

NON-CONFIDENTIAL



Borough of Tamworth

11 March 2024

Dear Councillor

You are hereby summoned to attend a **meeting of the Council of this Borough** to be held on **TUESDAY, 19TH MARCH, 2024** at 6.10 pm in the **TOWN HALL, MARKET STREET, TAMWORTH**, for the transaction of the following business:-

AGENDA

NON CONFIDENTIAL

1 Apologies for Absence

2 Declarations of Interest

To receive any declarations of Members' interests (pecuniary and non-pecuniary) in any matters which are to be considered at this meeting.

When Members are declaring a pecuniary or non-pecuniary interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a pecuniary or non-pecuniary interest in respect of which they do not have a dispensation.

3 To receive any announcements from the Mayor, Leader, Members of the Cabinet or the Chief Executive

4 Question Time:

(i) To answer questions from members of the public pursuant to Procedure Rule No. 10.

(ii) To answer questions from members of the Council pursuant to Procedure Rule No. 11

5 Pay Policy Statement (Pages 3 - 26)

(Report of the Leader of the Council, Finance and Governance)

6 Tamworth Borough Council Front Desk Service (Pages 27 - 58)

(Report of the Leader of the Council, Finance and Governance)

Yours faithfully

A handwritten signature in black ink, appearing to be 'A. B.', followed by a long horizontal line extending to the right.

CHIEF EXECUTIVE

Access arrangements

If you have any particular access requirements when attending the meeting, please contact Democratic Services on 01827 709267 or e-mail democratic-services@tamworth.gov.uk. We can then endeavour to ensure that any particular requirements you may have are catered for.

Filming of Meetings

The public part of this meeting may be filmed and broadcast. Please refer to the Council's Protocol on Filming, Videoing, Photography and Audio Recording at Council meetings which can be found [here](#) for further information.

If a member of the public is particularly concerned about being filmed, please contact a member of Democratic Services before selecting a seat.

FAQs

For further information about the Council's Committee arrangements please see the FAQ page [here](#)

Marmion House
Lichfield Street
Tamworth

Tuesday, 19 March 2024

Report of the Leader of the Council

Pay Policy Statement

Exempt Information

None.

Purpose

This report details Tamworth Borough Council's Pay Policy Statement so that statutory guidance set out in S38 of the Localism Act is adhered to. In addition, the Gender Pay Gap report is also included for consideration and approval.

Recommendations

It is recommended that the Pay Policy Statement 2023 is formally approved by Full Council for adoption and publication with the Localism Act 2011.

Executive Summary

Under section 112 of the Local Government Act 1972, the Council has the "power to appoint officers on such reasonable terms and conditions as authority thinks fit". The Pay Policy Statement (Appendix 1) sets out the Council's approach to pay in accordance with the requirements of Section 38 of the Localism Act 2011.

The purpose of the statement is to provide transparency with regards to the Council's approach to setting the pay of its employees by identifying:

- The methods by which salaries of all Tamworth Borough Council employees are determined,
- The detail and level of remuneration of Tamworth Borough Council's most senior staff i.e. 'Chief Officers', as defined by the relevant legislation,

Once approved by Full Council, this policy statement will come into effect and will be subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time.

The Equality Act (Specific Duties and Public Authorities) Regulations 2017 require Tamworth Borough Council to calculate and publish the pay gap (detailed in Appendix 3) between male and female employees each year. The data is based on the pay situation as of 31st March each year and is published on Tamworth Borough Council's and the Government's website.

Options Considered

N/A

Resource Implications

There are no resource implications with this report. All pay is accounted for within the approved Council budget.

Legal/Risk Implications Background

Section 38 of the Localism Act must be complied with, therefore, so as to minimise the risk this report must be approved by full Council.

Equalities Implications

The Localism Act was subject to consideration in terms of compatibility with the European Convention of Human Rights and contains a statement by the then Secretary of State that the provisions are compatible with equalities legislation. The Pay Policy Statement is now part of a wider transparency and equalities framework alongside gender pay gap reporting requirements.

Environment and Sustainability Implications (including climate change)

Not applicable.

Background Information

The Council has published a pay policy on an annual basis, in line with legislation, since 2012. The first annual Gender Pay Gap report was published in 2018 to meet new legislative requirements.

Report Author

Jackie Noble – Head of HR and OD

List of Background Papers

Pay Policy 2022

Appendices

Appendix 1 Pay Policy Statement 2023

Appendix 2 Salary Scales

Appendix 3 Gender Pay Gap 2023

Pay Policy Statement 2023

Document Status: Draft

Document Ref: HRPP2021

Originator: Jackie Noble

Owner: Zoe Wolicki/ Anica Goodwin

Version: 01.01.10

Date: January 2024

For Approval by Full Council

Classification: OFFICIAL

Document Location

This document is held by Tamworth Borough Council, and the document owner is Anica Goodwin. Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Councils Intranet. Please check for current version before using.

Revision History

Revision Date	Version Control	Summary of changes
17.01.13	2013	Update figures and spinal column points
09.01.14	2014	Reviewed & updated with 2013 pay settlement
10.02.15	2015	Updated following 2015 settlement
04.03.15	2015	Finalised figures based on recommendations of Leader & Appointments & Staffing Committee 26.2.15
17.02.16	2016	Reviewed & Updated
16.02.17	2017	Reviewed and updated
20.03.17	2017 final	Finalised for Full Council Approval
13.04.18	2018	New format, reviewed information and updated with 2018 pay settlement Addition of gender pay information
04.04.19	2019	Reviewed information and updated with 2019 new grade structure and gender pay information
24.08.20	2020	Reviewed and updated
07.09.20	2020	Updated to take into account 2020 pay settlement
17.05.21	2021	Reviewed and updated with 2021 pay settlement
23.05.22	2022	Reviewed and updated with 2022 pay settlement
24.11.23	2023	Reviewed and updated with 2023 pay settlement

Key Signatories

Approvals Creation and Major Change

Name	Title	Approved
Appointments & Staffing	Head of Paid Service	
Full Council	Leader of the Council	

Approval Path

Major Change

Anica Goodwin

Andrew Barratt

Trade Union Liaison Group

Appointments & Staffing

CMT / Cabinet

Full Council

Action

Submission

Sponsor

Consultative Group

Approval

Corporate Approval

Council Approval

Document Review Plans

This document is subject to a scheduled annual review. Updates shall be made in accordance with business requirements and changes and will be with agreement with the document owner.

Distribution

The document will be published on our internet site.

Security Classification

This document is classified as OFFICIAL with access restricted to Tamworth Borough Council Staff and business partners.

1. Purpose and Scope of the Policy Statement

- 1.1 Section 38 (1) of the Localism Act 2011 requires the Council to prepare an Annual Pay Policy Statement.
- 1.2 The purpose of this statement is to provide transparency about the Council's approach to setting the pay of its employees by identifying:
- The detail and level of salary for each of the Chief Officers as defined by relevant legislation
 - The salary of the lowest paid employee
 - The relationship between the salaries of Chief Officers and other employees
 - The methods by which salaries and grades of employees are determined
 - The committee responsible for ensuring the provisions set out in this statement are applied consistently throughout the council and recommending any amendments to full council
- 1.3 In determining the pay of all employees, the Council will comply with all relevant employment legislation. This includes the:
- Equality Act 2010 (incorporating the Gender Pay Gap Regulations 2017)
 - Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000,
 - Agency Workers Regulations 2010 (amended 2020)
 - Transfer of Undertakings (Protection of Earnings) Regulations 2006
 - National Minimum Wage (Amendment) Regulations 2018
- 1.4 This Pay Policy Statement applies to the Council's Chief Officers. It addresses the legal requirement to set out how pay is determined for this group. This includes the following posts within Tamworth Borough Council:
- Chief Executive
 - Executive Directors
 - Assistant Directors
- 1.5 This Pay Policy Statement is a supplement to Tamworth Borough Council's overarching pay and associated policies which form part of the terms and conditions of employees. These include but are *not limited to*:
- Tamworth Borough Council Pay Policy
 - Job Evaluation Scheme
 - NJC Terms and Conditions of Employment (Green Book)
 - JNC Terms and Conditions for Chief Executives (Chief Executive and Deputy Chief Executive are appointed to these terms and conditions)
 - JNC Terms and Conditions for Chief Officers (Executive Directors & Assistant Directors within Tamworth Borough Council are appointed to these Terms and Conditions).
 - Honorarium, Acting Up and Ex gratia Policy
 - Travel, Subsistence & Expenses Policy
 - Flexible Retirement Policy
 - Additional Payments Policy
 - Other Payments Policy including long service award
 - Employer Pension Discretion Policy
 - Smart Working policy including home working allowance

1.6 Once approved by full council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis.

2. Arrangements for Officer Pay

- 2.1 The general terms and conditions of employment are governed by the following national agreements:
- Chief Executive, Executive Directors and Assistant Directors - JNC for Chief Officers of Local Authorities,
 - All other Employee Groups - NJC for Local Government Services
- 2.2 The Council uses two forms of Job Evaluation to identify officer pay. This is either through the Council's Gauge Job Evaluation Scheme or the Hay Evaluation Scheme. The Hay Job Evaluation scheme is used to evaluate the following roles within the Council:
- Chief Executive
 - Executive Directors and Assistant Directors
 - Heads of Service are evaluated under Gauge and Hay (this is due to the cross over point of the two schemes).

All other posts within the Council are evaluated under the Gauge evaluation scheme in accordance with the agreed policies.

TBC conforms with the Local Government Association "Diverse by Design Guide" which provides a range of steps to positively influence a culture of equality and inclusion. In order to have a transparent and fair reward and recognition scheme, the Job Evaluation Scheme brings equity and fairness to the way TBC values and rewards jobs, it brings pay transparency and reduces pay inequality by providing a framework which is applied consistently. Job Evaluation evaluates the job and not the person and judges the demands of the job in a way that is as objective as possible. Furthermore, it removes any element of discretion, which can introduce bias.

- 2.3 Based on the application of the relevant Job Evaluation process; the Council uses the nationally negotiated pay spine as the basis for its local grading structure. The Council remains committed to adherence with national pay bargaining in respect of the national pay spine and any annual cost of living increases negotiated within this.
- 2.4 The pay award for NJC and Chief Executive employees, effective from 1 April 2023, was agreed on 1 November 2023 for NJC employees and Chief Executives and processed for payment in November 2023. The pay award for grades A – I was an increase of £1,925 (FTE) which in real terms is an increase ranging from 9% for our lowest graded staff and 3.88% for the higher graded staff. The Chief Executive grades received a pay increase of 3.50%. On 5 May 2023, agreement was reached for Chief Officer's pay, basic salaries were increased by 3.50%.
- 2.5 As part of the 2022 pay agreement, spinal column point 1 was deleted from the pay structure, this was effective from 1 April 2023. This means Grade A employees commence at spinal column point 2 and Grade B employees are paid on spinal column point 3. This affected 28 employees who are primarily cleaners, Customer Service Assistants, and Castle Seasonal staff. This ensures

that the lowest spinal column points remain above the national living wage.

- 2.6 **Appendix 1** details the Council's pay scale effective from 1 April 2023.
- 2.7 In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.
- 2.8 The Executive Director Organisation (Head of Paid Service) under the general scheme of delegation within the Council will determine the terms and conditions of employment of all officers.
- 2.9 The Council also recognises that it may need to make additional payments to individuals taking on temporary assignments and responsibilities as a honorarium or acting up payment using the Job Evaluation Scheme to measure the additional responsibilities. Where the level of remuneration cannot be determined using the job evaluation framework, this may be a discretionary payment as an ex gratia payment. The Council retains the right to make payments not set within the pay scale, where these can be objectively justified.
- 2.10 All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy. The Acting Up, Honoraria and Ex gratia Payments Policy specify such payments that may be made.
- 2.11 Additional payments are made to any Council Officers who act as Returning Officers and carry out duties at elections. These payments are calculated according to the approved scale or set by a government department depending on the nature of the election. For the year commencing 1st April 2023 the annual payment has been calculated as £4,322.20, with 70% of this amount paid to the Deputy Returning Officer.
- 2.10 New appointments will normally be made at the lowest point of the relevant grade, although this can be varied where necessary to secure the best candidate with approval from the Head of Paid Service and will be subject to an equality impact assessment. Employees who transfer within the organisation to a job of the same grade will transfer on their current spinal column point.
- 2.11 Tamworth Borough Council employees enjoy the benefit of a company paid healthcare cash plan at a cost of £4.33 per month per employee.
- 2.12 In exceptional circumstances the Council may make a payment to an individual under a Settlement Agreement. Such agreements protect the Council where there is a risk of compensation and/or damages claim, which could have high financial impact and/or damage the Council's reputation. Payments for all officers would be authorised by the Head of Paid Service. In the event a Settlement Agreement involving the Chief Executive or Head of Paid Service, the decision would be made by Full Council.

3. Chief Officer Remuneration

3.1 For the purposes of this statement, senior management means Chief Officers as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary and allowances as of 29th December 2023.

Job Type / Allowance	Scale Point	Salary	Car Allowance
Chief Executive	CE1	£125,304.72	£963
Returning Officer Fee		£4,322.20	
Executive Director, Head of Paid Service and Deputy Chief Executive	EX1	£103,284.72	£963
Executive Director	EX2	£97,779.72	£963
Executive Director	EX2	£97,779.72	£1239
Assistant Director	AD4	£73,557.60 Plus £11,500 ex gratia payment	£963
Assistant Director	AD4	£73,557.60 Plus £11,000 ex gratia payment	£1239
Assistant Director	AD4	£73,557.60	£963
Assistant Director	AD4	£73,557.60	£1239
Assistant Director	AD1	£68,052.48	£1239
Assistant Director	AD2	£69,704.16	£0
Assistant Director	AD4	£73,557.60 plus £11,700 ex gratia payment	£963

4. Additions to Salary of Chief Officers

- 4.1 In the event that a Chief Officer vacancy is covered by the distribution of duties to other Chief Officers ex gratia payments will be made.
- 4.2 The salary details given in **3.1** also provides details of additional payments made to Chief Officer salaries including:
- Essential Car User Allowances as determined by the Council's Travel, Subsistence & Expenses Policy and reviewed and updated in line with NJC rates.
 - Returning Officer/Registration of Electors duties are determined by Electoral Registration Officer Section 8 Representation of the People Act 1983 and Returning Officer Section 35 Representation of the People Act 1983. They are based on the size of the electorate multiplied by a figure set by County Council on an annual basis.
- 4.3 The council does not apply any bonuses to its Chief Officers.

5. Relationship between the Remuneration of Chief Officers and others

- 5.1 In comparing the Chief Executive pay with the wider workforce the Council will use the following definitions:
- The lowest-paid employee: the employee or group of employees with the lowest salary (full-time equivalent) employed by the Council at the date of assessment.
 - The median: the mid -point salary when full-time equivalent salaries are arranged in order of size (highest to lowest). Based on salary levels of staff on the date of assessment.
 - This excludes those employed on casual contracts of employment, but includes part time employees where their salaries are normalised to the full-time equivalent. It also excludes Apprentices who are employed on the Tamworth Borough Council apprentice pay grade, which mirrors age related national minimum wage.

Statutory guidance recommends that the most appropriate metric for measuring the relationship between pay rates as a multiple of Chief Executive pay to median salary. Tracking this multiple will allow the Council to ensure that public services are accountable for the relationship between top pay and that paid to the wider workforce.

	Annual Salary	Ratio to Highest
Highest Salary	£125,304.72	
Median (Mid-point) value	£29,269	1:4.3
Lowest full time salary	£22,366	1:5.6

6. Lowest Paid Employee

- 6.1 The lowest paid persons employed under a contract of employment with the Council are employed on full time 37 hours equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure. As of 1 April 2023, the lowest spinal column point is spinal column point 2 (£22,366).

The Council employs Apprentices who are not included within the definition of 'lowest paid employees' as they are paid the age related Apprenticeship rate. From 1 April 2023 the National Living Wage (for 23 and over) and National Minimum Wage rates paid are:

23 and over	21 to 22	18 to 20	Under 18	Apprentice
£10.41	£10.18	£7.49	£5.28	£5.28

7. Recruitment of Chief Officers

- 7.1 The Council's policy and procedures with regard to recruitment of Chief Officers is set out within the Officer Employment Procedure Rules as detailed in Part 4 / Schedule 8 of the Constitution. When recruiting to all posts the Council will take full and proper account of its own Equality and Diversity, Recruitment and Selection, Employment Stability and Re-engagement Policies. The determination of the remuneration to be offered to any newly appointed Chief Officer will be in accordance with the pay structure.
- 7.2 Where the Council remains unable to recruit Chief Officers under a contract of service, or there is a need for interim support to provide cover for a vacant substantive Chief Officer post, the Council will, where necessary, consider and utilize engaging individuals under 'contracts for service' (subject to the relevant tests for compliance with IR35 Intermediaries Regulations). These will be sourced through a relevant procurement process ensuring the council is able to demonstrate the maximum value for money in securing the relevant service. In the last year the Council engaged three Chief Officers, two under a contract for service and one via an agency.

8. Payments on Termination - Chief Officers

- 8.1 The Council's approach to statutory and discretionary payments on termination of employment of chief officers, prior to reaching normal retirement age, is set out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006. We have chosen not to adopt Regulations 12 and 13 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007.
- 8.2 Any other payments falling outside the provisions (such as Settlement Agreements) or the relevant periods of contractual notice shall be subject to a formal decision made by the Chief Executive and Head of Paid Service with delegated authority to approve such payments. With regards to any proposed payment to the Chief Executive or Head of Paid Service, to prevent a conflict of interest, it is expected that the payment should be approved by a panel including at least two independent persons.

9. Special Severance Payments (Exit Pay Cap)

- 9.1 Payments of £100,000 and above must be approved by a vote of full Council, as set out in the Localism Act 2011.
- 9.2 Payments of £20,000 and above, but below £100,000 must be personally approved and signed off by the Head of Paid Service, with a clear record of the Leader's approval through a scheme of delegation and that of any others who have signed off the payment.
- 9.3 Payments below £20,000 must be approved according to the scheme of delegation.

10. Gender Pay Gap Reporting

- 10.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require Tamworth Borough Council to calculate and publish the gender pay gap between male and female employees each year.
- 10.2 The data based on the pay situation as at 31st March 2023 and indicates a mean hourly gender pay gap of 6.39% and a median hourly gender pay gap of 1.58%. **Appendix 2** details the Gender Pay Gap report in more detail.

11. Accountability and Decision Making

- 11.1 In accordance with the Constitution of the Council, the Appointments and Staffing Committee are responsible for decision making in relation to employment policies including recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council. Where appropriate, implementation of these policies may be delegated to the Chief Executive or Head of Paid Service in accordance with the scheme of delegation.

12. Publication

- 12.1 Once approved by full Council, this policy statement and any subsequent amendment will be published on the Council's website. Human Resources will be responsible for the annual review to ensure an accurate pay policy is published each financial year and that the Council remains compliant with legislation.
- 12.2 In accordance with the Code of Practice on Local Authority Accounting, the annual Statement of Accounts must include pay details of Senior Officers (as defined by the Accounts and Audit (England) Regulations 2015) where the salary is above £50,000 per annum. The following aspects must be included:
 - Salary, fees or allowances paid to or receivable by the person in the current and previous year;
 - Any sums payable by way of expenses allowance that are chargeable to UK income tax;
 - Any compensation for loss of employment and any other payments connected with termination;
 - Any benefits received that do not fall within the above – including contribution to the person's pension.

The Council complies with this requirement and publishes the data on the Tamworth Borough Council website.

Appendix 1

Tamworth Borough Council Grade Structure from 01/04/2023		01.04.23 salary	01.04.23 new mthly
Grade	Spinal Column Point		
A	2	22,366	1,863.83
B	3	22,737	1,894.75
C	4	23,114	1,926.17
	5	23,500	1,958.33
	6	23,893	1,991.08
D	7	24,294	2,024.50
	8	24,702	2,058.50
	9	25,119	2,093.25
	10	25,545	2,128.75
	11	25,979	2,164.92
	12	26,421	2,201.75
	13	26,873	2,239.42
Not used	14	27,334	2,277.83
	15	27,803	2,316.92
	16	28,282	2,356.83
E	17	28,770	2,397.50
	18	29,269	2,439.08
	19	29,777	2,481.42
	20	30,296	2,524.67
	21	30,825	2,568.75
	22	31,364	2,613.67
F	23	32,076	2,673.00
	24	33,024	2,752.00
	25	33,945	2,828.75
	26	34,834	2,902.83
	27	35,745	2,978.75
	28	36,648	3,054.00
G	29	37,336	3,111.33
	30	38,223	3,185.25
	31	39,186	3,265.50
	32	40,221	3,351.75
H	33	41,418	3,451.50
	34	42,403	3,533.58
	35	43,421	3,618.42

	36	44,428	3,702.33
Not used	37	45,441	3,786.75
	38	46,464	3,872.00
I	39	47,420	3,951.67
	40	48,474	4,039.50
	41	49,498	4,124.83
	42	50,512	4,209.33
	43	51,515	4,292.92
J	44	52,751.30	4,395.94
	45	54,039.41	4,503.28
	46	55,320.26	4,610.02
Assistant Directors	AD1	68,052.48	5,671.04
	AD2	69,704.16	5,808.68
	AD3	71,355.48	5,946.29
	AD4	73,557.60	6,129.80
Executive Director	EX2	97,779.72	8,148.31
Executive Director - Head of Paid Service	EX1	103,284.72	8,315.99
Chief Exec	100	125,304.72	10,008.95

Appendix 2

Tamworth Borough Council Grade Structure from 01/04/2023		01.04.23 salary	01.04.23 new mthly
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Chief Exec	100	125,304.72	10,008.95

Tamworth Borough Council
Gender Pay Gap Report 31 March 2023

Background

Tamworth Borough Council (TBC) is committed to embedding equality, diversity and inclusion in delivery of its services and in the employment of its workforce. We have a duty to comply with the Public Sector Equality Duty and Equality Act 2010. The gender pay gap information forms part of that.

We have a commitment to closing the gender pay gap and are proud of the work done since 2017 which continues to see a decline in the gap. We have published our Gender Pay Gap since 2018 to meet government requirements that employers with 250 or more employees must publish information each year to show the difference in average pay between male and female employees.

This is TBC's seventh annual report and provides data as at a "snapshot" date of 31st March 2023.

The gender pay gap report sets out Tamworth Borough Council's results in relation to 6 calculations:

Mean Gender Pay Gap	The difference between the mean hourly rate of pay of male full pay relevant employees and that of female full pay relevant employees.
Median Gender Pay Gap	The difference between the median hourly rate of pay of male full pay relevant employees and that of female full pay relevant employees.
Mean Bonus Gap	The difference between the mean bonus pay paid to male relevant employees and that paid to female full pay relevant employees.
Median Bonus Gap	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.
Bonus proportions	The proportions of male and female relevant employees who were paid a bonus during the relevant period.
Pay Quartile	The proportions of male and female full pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.

The Council must publish its result both on its own website and the government gender pay gap service website. The data analysed relates to all employees of Tamworth Borough Council employed in temporary or permanent contracts on the reporting snapshot date (known as relevant employees). It includes those under an apprenticeship or contract to provide a service which falls under the IR35 regulations. Pay is based on ordinary pay which includes basic pay (hourly rate), contractual enhancements (such as stand by or essential car user) and sick pay. Pay excludes expenses, overtime pay, pay in lieu of leave, benefits in kind and redundancy pay.

How does Tamworth Borough Council's gender pay gap compare to previous years?

Headcount:

Tamworth Borough Council's headcount was 341 as of 31 March 2023.

225 (65.98%) of employees are female and 116 (34.02%) of employees are male. This is an increase in headcount of 3. The proportion of female employees has increased by 2.37%.



34.02%



65.98%

	Female's earnings are
Mean gender pay gap in hourly rate	6.39% lower
Median gender pay gap in hourly rate	1.58% lower

Gender Pay Gap Outcomes

The results of the 6 required calculations are outlined below, based on data for the snapshot date of 31st March 2023 and are also compared with the data from previous years.

Gender	Full pay relevant employee count						
	31 March 2023	31 March 2022	31 March 2021	31 March 2020	31 March 2019	31 March 2018	31 March 2017
Female	225 (65.98%)	215 (63.61%)	196 (63.84%)	206 (64.58%)	216 (62.42%)	217 (63.26%)	214 (61.85%)
Male	116 (34.02%)	123 (36.39%)	111 (36.16%)	113 (35.42%)	130 (37.58%)	126 (36.67%)	132 (38.15%)
Total	341	338	307	319	346	343	346

Mean Gender Pay Gap

The mean (average) gender pay gap is the difference between the mean hourly pay rate of relevant male employees and that of relevant female employees as a percentage of men's earnings.

Gender	Mean hourly rate						
	31 March 2023	31 March 2022	31 March 2021	31 March 2020	31 March 2019	31 March 2018	31 March 2017
Female	15.83	14.64	14.63	13.92	13.60	13.11	13.11
Male	16.91	15.57	15.80	14.87	15.29	15.00	14.79
Mean Average	16.19	14.98	15.05	14.26	14.24	13.80	13.75
% mean hourly rate is lower for women	6.39%	5.96%	7.42%	6.41%	11.03%	12.6%	11.37%

The mean hourly pay for female employees is £15.83 and for male employees it is £16.91. The mean gender pay gap is 1.08p per hour or 6.39%. The mean hourly pay gap has **increased** by 0.43%.

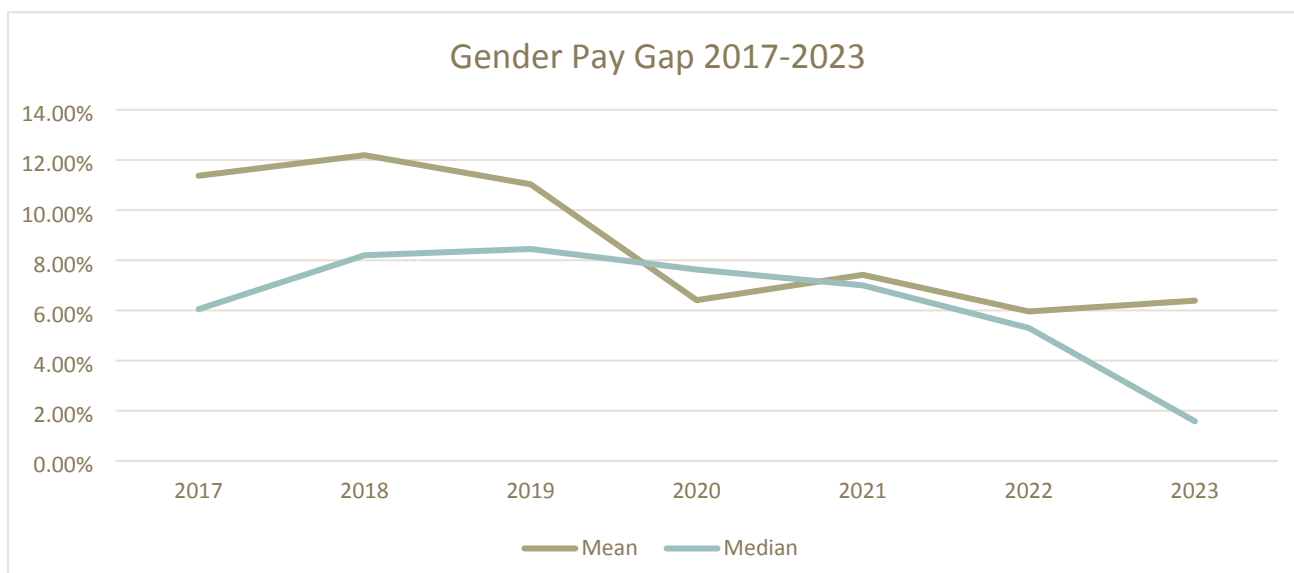
Median Gender Pay Gap

The median (middle value) gender pay gap is the difference between the median hourly pay rate of the relevant male employees and that of relevant female employees as a percentage of men's earnings.

Gender	Median Hourly Rate						
	31 March 2023	31 March 2022	31 March 2021	31 March 2020	31 March 2019	31 March 2018	31 March 2017
Female	14.63	13.41	13.03	12.59	12.08	11.98	12.18
Male	14.87	14.16	14.01	13.63	13.19	13.05	12.97
Median Average	14.63	13.42	13.44	12.99	12.66	12.70	12.8
% median hourly rate is lower for women	1.58%	5.3%	7%	7.63%	8.45%	8.2%	6.05%

The median hourly pay for female employees is £14.63 and for male employees it is £14.87. The mean hourly pay gap is 0.23p per hour or 1.58%. The mean hourly pay gap **decreased** by 3.72% to 1.58%.

Comparison of mean and median:



	2017	2018	2019	2020	2021	2022	2023
Mean	11.37	12.19	11.03	6.41	7.42	5.96	6.39
Median	6.05	8.2	8.45	7.63	7.7	5.3	1.58

Breakdown by quartile:

The breakdown of genders in each quartile shows an increase of female employees in the top quartile; 64.71% female employees compared to 58.43% in the previous year. 35.29% of employees in this quartile are male compared to 41.57% in the previous year. The percentage remains reflective of the organisation's overall gender profile with 65.98% of females making up the workforce. There has been significant progress in this quartile, with an increase of 15.39% of female employees within this quartile since reporting commenced.

The upper middle quartile is 68.24% female and 31.76% male. The percentage of females in this quartile remained the same from the previous year. The number of females within this quartile is now slightly higher than the organisation's overall gender profile.

The lower middle quartile is 57.65% female and 42.35% male. The percentage of females in this quarter increased by 3.21% from the previous year which demonstrates that females have moved from this lower middle quartile to the upper middle quartile.

The lower quartile is 74.12% female and 25.88% male. This is comparable to previous years and continues to reflect a disproportionate number of females in this quartile compared against the overall gender breakdown of the organisation.

Quartile Pay Bands

The proportions of male and female relevant employees in the four quartiles for the current and previous submissions:

Proportion of male and female by quartile:

	2023	2022	2021	2020	2019	2018	2017
Lower Quartile	85	79	70	128	71	69	61
Lower Middle Quartile	85	90	82	92	102	102	109
Upper Middle Quartile	85	80	76	83	84	86	103
Upper Quartile	85	89	79	78	89	86	73

Proportion of males in each quartile

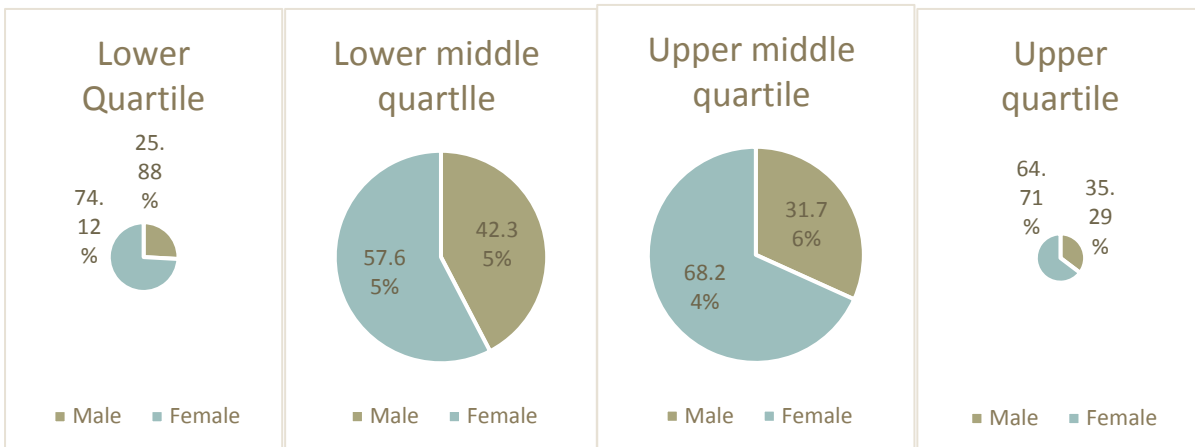
	2023	2022	2021	2020	2019	2018	2017
Lower Quartile	22 25.88%	20 25.32%	17 24.29%	42 32.81%	18 25.35%	13 18.84%	14 22.95%
Lower Middle Quartile	36 42.35%	41 45.56%	31 37.80%	33 35.87%	42 41.17%	41 40.20%	44 40.37%

Upper Middle Quartile	27 31.76%	25 31.25%	31 40.79%	31 37.5%	27 32.14%	29 33.72%	37 35.92%
Upper Quartile	30 35.29%	37 41.57%	32 40.51%	33 42.31%	43 48.31%	43 50%	37 50.68%

Proportion of females in each quartile

	2023	2022	2021	2020	2019	2018	2017
Lower Quartile	63 74.12%	59 74.68%	53 75.71%	86 67.19%	53 74.65%	56 81.16%	47 77.05%
Lower Middle Quartile	49 57.65%	49 54.44%	51 62.20%	59 64.13%	60 58.82%	61 59.80%	65 59.63%
Upper Middle Quartile	58 68.24%	55 68.75%	45 59.21%	52 62.65%	57 67.86%	57 66.28%	66 64.08%
Upper Quartile	55 64.71%	52 58.43%	47 59.49%	45 57.69%	46 51.69%	43 50%	36 49.32%

By pay quartile for employees of Tamworth Borough Council



The above charts shows Tamworth Borough Council's workforce divided into four equal-sized groups based on hourly pay rates, the lowest paid 25% of employees (the lower quartile) rising to the highest paid 25% (the upper quartile).

Within the Council, 74.12% of the employees in the lower quartile are women and 25.88% are men. A disproportionate number of women are within this quartile, which is known as occupational segregation, where more women than men are concentrated in certain occupations. Historical societal factors, such as gender stereotypes, affect career choices. In TBC's case roles such as Cleaners and Customer Service Assistants are the lowest pay grade within the Council and are still predominantly female.

Bonus Pay Gap

Tamworth Borough Council does not pay bonus payments to employees in line with the criteria within the scope of the data requirements and therefore we are unable to report on this element.

How does Tamworth Borough Council's gender pay gap compare with that of other organisations?

The Office of National Statistics (ONS) reports the median pay gap for 2022 was 8.2%.

The Annual Survey of hours and earnings, April 2002, reports within the public sector, it was 11.2%, private sector it was 13.8% and non-profit bodies it was 12.6%

The mean was reported as 4.1% in local authorities and for local authorities in the West Midlands area, it was 5.2%.

What are the underlying causes of Tamworth Borough Council's gender pay gap?

Incremental progress has been made since 2017 when we were first required to report on the gender pay gap.

Under employment legislation, men and women must receive equal pay for:

- The same or broadly similar work;
- Work related as equivalent under a job evaluation scheme; or
- Work of equal value.

Tamworth Borough Council is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women choose to apply for within the organisation and the salaries that these roles attract.

Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front line roles at the lower end of the organisation. Women are more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part time basis are relatively low paid.

The pay award effective from 1 April 2022 has favourably impacted on this year's gender pay gap. All employees received a lump sum payment of £1,925 (FTE), which amounted to a pay award ranging from 10% for those occupying the lowest graded roles, to 1.0% for the highest graded role. As females occupy more roles in the lowest quartile, their salaries increased more percentage wise, thus reducing the median gender pay gap.

What is Tamworth Borough doing to address its gender pay gap?

Tamworth Borough Council is an inclusive and fair employer, committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, job roles are evaluated to determine pay grades irrespective of the post holder's gender.

To date, Tamworth Borough Council has taken steps to promote gender diversity in all areas of its workforce. The Council has considered all aspects of the employee life cycle; attraction, recruitment, on boarding, development, retention and separation, including the following:

- All vacancies are eligible for part time and full time staff.
- Recruitment is standardised with a structured interview and often with tasks to reduce bias.
- Recruitment adverts ensure inclusivity and are not gender biased.
- Our SMART Working strategy continues to assist to attract and develop the best talent.
- Applicants are shortlisted with their personal details anonymised.
- Governance is in place to ensure starting salaries above the minimum spinal column point for the grade are fair and equitable.
- All job roles are evaluated via nationally recognised mechanisms.
- The executive levels of the organisation are appointed to spot a salary which limits the opportunity to negotiate and thus removes bias.
- Leave policies promoting flexible working; including part time, job share, flexible start and finish times for all staff and new entrants.
- TBC supports parents with maternity leave, shared parental leave and adoption leave.
- Male and female employees receive the same enhancements for overtime and allowances.
- Employees with caring responsibilities are supported with carer's leave
- Training and development (including professional qualifications) is available to all staff.
- We will continue to encourage and monitor the take up of mandatory Diversity and Inclusion training to further minimise discrimination.
- We will provide a leadership and management development programme to establish a talent pipeline for leaders and managers of the future.
- Performance is not linked to pay awards. Research has proven men are more successful at negotiating higher performance ratings.
- Exit interviews are carried out and any areas of concern are examined.

Work continues to deliver the actions above.

Future actions

None of these initiatives, will, of itself, remove the gender pay gap – and it may be several years before some have any impact at all. In the meantime, TBC is committed to reporting on an annual basis on what it is doing to resolve the gender pay gap and the progress it is making. Furthermore, TBC policies are community impact assessed to minimise unfavourable treatment on staff. Tamworth Borough Council continues to be committed to report on an annual basis on what it is doing to reduce the gender pay gap will continue to embed equality and diversity within everything we do.

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Tuesday, 19 March 2024

Report of the Leader of the Council, Finance and Governance

Tamworth Borough Council Front Desk Service

Exempt Information

Not applicable

1. Purpose

This report provides an overview of current service provision and outlines several options for future consideration of the council's customer service offer for Tamworth residents. The report also provides an update on work completed to date as well as an update regarding disposal and future utilisation of Marmion House.

2. Recommendations

Council is asked to approve the following recommendations:

1. Officers to explore options for a town centre location and delivery model to provide long term face to face customer services for Tamworth Borough Council, supporting the strategy to dispose of Marmion House.
2. Face to face customer services will continue to be provided through Tamworth Information Centre at the Assembly Rooms whilst options for the future location and delivery model are identified and evaluated.
3. Front desk services at Marmion House will remain closed.

3. Executive Summary

3.1 Customer Service Offer

Since September 2021, the Tamworth Information Centre at the Assembly Rooms has provided face to face customer services for Tamworth residents for all enquiries relating to council services. It is open 6 days per week (more days than the pre 2020 reception at Marmion House). Officers continue to offer the same service as the customer service team did previously in Marmion House, assisting with enquiries and making appointments where appropriate. Where immediate answers are not able to be given an appointment is made with an officer or the customer is signposted to the correct service (either internally or one of our partners). Where confidential matters are to be discussed private meetings can be arranged.

The customer experience team has worked hard to evolve against a demanding backdrop of technological advancements and changes in customer behaviour regarding preferred access to service. The team continue to provide vital services to residents from within Tamworth borough with emphasis and priority given to those most vulnerable through the continuation of face-to-face services accessed via the Tamworth Information Centre (TIC) situated at Tamworth Assembly Rooms. In addition, services continue to be delivered across a range of channels including telephone, email, webchat, portals, and face to face. Specific services (including council tax advice and support, welfare benefit advice, housing and tenancy services) are also delivered on a face-to-face basis across the borough including in vulnerable residents' homes and community locations. As the management of financial resources continue to be scrutinised it is imperative that appropriate strategies are adopted to ensure a fit for purpose service is delivered.

Demand and access channels continue to be robustly monitored, monthly data from April 2023 can be found in appendix 2 table 1. This demonstrates that service users have embraced new ways of contacting us. Accordingly, the Council now can take greater advantage of technology and modern communication methods available to further enhance access to services. As the digital offer continues to be developed, contact via web chat, emails, and portal enquiries continues to increase, even during operational hours when call handlers and face-to-face services are available. Customer demand is monitored across these channels

showing very low demand for face-to-face provision, with approximately 6 customer interactions per week at Tamworth Information Centre as show in appendix 2 table 2.

A more in-depth breakdown of enquiry type for face-to-face services since July 2023 has been captured from our current front facing service at the Tamworth Information centre (TIC). This is shown in appendix 2 table 3.

The council has also made use of a range of insight including the 2022 and 2023 resident surveys, learning from pop up engagement sessions and the use of household characteristics data at ward level, which has further helped to inform the four options to be considered.

To date there are no recorded complaints or service requests that been received around the lack of a return of the front door at Marmion House.

Whilst ongoing discussions to progress the disposal and re-development of the Marmion House site are held, and to work more efficiently, continued use of the alternative front desk location at the Assembly rooms has been necessary and remains as a venue able to deliver face to face customer service in the future.

3.2 Disposal of Marmion House

At the Cabinet meeting of the 20 October 2022 approval was given for the disposal route and marketing of Marmion House for residential development, and all associated processes. This report was the culmination of work undertaken since early 2021 establishing site feasibility and an understanding of site constraints, designed to determine the regeneration potential of the site.

As part of this process Thomas Lister were commissioned to; provide the Council with a disposal strategy which identified the complexities of the disposal with specialist telecoms advice, undertake soft market testing, create a development prospectus, proactively market the site, negotiate with interested parties and complete legal disposal of the site.

To support the preparation of a marketing brochure, soft market testing was undertaken with parties who had previously shown interest in the site, alongside any other developers who it was considered might be likely to bid on the site. The purpose of this was to test developer appetite. A marketing brochure has been drafted, setting out the particulars of the sale and providing detail on the development opportunity and an indicative timescale for receiving expressions of interest for the site.

To further support the marketing brochure specialist telecommunications advice and legal advice were commissioned and Blacks Solicitors and Amsey were appointed who are telecommunications experts. There are two telecommunication masts situated on the roof with a 20-year lease expiring at the end of 2029. For any developer wanting to redevelop the Marmion House, the Telecoms masts represent a significant constraint to demolition, and it would be necessary to remove the operators.

The specialist advice received reflects a complex picture of how, who and when vacant possession can be achieved. The strategy for dealing with the masts is integral to the disposal strategy overall.

To date the marketing prospectus has not been completed due to the complexity of the situation. It has transpired that determining a disposal strategy for Marmion House has not just been about the site constraints that need to be overcome, notably the telecoms masts.

The disposal strategy is also reliant on an understanding of where the Council would relocate its offices to. Relocation timescales impact upon which disposal strategy supports the Council's ambitions the most. At the point that Cabinet made decisions in October 2022 on moving ahead with a disposal strategy there was a clear direction of travel. A new Tamworth Borough Council office would be built as part of the Levelling Up Fund (Round 2) and the Council were awaiting the outcome of the process. Unfortunately, the Council were unsuccessful, and following this announcement the landscape changed in relation to a new build and proposals to deliver on North Gungate were paused to allow for other options to be explored. Without an understanding of the where and when relation would take place work on the disposal strategy was paused to allow discussions continue.

In the meantime, development viability specialists Aspinall Verdi were instructed to prepare a cost analysis around three options focussing on 1) the retention of Marmion House (do nothing option) 2) a hybrid approach on the Marmion House site whereby floors 0-2 are retained and the tower removed and 3) a new build (located somewhere on Borough Council land).

The cost analysis focusses on physical condition costs, operational costs and build costs, to determine if one particular option, when viewed over a 30-year timescale, represents value for money over the others.

In terms of the next steps further work is required to determine the exact needs of the Borough Council in terms of floorspace. There is also a need to revisit potential relocation options, whether these are new build or refurbishment within the town. These two parameters will support ongoing work to determine a disposal strategy.

3.3 Utilisation of Marmion House

Various options for rationalising the space used in Marmion House have been considered with the view that these would reduce the overall operating costs of the building. The costed options considered are set out in the report at appendix 4. The report concludes that the options for revenue cost reduction are somewhat limited and for the option that includes relocation to the ground floor requires a degree of capital investment to address infrastructure and minimal refurbishment and reconfiguration. It should be concluded that the most cost-effective option overall is to simply take the currently unused floors (3,4 & 5) out of use and benefit from not having to heat, light and clean the empty spaces. It should be noted that the savings that have been identified are largely in relation to utilities and cleaning, both of which will be affected by external factors. There will also be costs associated with minor refurbishment and ongoing operating costs associated with reopening Marmion House to customers; these will impact on the identified savings.

3.4 Public Petition and Councillor Feedback





























Further to a petition being submitted in August 2023, requesting the return of a fully functioning front desk for Tamworth Borough Council, this report presents several options for consideration, acknowledging the changing landscape and the potential benefits of providing a diversified service approach.

In providing proposals, concerns raised by elected members when the petition was presented have been taken into consideration. These ranged from the need to restore public confidence, for TBC to be visible, the perceived feeling of customers not being listened to, moving the front desk to assembly rooms not being a long-term solution, the uncertainty over the front door being right place for supporting the most vulnerable and a lack of privacy at the current front desk at the assembly rooms.

4.0 Options for consideration

4.1 Option Summary

The table below is a summary of the four options detailed in this section considered against 7 key factors. It provides weighted results for each option, where a full green circle represents a positive conclusion and a blank circle depicting an unfavourable conclusion.

	1 - As is	2 - New venue	3 - Community hubs	4 - Marmion house
Customer experience	 Feedback is largely positive. All enquiries handled. Welcoming building	 Experience is venue & demand dependant - ability to create welcoming environment	 New concept - would likely require further adaptation. Venue dependant	 Out of use for 4 years - Area run down and not as welcoming.
Privacy	 Open front desk - appointments/other rooms can be available at times	 Set up with separate area to provide higher level of privacy	 Privacy level dependant on the locations provided	 Set up with separate area to provide higher level of privacy
Reputation	 General perception area not fit for purpose although feedback largely positive	 A perception this is required based on petition - will be dependant on venue & set up	 Goes some way in resolving perception issues although not as high profile	 A perception this is required based on petition
Enquiry handling time	 Is dependant on volume and type of demand	 Is dependant on volume and type of demand	 Dependant on frequency of hub and nature of enquiry handling time may increase	 Is dependant on volume and type of demand
Readiness	 Continue with operation as is	 Significant work to secure location, staff, infrastructure and other associated set up requirements	 Requires new staff although smaller number and agreements with multiple venues.	 Requires infrastructure improvements and additional staff training and recruitment
Staff cost	 Budget & staff in place	 Requires new budget and staff	 Requires less additional budget & new staff	 Requires additional budget & staff
Other costs	 No further costs required	 New venue and infrastructure costs	 Venue hire and equipment costs	 Refurbishment, infrastructure and equipment costs

Following consideration, it can be seen the recommendations of this report are supported in that options for a new delivery model and location should be explored, however in the meantime the current location and service delivery should continue as is.

4.2 Option 1 - continuation of existing face-to-face customer service at the TIC at Tamworth Assembly rooms

This service has operated successfully since September 2021 providing a full range of customer services between 10.00am to 4.00pm Monday to Saturday. As with other access channels, there are peaks in demand when specific activity takes place for example council tax bill drop in March.

Benefits	Risks
Provides a face for Tamworth Borough Council in a town centre location	Customers perceive that there is a lack of privacy at Tamworth Assembly Rooms. However, enquiries of this nature will always result in a private appointment being made for an alternative venue including for example, the customer's home
Established ways of working are embedded and improvements continue to be made	First contact resolution is not always possible due to complexity of enquiries.
No additional budget requirements for staffing	The removal of this option could have a detrimental effect on sales revenue for the Assembly Rooms and Events.
Opportunity to improve and promote the service further	Negative public perception
Demand for enquiries which would have previously been made at Marmion House reception remain low and therefore cost efficient where co location of service provision exists	
Officers provide cost-effective box-office support, driving income generation for Arts and Events	
Officers provide a Tamworth Information Centre function, providing advice to residents and visitors to Tamworth	
The team handles most enquiries at first point of contact	
The team can signpost most customers, helping vulnerable customers directly and arrange face to face appointments with officers as appropriate	
Continue to open more days than the original reception at Marmion House did, i.e. is now open 6 days including Saturday from 10am-4pm. In addition, the service is open some Sundays and bank holidays depending on activity at Tamworth Assembly Rooms	
This service is seen as a critical support service for Arts and Events in terms of ticket sales	

4.2.1 Cost Implications

As this option is contained within the Medium-Term Financial Strategy there is no requirement for additional budgetary provision.

4.3 Option 2 - delivery of face-to-face provision at an alternative town centre venue

A phased approach to reintroduce in-person services elsewhere. Appendix 3 details employee costs for each delivery model. This is a scalable option, which provides an opportunity to adapt the offer determined by customer demand.

Benefits	Risks
Opportunity to increase customer service provision once an alternative location is secured enabling new customer demand and insight to be captured and understood	Potential change to officer terms and conditions which will have a financial impact and may increase turnover
Team will manage enquiries at first point of contact and signpost where needed	New ways of working will be necessary which will take time to develop and embed
Team will help vulnerable customers directly and arrange face to face appointments with officers as appropriate	Increased resource requirements – location, equipment, people and financial
Increased positive public perception and reputation management	Time taken to train additional officers to a level where agreed levels of service can be delivered
No change to back-office service offer	Increased likelihood that significant waste demand would occur

4.3.1 Cost Implications

- Staffing resource – up to £157,000 per annum dependant on opening hours/days
- Equipment cost – unknown - venue dependent
- Location costs – unknown venue dependent.
- Infrastructure costs – unknown venue dependent

4.4 Option 3 - introduction of community support hubs in addition to existing provision

This would see the creation of a community-based Customer Support Officer co-locate with other services to work across communities. This service would build on the current service provision (appendix 6 outlines where officer outreach and appendix 7 partnership working currently exist) and would be targeted at meeting the needs of the most vulnerable. This will allow officers to build trust through face-to-face interactions, fostering a positive perception of the council by reinforcing credibility in the eyes of the residents.

In addition, this option would work collaboratively across existing partnerships and with other service providers and would see further development of the pop-up engagement sessions. It is suggested that this option could initially be set up as a pilot to measure impact whilst the location of the civic headquarters is agreed. The service would be provided in wards/ venues and locations where demand is greatest, leading to targeted support for our most vulnerable residents.

Benefits	Risks
Localised support where it is most needed, with locations meeting needs of customers.	New ways of working would have to be embedded
Dedicated role(s) with local knowledge and insight	Increased resource requirements – equipment, people and financial
Increased liaison with ward councillors reaching the most vulnerable in a timely manner	Time taken to train additional officers to a level where sufficient level of service can be delivered
Signposting would continue	Budgetary requirement for venue access.
Team will continue to help vulnerable customers directly and arrange face to face appointments with officers as appropriate on request	
Increased public perception and reputation management	
No change to back-office service offer	
Improvement in first contact resolution	

4.4.1 Cost implications

- Additional budget requirements to fund new staffing resource up to £72,000.
- Equipment and venue hire costs unknown circa £5,000 per year.

4.5 Option 4 - reopen the front desk service situated at Marmion House in addition to the TIC service at Tamworth Assembly Rooms:

This would see the existing front desk and reception area at Marmion House reopen, offering a similar level of support as it did prior to its closure due to Covid in 2020. At this time the face-to-face customer service provision was primarily delivered on an appointment only basis, with officers signposting and booking appointments with technical officers as necessary.

Benefits	Risks
The team will manage enquiries at first point of contact and signpost where needed	Doesn't align with the Councils strategy to close and dispose of Marmon House
Team will help vulnerable customers directly and arrange face to face appointments with officers as appropriate	TIC staffing model and duties would have to be reviewed
Some infrastructure in place	Demand for face-to-face enquiries is low – this makes cost per enquiry even higher as no co-location of services would exist as it currently does
Increased positive public perception and reputation management	When a specialist appointment is needed, the resident would be required to return later.
No change to back-office service offer	
Residents already aware of the location	
Town centre location	
Security provision already on site	
Dedicated role(s) with appropriate skills and knowledge	

4.5.1 Cost implications

Additional staff resource required £156,482

Refurbishment & Equipment Costs to make ready for customers £15,000

Infrastructure costs £10,000

5. Resource Implications

Details of the financial and human resource implications are included within the options section of this report.

6. Legal/ Risk Implications

Details of the legal and risk implications are included within the options section of this report.

7. Equalities Implications

The equality implications which arise as a result of this report are considered within the options section with a focus on vulnerable residents.

8. Environmental/ sustainability Implications

There are no direct environmental or sustainability implications as a direct result of this report.

9. Appendices

Appendix 1 – Background Information

Appendix 2 – Customer Data

Appendix 3 – Marmion House Cost Report

Appendix 4 - Delivery Model Employee Costs

Appendix 5 – Customer Mosaic Profiles

Appendix 6 – Face to Face Officer Contact

Appendix 7 – Partnership Service Delivery

Report Author

Zoe Wolicki – Assistant Director People
Nicola Smyth – Head of Customer Experience

Customer Services Background Information

Overview

Over the past 4 years residents have been increasingly accessing services either through the council's website or by telephone. The growing trend is for customers to engage with us digitally, however, work continues to tailor support to our residents needs and where people are unable to access us digitally, they can still do so face to face. The shift to self-service for many has enabled officers to provide support to those who are unable to access us digitally. Our service delivery is varied and agile and enables customers to access us in their preferred way which means we can tailor the support given to our vulnerable residents.

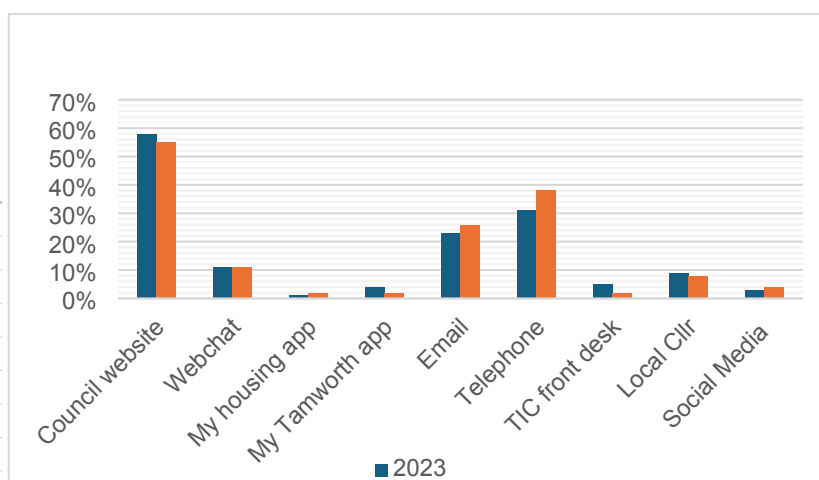
Resident survey

The findings of the resident survey provides useful insight into the value placed on customer services and how residents prefer to contact the council. In 2023 only 14% of respondents indicated that they would choose a non-digital option to contact the council, a slight increase from 10% in 2022. Overall, the data demonstrates that the council website and telephone continue to be the most popular access channels, as detailed in the table below.

**Residents were asked to choose top three contact methods

Residents preferred contact method 2022v2023

	2023	2022
Council website	58%	55%
Webchat	11%	11%
My housing app	1%	2%
My Tamworth app	4%	2%
Email	23%	26%
Telephone	31%	38%
TIC front desk	5%	2%
Local Cllr	9%	8%
Social Media	3%	4%



Customer service surveys

To provide further insight in January/ February 2024 the customer service team have carried out surveys with customers contacting the council to access services. To provide a balanced view, responses were sought through a variety of channels including telephone, digitally via TBC citizen panel and through speaking to customers on a face to face basis at TIC and the post room.

A total of 312 responses were received.

Area	Responses
Face to face	20
Telephone survey	125
Citizen Panel	167

The citizen panel had the highest survey return with 27% of all panel participants completing a survey. Whilst the demand for a new front door is highest from the citizen panel (22.8%) these are residents that very rarely (61%) or never (15%) contact the council with an enquiry and their predominant channel used when contact is made is email (45%), telephone (38%) with face to face the least preferred at 4.8%.

Unsurprisingly those that contacted us via telephone and completed the survey generally contact us by this method (97%), however 38.8% also contact us using digital methods and 0.8% via our face-to-face offer. The survey highlighted an interesting shift when asked about channel preference; 53% would prefer to access us digitally and 75% would choose telephone. This alongside the comments received provides a clear indication that harnessing digital improvements would provide the greatest impact to customers.

The highest reason for contact made by the citizen panel participants relates to waste and recycling suggesting that reporting issues and requesting information should be an area of focus working with Lichfield DC.

The highest contact type made by the telephone survey respondents was for queries relating to council tax. A focus on digital improvements in this area would therefore be beneficial.

Face to face survey respondents highlighted that of those participating 50% prefer the same channel whilst 40% would prefer to contact via the telephone. Feedback provided highlighted hesitancy using digital channels. The highest enquiry type of respondents (45%) was housing solutions. Similarly housing enquiries account for 27% of all enquiries made at the TIC – the highest enquiry type.

Further detail can be seen in the tables below

Customer service - front door - Citizen Panel						
How would you prefer to get in touch with Tamworth Borough Council?		Citizen Panel	Face 2 Face	Telephone		
Answer Choice	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
1 Email	44.9%	75	5.0%	1	12.9%	16
2 Telephone	38.3%	64	40.0%	8	75.0%	93
3 My Tamworth portal or My Housing portal	7.2%	12	0.0%	0	11.3%	14
4 Online forms/website	25.1%	42	0.0%	0	16.9%	21
5 Webchat	11.4%	19	0.0%	0	12.1%	15
6 Go to the Tamworth Information Centre at the Assembly rooms	6.0%	10	50.0%	10	0.0%	0
7 Face to face at a new front desk	22.8%	38	0.0%	0	0.8%	1
8 Social Media	3.6%	6	0.0%	0	0.8%	1
9 I generally don't need to	4.2%	7	30.0%	6	8.1%	10
10 Other (please specify):	3.0%	5	0.0%	0	0.0%	0

Thinking generally, how do you normally get in touch with Tamworth Borough Council - Customer Services? Tick all that apply					
		Citizen Panel		Telephone	
Answer Choice		Response Percent	Response Total	Response Percent	Response Total
1	Email	45.5%	76	14.5%	18
2	Telephone	38.9%	65	92.7%	115
3	My Tamworth portal	5.4%	9	7.3%	9
4	Online forms/website	25.1%	42	10.5%	13
5	Webchat	6.6%	11	6.5%	8
6	Go to the Tamworth Information Centre at the Assembly rooms	4.8%	8	0.8%	1
7	Social Media	6.0%	10	0.8%	1
8	I generally don't need to	14.4%	24	3.2%	4
		<i>answered</i>	167		124

How often do you contact the council with enquiries?						
		Citizen Panel		Face 2 Face		Telephone
Answer Choice		Response Percent	Response Total	Response Percent	Response Total	Response Total
1	Often – more than once a week	0.0%	0	10.0%	2	11
2	It varies	21.6%	36	50.0%	10	34
3	Once a month	2.4%	4	5.0%	1	13
4	Very rarely – once a year	61.1%	102	30.0%	6	56
5	Never	15.0%	25	5.0%	1	10

What do you usually contact us about? Tick all that apply.							
		Citizen Panel		Face 2 Face		Telephone	
Answer Choice		Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
1	Benefits	4.2%	7	20.0%	4	11.5%	14
2	Business rates	1.8%	3	0.0%	0	0.0%	0
3	Complaints/compliments and comments	15.8%	26	0.0%	0	4.1%	5
4	Council housing issues	6.7%	11	45.0%	9	12.3%	15
5	Council housing repairs	11.5%	19	5.0%	1	10.7%	13
6	Council Tax	11.5%	19	15.0%	3	53.3%	65
7	Events/Art information	10.9%	18	0.0%	0	0.8%	1
8	Events/shows/castle - booking tickets	12.1%	20	0.0%	0	0.8%	1
9	Licencing	2.4%	4	5.0%	1	0.8%	1
10	Planning matters	9.7%	16	0.0%	0	0.8%	1
11	Reporting overflowing bins/trees/other issues with the environment	25.5%	42	0.0%	0	7.4%	9
12	Transport - car parking, permits and blue badges	7.9%	13	0.0%	0	2.5%	3
13	Waste and recycling	36.4%	60	0.0%	0	10.7%	13
14	Reporting any other issue	14.5%	24	0.0%	0	2.5%	3
15	I haven't contacted the council	13.9%	23	0.0%	0	1.6%	2
16	Other (please specify):	4.8%	8	30.0%	6	22.1%	27
		<i>answered</i>	165		20		122
		<i>skipped</i>	2		0		3

Our citizens panel clearly have a preference for self-serve contact demonstrated by the table below;

	*Citizen panel	*Telephone survey	Actual contact centre
Self serve contact	60%	29%	33%
Supported contact	30%	69%	67%
* those that stated they do not contact are not included			

Pop up engagement sessions

Over a period of 3 months, a programme of face-to-face pop-up sessions were piloted with borough wide promotion. Sessions were focussed on departments based on perceived customer demand; all sessions had representation from customer services for general enquiries.

The sessions were however very poorly attended despite officers actively encouraging engagement from outside the Town Hall on the day as well as a pre-advertised social media campaign. Feedback from Officers and residents highlighted.

- Where we fail to resolve enquiries at the first point of contact or provide timely follow-ups to residents, this naturally creates further demand – the expectation is that by presenting in person the enquiry will be resolved, which is not always the case.
- Of those surveyed at the pop-up sessions 43% do not normally contact the council, 43% currently contact via telephone and 14% make use of the face-to-face service at the TIC.
- Preferred methods to contact were 50% telephone and 50% face to face.

Given low survey completion rates it is not possible to draw any strong conclusions or recommendations from this data as it would be deemed not to be representative. A summary of the pop-up sessions is detailed in the table below.

Session type	Date	Number of Residents Attending
Repairs and Customer Services	22 August 2023	4
Community Safety /PSCO's	19 September 2023	44
Resident Survey engagement session	10 October 2023	25
Housing Solutions	24 October 2023	2
Environmental Health	7 November 2023	3
Economic Development and Regeneration Service	21 November 2023	5
Council Tax and Benefits	5 December 2023	3

Tamworth Mosaic profiles (understanding the characteristics of households within the borough)

A report commissioned through Experian using census and national data, allowed us to gain better understanding of our population and key characteristics, with a focus on digital confidence. Detailing household types in Tamworth, the report identifies which households are digitally savvy, which were most likely to shift to online services with guidance and those that would struggle. Data shows the greatest prevalence in Belgrave, Amington, Spital, Mercian and Bolehall wards across house types of vintage value, senior security and modest traditions not being digitally savvy. Equally Belgrave, Amington, Spital, Mercian and Bolehall for senior security and vintage value and Trinity and Wilnecote for prestige positions would be most receptive to being shown how to use technology.

Using this data to drill down to a ward level allows us to map where customer service face to face provision would offer the greatest opportunity for the most impact. Further detail can be found in appendix 5.

Wider face to face provision and outreach

Across the council, officers have regular face to face contact with residents in a variety of locations which demonstrates our continued commitment to supporting communities in a tailored manner, full details of this contact can be found at appendix 6. Service areas regularly work collaboratively with

each other to provide the most appropriate level of support. Recent examples include Tenancy Support Officers out in the community arranging food vouchers digitally via customer services.

Equally, the importance of the council working together with statutory and voluntary agencies is recognised, with partnership working becoming an increasingly central part of how we deliver services, especially to those most vulnerable. Appendix 7 outlines the breadth of organisations covering commissioned contracted services, Grant Funding support and In-kind (officer time) support.

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Table 1 – Breakdown of contact channels

	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24
Contact (total phones, webchat & enquires)	11,020	8,807	9,108	8,149	7658	6,540	6,298	6,210	5,096	7,792
Phones	5,893	5,723	6,016	5,863	5,662	4,723	4,803	4,294	3,264	4,925
	53.5%	65.0%	66.1%	71.9%	73.9%	72.2%	76.3%	69.1%	64.1%	63.2%
Email	3,564	1,407	1,743	1,031	799	777	635	878	1,381	1,242
	32.3%	16.0%	19.1%	12.7%	10.4%	11.9%	10.1%	14.1%	27.1%	15.9%
Portal	151	213	277	223	276	346	114	442	50	350
	1.4%	2.4%	3.0%	2.7%	3.6%	5.3%	1.8%	7.1%	1.0%	4.5%
Webchat	594	546	577	657	581	559	589	465	351	669
	5.4%	6.2%	6.3%	8.1%	7.6%	8.5%	9.4%	7.5%	6.9%	8.6%
Indexing	790	882	475	335	322	108	95	92	32	575
	7.2%	10.0%	5.2%	4.1%	4.2%	1.7%	1.5%	1.5%	0.6%	7.4%
F2F	28	36	49	40	18	27	62	39	18	31
	0.3%	0.4%	0.5%	0.5%	0.2%	0.4%	1.0%	0.6%	0.4%	0.4%

Table 2
TIC face to face contact figures compared to all contact types since April 2023

Enquiry Type	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	TOTAL
Total all channels	11,020	8,807	9,108	8,149	7,658	6,540	6,298	6,210	5,096	7,792	76,678
Face to Face	28	36	49	40	18	27	62	39	18	31	348
% Face to Face	0.3%	0.4%	0.5%	0.5%	0.2%	0.4%	1.0%	0.6%	0.4%	0.4%	0.5%

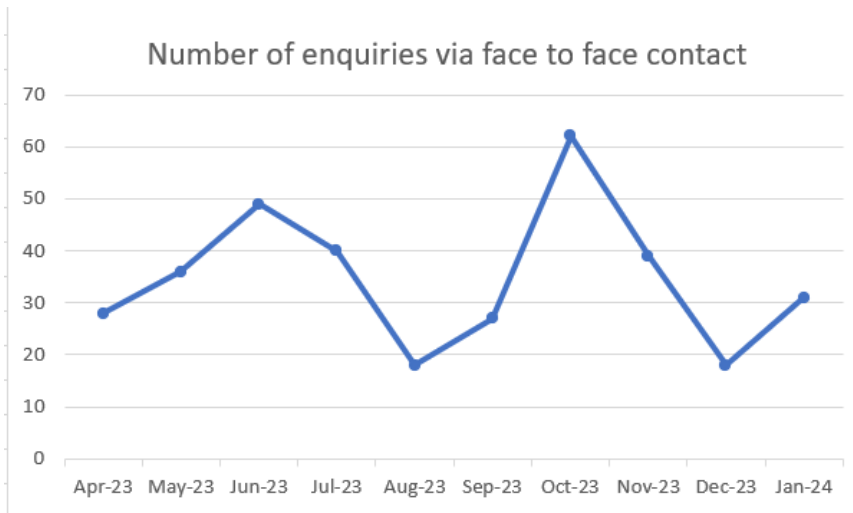
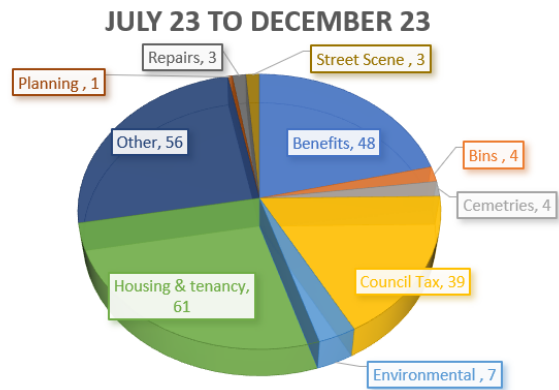


Table 3

Face to Face Enquiry type	July 23 to December 23	% July 23 to December 23
Benefits	48	21%
Bins	4	2%
Cemetries	4	2%
Council Tax	39	17%
Environmental	7	3%
Housing & tenancy	61	27%
Other	56	25%
Planning	1	0%
Repairs	3	1%
Street Scene	3	1%
Total	226	100%



Delivery model employee costs

	Option 2.1 Mon to Fri Full opening 9.00 - 5.00 New venue		Option 2.2 Mon/Wed/Fri Reduced opening days 9.00-5.00 New venue		Option 2.3 Mon to Fri Reduced opening hrs 10.00 - 2.00 New venue		Option 2.4 Mon to Fri Appointment Only -9.00 - 12.00 & 1.00 - 4.30 New venue		Option 2.5 Mon to Sat 10.00 - 4.00 New venue		Option 3 Mon to Fri - 37 hours per week provision Community hubs		Option 4 Mon to Fri Full opening 9.00 - 5.00 Return to Marmion House	
	FTE		FTE		FTE		FTE		FTE		FTE		FTE	
Opening hours per week (inc set up/down)	42.5	1.1	25.5	0.7	22.5	0.6	35	0.9	38.5	1.0	37	1.0	42.5	1.1
CSO	£ 80,118	2	£ 48,071	2	£ 42,416	2	£ 65,980	2	£ 72,578	2	£ 52,313	1.5	£ 80,118	2
CSA	£ 34,473	1	£ 20,684	1	£ 18,251	1	£ 28,390	1	£ 31,229	1	£ 15,006	0.5	£ 34,473	1
1 x Security 50%	£ 18,113	1	£ 10,868	1	£ 9,589	1	£ 14,917	1	£ 16,408	1	£ 3,942	0.25	£ 18,113	1
1 x Senior 50%	£ 23,777	1	£ 14,266	1	£ 12,588	1	£ -	0	£ -	0	£ -	0	£ 23,777	1
Total	£ 156,482		£ 93,889		£ 82,843		£ 109,286		£ 120,215		£ 71,261		£ 156,482	
enquiries F2F per week	Cost per enquiry		Cost per enquiry		Cost per enquiry		Cost per enquiry		Cost per enquiry		Cost per enquiry		Cost per enquiry	
	P/Hr		P/Hr		P/Hr		P/Hr		P/Hr		P/Hr		P/Hr	
25	£ 120.05	1	£ 72.03	1	£ 63.55	1	£ 83.84	1	£ 92.22	1	£ 54.67	1	£ 120.05	1
50	£ 60.02	1	£ 36.01	2	£ 31.78	2	£ 41.92	1	£ 46.11	1	£ 27.33	1	£ 60.02	1
100	£ 30.01	2	£ 18.01	4	£ 15.89	4	£ 20.96	3	£ 23.06	3	£ 13.67	3	£ 30.01	2
200	£ 15.01	5	£ 9.00	8	£ 7.94	9	£ 10.48	6	£ 11.53	5	£ 6.83	5	£ 15.01	5

Option 2: Delivery of face-to-face provision at an alternative town centre venue in addition to existing provision:

2.1: Full opening - Monday to Friday - 9.00 - 5.00 – greatest face-to-face contact/ greatest cost – as demand is unknown this is the least favourable option – current TIC stats suggest that face-to-face support provided over the past 18 months is low, averaging 6 enquiries per week. Infrastructure costs could be costly depending on location.

2.2: Full opening reduced days – Monday, Wednesday & Friday 9.00-5.00

Encourages customers to visit at specific times and less downtime. Could be introduced over two days and increased where demand dictates.

2.3: Reduced opening times/days - Monday to Friday - 10.00 - 2.00 Encourages customers to visit at specific times and less downtime. Most cost-effective option but the least face to face contact.

2.4: Appointment Only - Monday to Friday - 9.00 - 12.00 & 1.00 - 4.30 - Extension of current provision and perhaps the best solution as a stepped approach – easier to expand on from existing set up. Allows for securing the most appropriately trained team members, which match the type of support required based on appointment type made. Allows teams to work a split day face 2 face and on phone in venue. Encourages customers to visit at specific times and less downtime. Provides flexibility during morning and the afternoon periods over several days.

2.5 Monday to Saturday – 10am to 4.00pm. Opening as per current provision through the TIC.

Option 3: Community based drop in hubs

Encourages customers to visit at specific locations and provides assurances support is there if needed particularly for those with greater need/vulnerabilities. It can be aligned to the findings of the mosaic report around those requiring support with digital. Careful consideration of location and cost of access to location, balanced with ease of access for

customers. The ability to support fully where access to the council network is limited will restrict the level of support that can be offered.

Option 4:

Reopen the front desk service situated at Marmion House in addition to the TIC service at Tamworth Assembly Rooms:

This option would require a similar level of staff resource and therefore cost as with option 2 up to the value of £156,482. Variations on this option could be considered, as with option 2 with a new venue.

Whilst for some there is familiarity with the location, for customers the offer would be no different given the ways of working. Appointments would continue to be offered as they were pre covid.

Additional costs would also be incurred as the space requires some work prior to being suitable for the public to visit.

Marmion House Options Appraisal - Updated Costs

Purpose of Report

This report provides an update on the potential cost implication of reconfiguring and remaining in Marmion House at the point of post implementation of the SMART Working arrangements. The report sets out potential cost savings that could be achieved through occupying the building in a different way, the report also sets out the estimated capital investment requirements to deliver working from the ground floor.

Assumptions

The following assumptions have been used in arriving at the costs contained within this report.

- Any reconfiguration and changes to occupation will be a temporary arrangement.
- No allowances have been made for the long-term capital investment requirements identified from the Condition Survey.
- Costs are still to be fully market tested through an external contractor
- Costs are based on current rates which are subject to fluctuation
- Elements such as storage requirements and access to special equipment will be outside of the reconfiguration
- Energy costs remain static
- No costs have been included for redundancy of staff associated with the building
- The variable costs on a per floor basis are circa. £47,000 per annum
- ICT server room equates to 60% of the overall electricity consumption.
- Utilities costs excluding ICT Server Room equate to £4871 per floor per annum (adjustment made for inability to turn heating off completely)
- Cleaning costs equate to £9,167 per floor per annum

Current operating Costs

The current operating costs have been taken from the annual budget book. There is no longer an income stream from floors four and five. These costs are based on actual figures at the end of the 2022/23 financial year; figures for the 2023/24 financial year will be available in April 2024. It is however anticipated that there will be increases across all key operational costs due to the cost of energy supplies and wage increases.

The variable costs are circa. £426,000 per annum, these exclude costs that would not be impacted by the level and method of occupying the building.

No provision had been made for reduction in NNDR as this is for a limited period only and would most likely be applied for once the building was due to be vacated.

Options Considered

1. Do nothing, continue to occupy floors 1, 6, 7 & 8 as we do now with no changes to the building. There would be no notable savings from this option but there would be no capital investment requirement to achieve this outcome. It may be possible to make some savings in staff costs due to the reduced requirement to clean the building. There would be limited savings coming from utilities, achieved by turning off radiators and all lighting in those areas that are not occupied.

Capital Investment Requirement

Nil

Potential Revenue Savings

Utilities - £11.6k per annum

Cleaning - £36k per annum (unlikely to be realised due to numbers)

Waste collection £5k per annum

TOTAL - £52.6k per annum

2. Reconfigure Ground floor for occupation, retain first floor for ICT, storage and HR related rooms (First Aid, prayer room), with space on second floor being used by the Elections Team during election periods. This would be a 'light-touch' refurbishment and is likely to be seen as being a downgrade in standards from floors six and seven. Elements such as lighting are likely to be raised as an issue by staff. The key saving from this option would come from turning off the heating to the building and only heating the ground floor space. No provision has been made for upgrading lighting which may present itself as an issue once the area becomes operational.

Capital Investment Requirement.

Reconfiguration Costs - £99k [£90k]

ICT/Power - £44k [£40k]

Removals - £16 [£15k]

TOTAL - £158k [£145k]

The figures in brackets are taken from a previous report. The revised figures reflect Building Cost Indices inflation.

Potential Revenue Savings

Utilities - £22.8k

Cleaning - £64k (unlikely to be realised due to numbers)

Waste Collection - £5k

TOTAL - £91.8k per annum

3. Occupy floors One, Seven and Eight without any reconfiguration. By taking occupation levels back to pre-Covid standards it should be possible to achieve levels of occupation similar to that which could be achieved on the Ground Floor. Floor one would continue to house ICT. There is also the potential to use Floor six for storage and for the HR Rooms (First Aid, Prayer). The Executive Team could continue to use the space available on floor eight avoiding the need to create new office space. Floor Seven has been refurbished, has good welfare facilities, is in reasonably good condition, if fully

wired for IT and has energy efficient lighting that has been proven to be suitable for DSE requirements. The large open plan office space on the eighth floor could be used by the Elections Team.

Capital Investment Requirement

Nil

Potential Revenue Savings

Utilities - £14.4k

Cleaning - £45k (unlikely to be realised due to numbers)

Waste collection - £5k

TOTAL - £64.4k per annum

Risks

The cost savings above are based on estimates only and actual costs may vary considerably once tested. Utility costs will be variable based on unit prices and weather conditions so actual spend and savings will need to be tested.

Cost savings around cleaning staff will need to be properly tested as reducing numbers too far may impact on the ability to service the building. No costs have been allowed for in relation to redundancy payments.

Impact of inflation

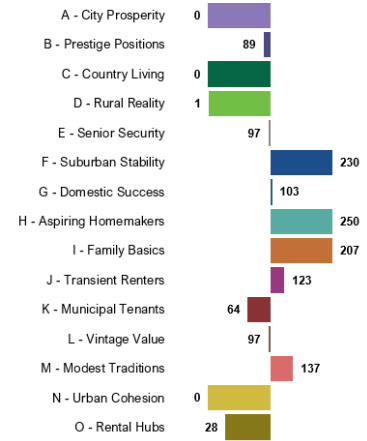
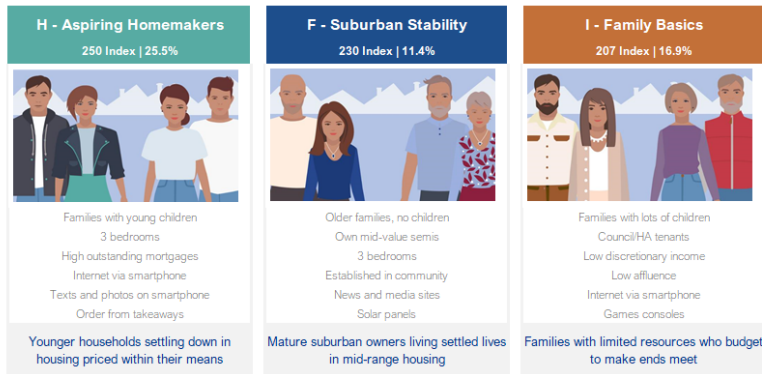
Operating costs and the associated savings are based on actual figures produced at the end of the 2022/23 financial year. The actual figures for the 2023/24 financial year will be available in April 2024. It is anticipated that there will have been an inflationary increase on operating costs due to fuel and salaries; there will be a corresponding increase in the savings associated with these.

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Tamworth Mosaic Profile - Digital report

Mosaic Group Profile - Tamworth LA compared to UK Households

Mosaic Groups H, F, I have the highest proportion compared to UK Households and make up 53.8% of the Tamworth LA audience



Mosaic Group Profile by Index Rank

Tamworth LA compared to UK Households

Rank	Code	Name	Index	%	Population	152	153	154	155	156	157	158
1	H	Aspiring Homemakers	250	25.5	8,516							250
2	F	Suburban Stability	230	11.4	3,815							230
3	I	Family Basics	207	16.9	5,647							207
4	M	Modest Traditions	137	5.6	1,877							137
5	J	Transient Renters	123	6.7	2,225							123
6	G	Domestic Success	103	8.5	2,854							103
7	E	Senior Security	97	7.2	2,410					97		
8	L	Vintage Value	97	6.1	2,029					97		
9	B	Prestige Positions	89	5.8	1,955					89		
10	K	Municipal Tenants	64	4.0	1,350						64	
11	O	Rental Hubs	28	2.2	734						28	
12	D	Rural Reality	1	0.1	25						1	
13	N	Urban Cohesion	0	0.0	6						0	
14	C	Country Living	0	0.0	2						0	
15	A	City Prosperity	0	0.0	0						0	

Digital confidence at a ward level

Group ID	Population	Very internet savvy	Somebody has to show me how to use new technology	Ward prevalence	Not internet savvy at all – more likely to access a front door service	Ward prevalence
H- Aspiring homemaker's	8516	3 rd	14 th		13 th	
F – suburban stability	3815	11 th	8 th		12 th	
I - Family basics	5617	5 th	11 th		6 th	
M - Modest traditions	1877	12 th	7 th		3 rd	Bolehall
J – Transient Renters	2225	2 nd	12 th		10 th	
G – Domestic success	2854	4 th	10 th		15 th	
E - Senior security	2410	15 th	1 st	Belgrave, Amington and Spital	1 st	Belgrave, Amington and Spital
L – Vintage Value	2029	14 th	2 nd	Mercian & Bolehall	2 nd	Mercian & Bolehall
B – Prestige positions	1955	10 th	3 rd	Trinity & Wilnecote	11 th	
K -Municipal tenants	1350	9 th	9 th		5 th	

Data shows the greatest prevalence in Belgrave, Amington, Spital, Mercian and Bolehall wards across house types of Vintage value, Senior Security and Modest Traditions with not being digitally savvy.

Equally Belgrave, Amington, Spital, Mercian and Bolehall for senior security and vintage value and trinity and Wilnecote for prestige positions would be receptive to being shown how to use technology.

Group	Group Portrait	Group Name	One-Line Description	Key Feature 1	Key Feature 2	Key Feature 3	Key Feature 4	Key Feature 5	Key Feature 6
B		Prestige Positions	Established families in large detached homes living upmarket lifestyles	Own large, detached houses	Highly educated	High discretionary income	Garden or allotment	Pay credit cards in full	Breakdown cover
E		Senior Security	Elderly people with assets who are enjoying a comfortable retirement	Retired singles and couples	Pre-war generation	Established in community	Low internet use	Have wills	Solar panels
L		Vintage Value	Elderly people with limited pension income, mostly living alone	Retired singles	Council/HA tenants	No qualifications	Low discretionary income	Low-tech households	Fuel and water poverty
M		Modest Traditions	Mature homeowners of value homes enjoying stable lifestyles	Homeowners	No children	Established in community	Low discretionary income	Watch TV	Solar panels

Appendix 6

Face to face officer contact

Team	Customer Interaction Description	Frequency of contact	Purpose/Intended Outcome	Location
TIC Face to Face	Current face to face for customers who cannot access in other ways	Ad-hoc - few times per week	Front line enquiries, support, and signposting	Assembly Rooms, Corporation Street
Marketing	Occasional stands in Ankerside/town centre handing out promotional leaflets for TBC shows, events, and activities.	Ad-hoc	Raise awareness of shows, events and activities and increase attendance.	Town centre
Human Resources	HR rarely have contact with members of the public face to face. Our face-to-face contact is interviewing applicants. Customer services do the face-to-face ID checks, and we are moving this to the IDVT service in due course which is a portal	Rarely	Normally applicants for jobs	Marmion House
Revenues and Benefits	Ad hoc visits be exception and court attendance	Ad hoc	Benefits will conduct welfare benefits visits, but these are very much by exception. Revenues will conduct certain visits to establish liability e.g. disabled relief, discounts, exemptions. Business Rates will also undertake visits to establish liability and entitlement to reliefs. In addition, there will be interaction with residents at the Magistrates Court in Cannock	Resident or Business address, Cannock Magistrates Court
Housing Solutions Outreach officer	Hybrid/ attends site daily, sweeps of the town and rough sleepers alerts/reports. See's clients daily from her client list and partners in the community	daily/ several times a week	Reduce rough sleeping and sustain tenancies to support vulnerable clients. pls see job profile	Throughout the borough
Housing Solutions Review officer	Undertake Home visits in connection with reviews under S202 of the HA 1996 Part Vi or VII.	ad hoc	To ascertain facts and verify circumstances before making decisions.	Throughout the borough
Housing solutions officer(homeless)	Complete Home visits Temporary accommodation visits whether that be to self-contained Council stock or bed and breakfasts Hospital visits to take applications	weekly	To assist clients under Part VII of the HA act 1996 to enable decisions, verify circumstances Negotiate with excluders, Complete temporary accommodation paperwork/ benefit claims progress personalised housing plans Joint visits with other statutory agencies such as social workers/police	Tamworth and neighbouring areas.

Temporary Accommodation Coordinator	Manages supported accommodation and staff/ schemes and all the Council's self-contained Temporary Accommodation (TA) units, approx. 40 units.	daily	Home visits to TA units for homeless clients' complete benefit claims, managed rent arrears, change of circumstances forms, documentation needed, assist vulnerable co-hort. Hybrid/ Monitor condition of the properties, is needed on site to support staff at Ellerbeck and chestnut etc	Throughout the borough
Supported Housing Officers	Support tenants within the two schemes at Chestnut and Ellerbeck 20 units. Complete tenancy management tasks. Home visits, etc	daily/ site based	To support tenants and check welfare, any safeguarding concerns, Complete health, and safety checks of the properties with manager/ Home visits, telephone calls, site based. Attend Child protection conferences.	Tamworth / chestnut court and Ellerbeck
Housing Options and Lettings Officers	Hybrid/ Attend site to sign up new tenants/ Viewings for prospective tenants, exit inspections for transfer	weekly	To deliver the Councils function in the voids and allocations team of letting Councils properties. Assisting in Discharging statutory housing functions.	Throughout the borough
Housing Solutions Managers	To conduct accompanied visits with staff as and when needed, face to face meetings with statutory/ non stat partners and other LA's. visiting commissioned services/ B&B providers Complex/vulnerable client's evictions/ repairs/ voids	Ad hoc/ weekly	Home/Hybrid to assist staff when needed with as above and to check properties within our stock and to enhance our partnership working.	Tamworth and neighbouring boroughs
Head of Homelessness and Housing Solutions	To attend if needed highly complex clients if managers need assisted visit. face to face meetings with partners such as Charitable sector Heart of Tamworth, commissioned service as and meetings at other LA's. Attend site visits for health and safety checks	ad hoc	To assist the team and managers if needed.	Tamworth and neighbouring areas
Neighbourhood Services	Neighbourhood Services carry out a range of face-to-face visits with its tenants, as this is essential to be able to deliver good quality services to our tenants in-line with social housing regulatory standards and Neighbourhood policies/procedures.	Daily	Rent Arrears Visits, ASB report visits, Sheltered Housing Daily wellbeing visits, tenancy management changes visits, Monthly tenant group meetings, wardens on patrol	Across Tamworth/ Council properties. Tenant Group meetings held at High Rise Social Club
Electoral Services	We carry out a range of face-to-face interactions including nominations, register inspections. inspection of documentary evidence, assistance in completing a range of electoral forms and applications, collection of documents, forms and electoral documents, training for canvass staff and polling station staff, replacement postal votes and	Ad hoc	Receiving and processing nomination forms. Providing support to complete application forms and other electoral documents. Ensuring that the Electoral Register can be view upon request. Processing and viewing of documents to support electoral registration and electoral processes. Ensuring that the registration and electoral	Marmion House and throughout the borough

	provision for other electoral documents		processes is accessible to all by providing support.	
Environmental Health (EH)	Total number of interactions for EH and Licensing Service approximately 300 minimum. 216 food inspections, 7 pollution inspections, 50 licensing interactions, 30 EP interactions	ad hoc	various, regulatory work	out on site
Economic Development and Regeneration	The Economic Development and Regeneration teams meet face to face on an ad-hoc basis with members of the public at events such as consultations and sometimes if working with local businesses	Ad-hoc	For consultation, communication, or business support	Throughout the town

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Organisation name	What does the organisation do?	How does the council interact with the service?	Access
Citizens Advice Mid-Mercia	<p>Citizens Advice Mid Mercia (CAMM) are working together with Tamworth Borough Council (TBC) to assist with the council priorities.</p> <p>The delivery of an inclusive Financial Well-being, Debt and General Advice Service that is accessible to all through flexible methods of service delivery for an improvement in the health and well-being of local people through effective advice.</p>	TBC commission the CAMM service	CAMM offer a combination of channels for clients to access their service. Clients can access the service via telephone advice or through face-to-face pre-booked appointments at Community Together CIC offices, 2 days per week and at an outreach venue at Sacred Heart Church Centre (one day a week).
Community Together CIC	<p>Community Together CIC provide a range of services to the community alongside access to other support services and guidance information. Services include:</p> <ul style="list-style-type: none"> • Community hub in the Castle Grounds • Helping Hands Café • activity sessions • job clubs • walking and cycling groups • befriending service • cooking initiatives • volunteering opportunities • arts and crafts sessions • dementia support • youth activities • coffee mornings and afternoons • singing for fun 	<p>TBC frontline staff can signpost individuals and families into the service.</p> <p>TBC provide grant funding to support the service to offer additional meeting room space for other voluntary groups.</p>	<p>E-mail: ctcicinfo@gmail.com</p> <p>Telephone 01827 59646</p>
Heart of Tamworth	Heart of Tamworth supports people of all ages by providing a range of activities and services from premises in Glascote and Tamworth town centre. Services include community cafe, bereavement support, dementia support, help with addiction, alcohol, drugs and gambling, social and friendship groups.	TBC have supported with a community grant. Frontline officers can signpost clients and members of the public to the services offered by Heart of Tamworth at the Sacred Heart Church and St Johns Church.	<p>Supports & Helps Others - Heart of Tamworth Community Project</p> <p>Heart of Tamworth Sacred Heart House Silver Link Rd Tamworth B77 2EA 01827 769403</p>
Betterway Recovery	<p>Betterway Recovery provide the following addiction support services:</p> <ul style="list-style-type: none"> • Peer mentoring support by people who have been there • Phone Support • Group work looking at the problem and how to get to the solution • Multi-Agency support and introductions to local support groups • Preventative and awareness talks in local schools, colleges and community groups • A safe place to go • A holistic person-centred approach • Volunteer training and opportunities • Outreach work in the community 	<p>Tamworth Borough Council support Betterway Recovery via Locality Deal Funding.</p> <p>TBC staff can signpost individuals to the service.</p> <p>Individuals can also self-refer into the service.</p>	<p>Tamworth Office Hours: Tuesdays, Wednesdays & Fridays: 11am - 3pm and Thursday evenings: 5.00pm - 8.00pm from Community Together CIC offices on Offa House Orchard Street.</p> <p>Telephone helpline 07426 351853 Email: contact@betterwayrecovery.org.uk</p>

Changes	A user led mental health charity providing a recovery and wellbeing service to those in distress. The service is free to access and is not time limited.	TBC have supported through a community grant and also a peppercorn rent on the office space. TBC frontline staff can signpost individuals to the organisation.	yvonnechanges@yahoo.co.uk Tel: 01827 311006
Samaritans	Provide a free telephone helpline for those who are upset, troubled or are feeling suicidal. They also provide outreach to schools and Swinfen prison.	TBC have supported via a grant for the sustainability of a Tamworth branch thus enabling the outreach activity programme	Samaritans Every life lost to suicide is a tragedy Here to listen Free telephone helpline 116 123 The Manor House Lichfield Street Tamworth Staffordshire B79 7QF
Mind	Burton and District Mind provide an out-of-hours 'Crisis Café' for people experiencing mental health distress in and around Tamworth. There is free refreshments, a listening ear and peer support.	TBC staff can signpost individuals to Sacred Heart Church for support. Funded via Midlands Partnership Foundation Trust	Sacred Heart Church Silverlink Road Glascote Heath B77 2EA Wednesday to Friday 4pm -11pm Saturday 9am -5pm Sunday 1pm – 9pm Email: safehaven@burtonmind.co.uk Tel: 01283 566696

UKSPF Funded Projects

Organisation	Project Overview
Community Together CIC	This project will train volunteers to become Community Connectors allowing them to organise and attend community engagement events, assist in enabling and expanding the current successful form filling service to go out and attend house appointments. These events and appointments will be supporting the most vulnerable people who are housebound due to illness or disability and alleviate the financial stress people who are housebound have with everyday living including increased energy costs, food costs, reducing the stress of financial worry.
Heart of Tamworth (HOT)	Community Pantry – Sacred Heart Church A full-time project manager recruited to support the provision of a new facility and development of the current existing service. Heart of Tamworth already operates a community pantry from a shed run by 20 volunteers. It is currently cold and undignified. People use the facility out of desperation and so HOT is building a new shop which is more welcoming to volunteers and visitors. It has been designed to encourage socialising and engagement and provide a wider range of affordable food. A second facility will also be built to provide clothes, children's books (which will help address high levels of poor literacy), educational toys and household items. Volunteers signpost people to other support services as appropriate.
Homestart	Homestart provides emotional and practical support to families with at least one child under the age of five (although they work with the whole family including older siblings) in the family home during times of stress or crisis to prevent family breakdown. Homestart will continue to employ a volunteer manager, who is experienced and qualified as a trainer who will build and recruit new volunteers who are parents themselves, this is an essential part of the Home-Start principle and success because it is through lived experience which is now recognised as best practice in supporting people.
Citizens Advice Mid Mercia	The project will recruit local residents as volunteer generalist advisers to increase the capacity of the existing services to ensure people in Tamworth can access the help and support they need to avoid financial crisis and maintain good health and wellbeing. They have employed a full-time volunteer co-ordinator, responsible for the ongoing recruitment, training, and supervision of up to 10 volunteers from the local

	community, all giving at least six hours per week and providing high-quality, practical advice and support.
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