓ Satisfaction rates with onboarding processes increase.
- ✓ 85% of vacancies are offered and accepted within 65 days
- ✓ The number of apprentices recruited increases by 15% in 2025/2026
- ✓ Increased traffic through the council's careers landing page
- ✓ A reduction in off contract temporary worker spend
- ✓ Staff turnover will reduce from 13.6% to 12.6% by the end of 2025/2026

Embed a Council wide performance management approach, which ensures progress against the corporate strategy delivery plan

Employee Performance management has been piloted in 2024/25 with all people managers completing a Performance Development Review (PDR). This approach has allowed employees to collaborate and feedback via focus groups.

In early 2025 PDR briefing workshops and events have informed colleagues regarding PDRs; supporting and developing them to focus on their own performance.

With S.M.A.R.T. objectives for office-based colleagues and standards for our front-line colleagues, we will ensure that everyone has clarity of purpose and is able to celebrate successes, while understanding that their achievements are aligned with corporate priorities.

By introducing Performance Development Reviews (PDRs) across the Council we will give people clear direction and the scope and freedom to do what is right and necessary to deliver the outcome.

ACTIONS

- ✓ Embed the performance management process that supports and recognises colleagues, while giving clear direction
- ✓ Consult and act upon feedback from colleagues and unions to further inform performance management processes
- ✓ Support, guide, coach and train all people managers to be confident to implement performance management within their service areas

SUCCESS CRITERIA

- ✓ 100% of identified colleagues will have participated in their PDR by 1st August 2025
- ✓ 100% of people managers will have agreed to their performance objectives in a review with their manager by 20th June 2025.
- ✓ 85% of people managers can demonstrate evidence of behaviours aligned to the values indicators

Ensure that the Learning & Development programme engages employees, develops, upskills and builds confidence to improve performance

The Council is committed to providing employees, agency workers and occasional workers with access to appropriate learning and development opportunities that will help them grow and maintain the knowledge, skills and experience necessary to perform their role. In the Drive for Excellence, we need to adopt a continuous improvement approach, supporting all colleagues to be open to learning new methods of working and proactively engaging with all learning opportunities.

We will promote a culture that encourages and supports continuous employee learning, feedback and coaching and recognise the learnings that come from reflection, harnessing those learnings to improve service delivery. We will value, learn from and disseminate the wealth of experience and knowledge that exists in the organisation

ACTIONS	SUCCESS CRITERIA
<ul style="list-style-type: none">✓ Procure, launch and promote a modern e-learning platform by June 2025✓ Design, deliver and evaluate the 2025/26 learning & development programme✓ Further embed the coaching practices and behaviours by developing “in the moment coaching”✓ Work with the Acting Chief Executive to identify and commission leadership development programmes	<ul style="list-style-type: none">✓ User reports from e-learning platform show completion of modules increases by 25% during 2025/26✓ Evaluations from learning and development programmes indicate at least 85% satisfaction✓ Increase the reach of the L&D programme across the council, resulting in a 20% increase in those attending the sessions during 2025/26

To enhance leadership and increase engagement to create a workplace culture where employees feel valued, motivated and empowered to perform at their best

To support leadership development, the Council will commission and offer bespoke leadership programmes focusing on self-leadership, enhanced self-awareness and reflection as key tools. We will continue to ensure that all people managers have the necessary knowledge and skills to nurture people and effectively deliver services.

Our people policies will be published and, using digital innovation, will be accessible to all colleagues, ensuring that people managers are confident implementers of the policies and the principles of the Dignity At Works sessions and policies will be embedded across the organisation.

ACTIONS	SUCCESS CRITERIA
<ul style="list-style-type: none">✓ Design and deliver a leadership development programme for selected people managers✓ Continue to work with Acting Chief Executive and Leadership Team to focus on bespoke areas for development✓ Ensure the survey action plan is communicated and delivered by November 2025.✓ Create a “Our People Stories” campaign to highlight our people, their skills and enhance our employer brand	<ul style="list-style-type: none">✓ Colleague’s concerns being resolved at an informal stage, results in a 25% reduction in the number of formal grievances by April 2026✓ 100% of selected people managers attend the leadership development programme✓ 80% of staff survey actions will be ‘in progress’ by July 2025

To improve employee attendance and support proactive health and wellbeing activities

The Council aspires to a culture of wellbeing, supporting our employees to feel engaged and thrive in their roles.

It is recognised that since the pandemic there has been an increase nationally in people experiencing poor mental health and absence from work due to sickness.

Rugby Borough Council has been impacted by high levels of sickness absence and this strategy is aimed at increasing employee attendance, initiating new wellbeing interventions to support our employees and ensuring that updated absence management procedures are adhered to.

As part of the council wide PDR and 1-1 processes, agreed priorities will ensure workload is managed and employees feel both challenged but engaged in delivering the outcomes required. People managers role model effective calendar management, prioritization and work life balance to ensure their teams wellbeing is prioritised.

ACTIONS	SUCCESS CRITERIA
<ul style="list-style-type: none"> ✓ Increase engagement and impact of the health & wellbeing and building resilience courses ✓ Deliver additional absence management interventions in service areas which experience high absence levels ✓ Digitise the Welcome Back form on I-Trent to allow reporting and highlight trends ✓ Launch new Wellbeing Policy and resources with people managers and colleagues ✓ Ensure manual handling training is delivered bi-annually to reduce related absence ✓ Promote and measure impact of new Wellbeing Calendar launch. 	<ul style="list-style-type: none"> ✓ Reduce sickness absence rates by 20% from the current levels of 15.5 days lost per FTE by April 2026 ✓ Reduce Short Term Sickness absence from 4.7 FTE to 3.8 FTE days per employee by April 2026 ✓ Reduce Long Term Sickness from 10.8 FTE to 8.64 FTE days per employee by April 2026 ✓ Reduce Mental health related absence by a further 10% by April 2026

To enhance HR digital systems and innovate to improve services to people managers and employees

People managers require access to systems and digitised forms that allow them to manage their people and access up to date information efficiently.

They and the HR Business Partners who support them require people metrics to understand issues and emerging trends in their teams.

We are continuing to deliver a three-year project to innovate, update and streamline our existing systems and digitise some processes.

We will explore the use of Artificial Intelligence to improve accessibility and improve efficiencies across the service area.

ACTIONS	SUCCESS CRITERIA
<ul style="list-style-type: none">✓ Implement an updated I-Trent HR system by November 2025✓ Update and publish a new Wellbeing SharePoint page✓ Launch and promote the new Learning Management System e-learning platform to all employees✓ Create new digitised 'Welcome Back' and 'Leavers' forms on I-Trent	<ul style="list-style-type: none">✓ Updated I-Trent is accessible to all users by November 2025✓ Demonstrate an increasing trend in traffic to the new Wellbeing SharePoint page✓ An increasing trend in number of staff using new Learning Management System✓ 85% of all Welcome Back forms completed on I-Trent on time (within 3 days of return)✓ 100% of leavers questionnaires are recorded on I-Trent

Appendix 2
Scrutiny Committee 15th January 2025
Update on People Strategy

Introduction

The Council continue to recognise that maintaining the focus on strengthening people management practices, reducing sickness absence, introducing performance development reviews, enhancing leadership capability and investing in learning & development is essential if the Council is to deliver the corporate strategy. As Local Government Reorganisation (LGR) approaches, the Council's people management practices, performance and outcomes will become a vital part of preparing for a new unitary authority.

Strategy Development and Consultation

The People Strategy 2023 – 2028 has been developed by analysis of data, conversations and insights from people managers, external benchmarking and good practice from other local authorities. The draft strategy has been reviewed by the All Leaders Steering Group (A.L.S.G) in August 2023 and then by the Local Government Association (LGA) Corporate Peer Challenge team in October 2023 and its inclusion in their key recommendations has given assurance that the correct priorities have been identified. The strategy was then drafted after input and consultation with employees, unions via JUCF, employee briefings, leadership, management team and focus groups.

Input has also been received from West Midlands Employers, LGA corporate peer challenge team, senior legal officer and feedback acted upon. Following the May 2024 elections, the strategy has been shared with portfolio holders, leaders and other elected members of the new administration. In December 2024, the chair of the Scrutiny Committee has also offered valuable and insightful feedback.

Since January 2025, LGR, the drafting of the Corporate Strategy Delivery Plan and the feedback from the employee engagement survey have meant that it is necessary to review the work that has already been completed and expand on the planned priorities and actions for 2025/26. This will take account of the organisation wide action plan to deliver against the issues raised in the employee engagement survey, as well as a focus on clarity of priorities to ensure a manageable workload for employees and the learnings from the pilot Performance Development Review (PDR) pilot during 2024/25 and how that has informed the planned rollout of PDRs across the Council from April 2025 onwards.

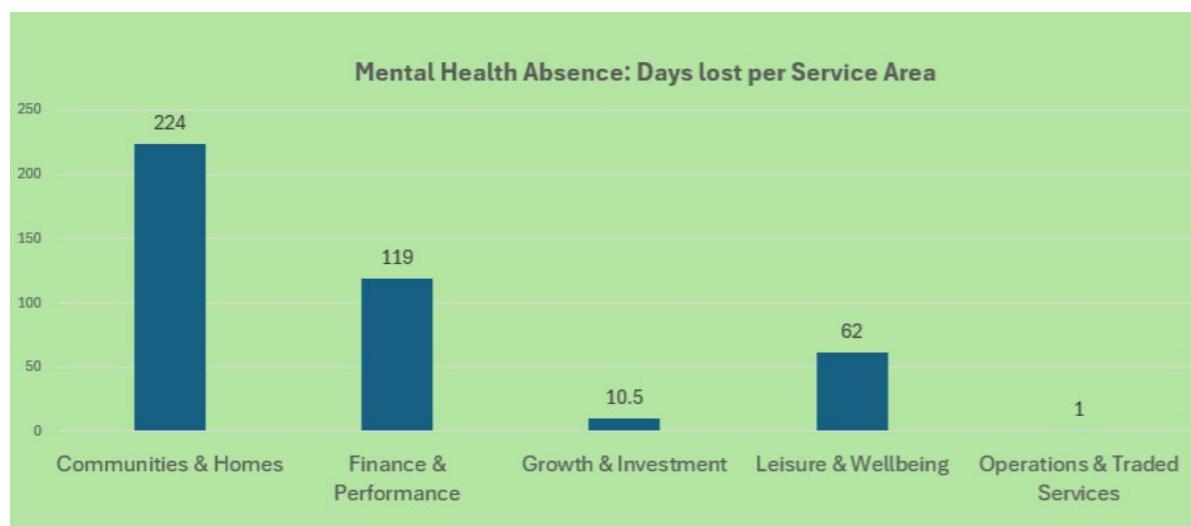
In May 2025, Scrutiny reviewed the People Strategy, priorities and delivery plan. It was agreed that any additional input from elected members should be shared with the Portfolio Holder. Scrutiny will receive an update on progress of delivering the People Strategy in January 2026

Key areas of focus following feedback from Scrutiny Committee

Is the annual delivery plan appropriate to make progress?

The current delivery plan for 2025/26 is on track in key areas, with some relating to leadership capability planned to commence in January 2026. This delay has been due to the current consultations regarding Leadership Team re-organisation. However, external suppliers have been shortlisted, and Expression of Interest paper will be requested early in 2026.

Absence related to mental health continues to be a risk to the organisation, despite additional interventions, support for managers to enable them to better address absence and to ensure employees remain in work, mental health related absence continues to be the main reason for absence in 2025/26:



Measures planned to further support employee's wellbeing can be found in the employee engagement survey action plan and we await responses to a targeted wellbeing at work questionnaire to understand what other interventions staff need and what employees believe is negatively impact on their wellbeing.

Do the performance indicators give members assurance that progress is being made?

The KPI's relating to turnover and sickness absence are challenging and are currently (Q2) unlikely to achieve the target set at the beginning of Q1. A 20% reduction in sickness absence by April 2026 is unlikely, but we should be able to demonstrate a small reduction in Short Term Absence and in the number of mental health related absences. Other KPI's are on track to be achieved.

Update on other key priorities within the People Strategy:

2025/2026 Annual Priorities

To deliver against our People Strategy Ambitions, the following priorities have been established for 2025/26:

1. Attract, recruit and retain the best people to work for us
2. Embed a Council wide performance management approach, which ensures progress against the corporate delivery plan
3. Ensure that the Learning and Development programme engages employees, develops, upskills and builds confidence to improve performance
4. To enhance leadership and increase engagement to create a workplace culture where employees feel valued, motivated and empowered to perform at their best
5. To improve employee attendance and support proactive health and wellbeing activities
6. To enhance HR digital systems and innovate to improve services to people managers and employees

1. Attract, recruit and retain the best people to work for us

- Staff Turnover is (Q2) at 12% against a target of 12.6% by Q4
- All relevant managers have attended selection and recruitment training
- 86% (Q2) of vacancies are filled within 65 days
- We have filled all our apprenticeships and have enhanced our relationship with Warwickshire College Group, enabling us to attend all of their career fairs.
- Off-contract agency spending has reduced; however, on-contract agency spend is forecast to exceed £2 million by Q4. Work with key Chief Officers and Leadership Team continues at pace to address this issue.

2. Embed a Council wide performance management approach which ensures progress against corporate delivery plan.

Although timelines were shared widely, the number of people managers who had their 12-month reflection PDR within the 2024/25 cycle has been less than expected.

During January 2026, work with Leadership Team and Management Team will continue, to ensure that the preparation and planning for the successful cascade of PDRs in the 2026/27 cycle is achieved on time. We will then be able to produce robust performance management data that can be analyzed.

3. Ensure that the Learning and Development programme engages employees, develops, upskills and builds confidence to improve performance

- 88% good and excellent evaluation feedback data attendees.
- Future Leaders Programme launched and 37 responsive rates to date from a population of 500, a total of 7% of employees.
- Exceeded the KPI target of good and excellent authentic feedback.
 - Quarter 1 – 97%
 - Quarter 2 – 90%
 - Delivering of Bitesize Mental Health & Wellness and Building Resilience workshops
 - Nov 23/24 -983 employees attended L&D sessions.
 - Nov 24/25 – 1058 employees attended L&D sessions.
- 7% increase in attendance in 12 months
- Nexus E- Learning Launch 01/09/2025. Minimal issues from both launches.
 - Since go live, 228 people have logged into the NEXUS system.
 - 169 of those people have completed one or more activities (total of 1269 completed activities).
 - Average grade is 81%.
- New Equality, Diversity and Inclusion provider planned for 2026 to deliver “Inclusive Cultures” in all employees

4. To enhance leadership and increase engagement to create a workplace culture where employees feel valued, motivated and empowered to perform at their best

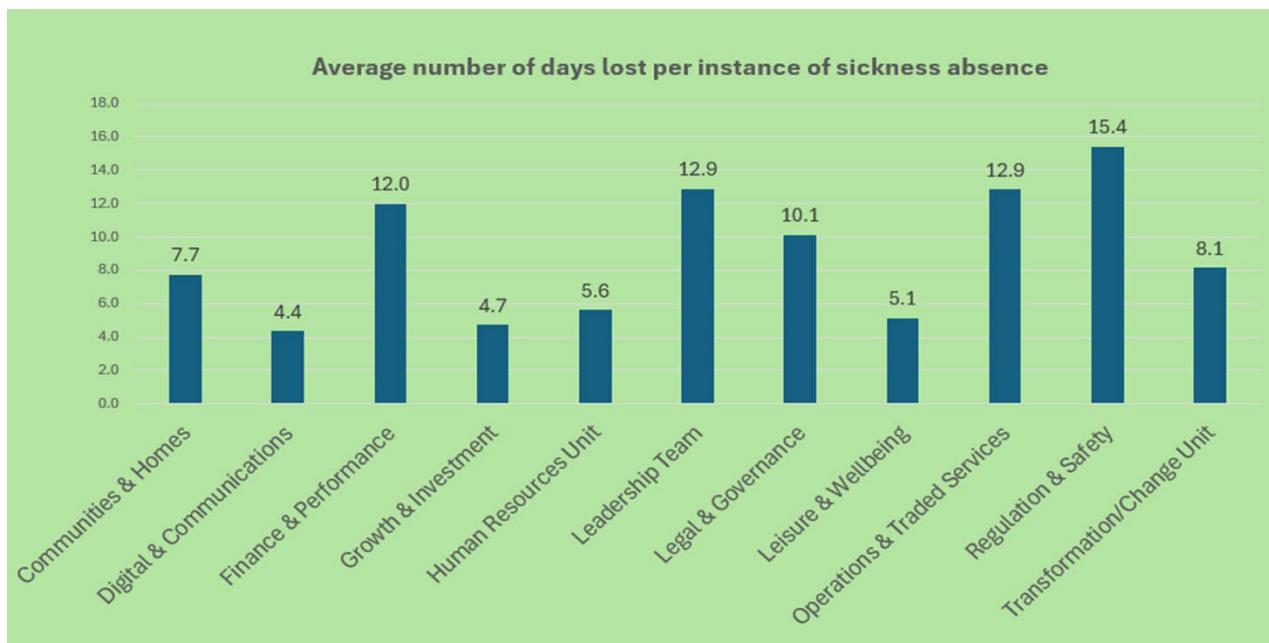
- A 25% reduction in formal grievances by April 2026. In 2024/25 we received 12 formal grievances. To date (December 2025) we have received 6 formal grievances.
- Leadership development programme has been delayed because of Leadership Re-organisation; however, a shortlist of external suppliers has been agreed, budget secured and expressions of interest will be requested in January.
- The action plan to address concerns raised in the “have your say” staff survey is regularly reviewed. A “You said, We Did” style communication will be sent out in January, with a follow-up survey planned for March 2026

5. To improve employee attendance and support proactive health & wellbeing activities

Overall sickness absence rates (lost days per Full Time Employee FTE) continue to increase.

- Q2 data indicates: 13 lost days per FTE for long term sickness in a rolling 12-month period
- Q2 data indicates: 4.6 lost days per FTE for short term sickness in a rolling 12-month period

Average Days Lost per instance of absence of sickness by service area (Q2)



Additional interventions include:

- Mental health and wellbeing workshops available to all employees
- Building resilience workshops available
- Counselling referrals to employees who request support
- Stress Risk Assessment and Wellbeing Action Plans available on Wellbeing at Work SharePoint (and referenced in training)
- Wellbeing Webinars delivered by Westfield Health
- Neuro-Diversity webinar delivered by external provider
- MHFA promoted
- Able Futures – promoted to all employees

6. To enhance HR digital systems and innovate to improve services to people managers and employees

- New e-learning platform is being used by employees (see L&D data above)
- I-Trent migration to be cloud hosted planned for January 2026 – this will enable employees to have the app and access to book holidays and view payslip
- Leaver's questionnaires are now live on I-Trent
- Chat Bot piloted – to be used on People Policies SharePoint page
- Wellbeing at Work page has been promoted and increased number of employees are following

Judith Hicks

Human Resources Manager

22nd December 2025

Agenda No 7

AGENDA MANAGEMENT SHEET

Report Title:	Overview and Scrutiny Work Programme
Name of Committee:	Scrutiny Committee
Date of Meeting:	15 January 2026
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 – 15 January 2026

Overview and Scrutiny Work Programme

Summary

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

1. CURRENT REVIEWS – Customer Journey

1.1 The task group met on 15 December and considered the feedback from their meeting with the Customer Services Team and identified further key lines of enquiry. The next step was for the task group to meet with the Revenues and Benefits Team.

2. WORK PROGRAMME

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

3. FORWARD PLAN

3.1 The topics currently listed in the Forward Plan for the period February to May 2026 are available to download via the website - [Forward Plan](#).

4. CONCLUSION

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

Name of Meeting: Scrutiny Committee

Date of Meeting: 15 January 2026

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
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.	16 September 2025
Finance and Performance	Finance and Performance Monitoring for Q1	16 September 2025
Local Plan	Overview of progress and timescales of the production of the next Local Plan (focus on Brownfield sites and Grey Belt)	16 September 2025
Overview and Scrutiny Annual Report	An overview of the work carried out by scrutiny during 2024/25.	16 September 2025
Risk Management	Progress of actions relating to issues and risk reporting	20 November 2025
Finance and Performance	Budget setting process Fees and charges for 2026/27 Budget update New Medium Term Financial Strategy Finance and Performance Monitoring for Q2	20 November 2025
Benn Hall Booking Policy	Review of the booking policies for the Benn Hall	20 November 2025
Finance and Performance	Fees and charges	15 January 2026
People Strategy – Action Plans	Overview of progress	15 January 2026
Town Centre Regeneration	Update report	Tbc
Corporate Strategy Action Plans	The strategies and action plan that feed into the delivery of the Corporate Strategy. The Chief Executive and Leader of the Council to attend.	Tbc
Finance and Performance/Works Services Unit	Update on financial position following the Works Service Unit project work	Tbc

Customer Journey	Progress of task group review	Tbc
Local Government Reorganisation	Updates as and when appropriate	Tbc
Economic Strategy Action Plans	Follow up report containing the actions and outcomes from Governance Board meeting	Tbc
Fly Tipping	To include data on the impact following the introduction of opening restrictions for the Recycling Centre	Tbc