

NON-CONFIDENTIAL  
BOROUGH OF TAMWORTH



# CABINET

6 September 2024

A meeting of the CABINET will be held on Monday, 16th September, 2024, 6.00 pm in Town Hall, Market Street, Tamworth

## A G E N D A

### NON CONFIDENTIAL

**1 Apologies for Absence**

**2 Minutes of Previous Meeting (Pages 3 - 12)**

*To review the minutes of the two previous meetings held on the 8<sup>th</sup> August 2024 and the 29<sup>th</sup> August 2024*

**3 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.*

**4 Question Time:**

To answer questions from members of the public pursuant to Executive Procedure Rule No. 13

**5 Matters Referred to the Cabinet in Accordance with the Overview and Scrutiny Procedure Rules**

**6 Marmion House Reception and Committee Meetings (Pages 13 - 38)**  
*(Report of the Leader of the Council)*

Yours faithfully

S.C.V

## **Chief Executive**

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### **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](mailto: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](#)*

To Councillors: C Dean, D Foster, N Arkney, B Clarke, S Daniels and L Smith.



## **MINUTES OF A MEETING OF THE CABINET HELD ON 29th AUGUST 2024**

**PRESENT:** Councillors C Dean, D Foster, N Arkney, B Clarke, S Daniels and L Smith

The following officers were present: Anica Goodwin (Executive Director Organisation), Rob Barnes (Executive Director Communities), Rebecca Smeathers (Executive Director Finance (S151)), Joanne Sands (Assistant Director Partnerships), Paul Weston (Assistant Director Assets), Zoe Wolicki (Assistant Director People), Nicola Hesketh (Monitoring Officer), Tania Phillips (Head of Corporate Communications), Tracey Pinton (Legal Admin & Democratic Services Manager) and Laura Sandland (Democratic and Executive Support Officer)

### **28 APOLOGIES FOR ABSENCE**

There were no apologies. Councillor Daniels arrived at 18.02

### **29 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

### **30 QUESTION TIME:**

None

### **31 MATTERS REFERRED TO THE CABINET IN ACCORDANCE WITH THE OVERVIEW AND SCRUTINY PROCEDURE RULES**

### **32 REPORT OF THE CHAIR OF CORPORATE SCRUTINY (UPDATE ON STRATEGIC LEASEHOLD REVIEW)**

Councillor A Wells Vice Chair of Corporate Scrutiny presented to Cabinet the report and recommendations from the Strategic Leasehold Review item that was discussed at the meeting of the Corporate Scrutiny Committee on the 13th of August 2024.

Cabinet thanked the committee for the recommendations and agreed to look at the recommendations when the report is presented at Cabinet on

10<sup>th</sup> October and provide a written response to Corporate Scrutiny.

**33 REPORT OF THE CHAIR OF INFRASTRUCTURE, SAFETY AND GROWTH SCRUTINY (ANNUAL GARDEN WASTE SUBSCRIPTION CHARGE) - TO FOLLOW**

Report of the Chair of the Infrastructure, Safety and Growth Scrutiny Committee. Notified Cabinet of the report and recommendations from the Annual Garden Waste Subscription charge item that were discussed at the meeting of the IS&G Scrutiny Committee on the 13th August 2024.

Following consideration of the item the Committee supported the following recommendations for Cabinet to agree:

1. Approve the increase of the annual subscription fee to £41 effective 1st January 2025, with the sign-up window open in October.

*(Moved by Councillor M Couchman and seconded by Councillor N Statham)*

**Resolved that Cabinet:**

1. Approved the increase of the annual subscription fee to £41 effective 1st January 2025, with the sign-up window open in October.

*(Moved by Councillor D Foster and seconded by Councillor L Smith)*

**34 COMMENTS, COMPLIMENTS AND COMPLAINTS**

Report of the Leader of the Council sought approval for the revised comments, compliments and complaints policy and to publish the required elements of the Housing Ombudsman statutory complaints handling code.

**Resolved that Cabinet:**

1. Approved the Annual Complaints Performance and Service Improvement Report 2023- 2024 for submission to the housing ombudsman.
2. Approved the updated Comments, Compliments and Complaints Policy for publication and implementation.

*(Moved by Councillor B Clarke and seconded by Councillor S*

*Daniels)*

The Chair thanked Officers for their work on the report

**35 QUARTER ONE 2024-25 PERFORMANCE REPORT**

Report of the Leader of the Council provided Cabinet with an overview of Council performance for the first quarter of the 2024-25 financial year (April to June 2024). It reports the council's position in relation to progress with strategic corporate plan projects and updates on the financial position, corporate risks, audits, information governance and complaints

**Resolved that Cabinet:**

1. Endorsed the content of this report.

*(Moved by Councillor B Clarke and seconded by Councillor N Arkney)*

The Chair thanked Officers for their work on the report

**36 WRITE OFFS 1 APRIL 2024 TO 30 JUNE 2024**

Report of the Leader of the Council That Members endorse the amount of debt written off for the period 1st April 2024 to 30th June 2024.

**Resolved that Cabinet:**

1. Endorsed the amount of debt written off for the period of 1st April 2024 to 30th June 2024 – Appendix A-E and approve the write off of irrecoverable debt for Housing Benefit Overpayments of £18,679.53 – Appendix F respectively.

*(Moved by Councillor B Clarke and seconded by Councillor N Arkney)*

The Chair thanked Officers for the work in the report

**37 ANNUAL REPORT OF THE TREASURY MANAGEMENT SERVICE AND ACTUAL PRUDENTIAL INDICATORS 2023/24**

Report of the Portfolio Holder for Operations and Finance, The Annual Treasury report is a requirement of the Council's reporting procedures. It covers the Treasury activity for 2023/24, and the actual Prudential Indicators for 2023/24. The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes in accordance with Regulations issued under the Local Government Act 2003. It also provides an opportunity to review the approved Treasury Management Strategy for the current year and enables Members to consider and approve any issues identified that require amendment.

**Resolved** That Cabinet endorse the recommendations for Council in the report to:

1. Approve the actual 2023/24 Prudential and Treasury Indicators within the report and shown at Appendix 1; and
2. Note the Annual Treasury Management Report for 2023/24

*(Moved by Councillor S Daniels and seconded by Councillor B Clarke)*

### **38 BUDGET AND MEDIUM TERM FINANCIAL PLANNING PROCESS 2025/26**

Report of the Leader of the Council, sought agreement to the Proposed Budget and Medium Term Financial Planning Process for General Fund and the Housing Revenue Account for 2025/26.

**Resolved that Cabinet:**

1. Adopted the proposed process for the General Fund and Housing Revenue Account Budget and Medium Term Financial Planning Process for 2025/26.
2. Agreed delegated authority is given to the Executive Director Finance in conjunction with the Leader to approve any amendments to the draft survey as attached at Appendix E before finalisation.

*(Moved by Councillor N Arkney and seconded by Councillor S Daniels)*

### **39 PROPOSALS FOR TAMWORTH STRATEGIC PARTNERSHIP**

Report of the Portfolio Holder for Cooperative Council, Community Partnerships and ASB. Updated Cabinet on proposals to consider a refreshed local strategic partnership and associated sub-groups.

**Resolved that Cabinet:**

1. Endorsed proposals for the development of a refreshed local strategic partnership
2. Supported the re-launch of the Partnership on 10th September 2024

*(Moved by Councillor B Clarke and seconded by Councillor N*

*Arkney)*

#### **40 EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED:** That members of the press and public be now excluded from the meeting during consideration of the following item on the grounds that the business involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

*(Moved by Councillor B Clarke and seconded by Councillor L Smith)*

#### **41 UPDATE ON COMMERCIAL LEASE**

Report of the Portfolio Holder for Infrastructure, Heritage and Local Economy.

**Resolved that Cabinet:**

1. Approved the recommendations in the report

*(Moved by Councillor D Foster and seconded by Councillor L Smith)*

The Portfolio Holder thanked the Officers for the work on this report.

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Leader

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## **MINUTES OF A MEETING OF THE CABINET HELD ON 8th AUGUST 2024**

PRESENT: Councillors C Dean, D Foster, N Arkney, B Clarke and L Smith

The following officers were present: Stephen Gabriel (Chief Executive), Anica Goodwin (Executive Director Organisation), Paul Weston (Assistant Director Assets), Tracey Pointon (Legal Admin & Democratic Services Manager) and Laura Sandland (Democratic and Executive Support Officer)

### **18 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor S Daniels.

The Chair made the following statement: I feel we need to start this meeting by just a small reflection on what happened in Tamworth on Sunday evening, and just to reiterate to everyone how saddened we are, and how much we condemn the actions of the people that were there. It is not something we want to see in Tamworth and the whole Council will be working to do what it can to make sure that this kind of thing isn't welcomed in Tamworth and doesn't happen again.

### **19 MINUTES OF PREVIOUS MEETING**

The minutes of the previous meeting held on 18<sup>th</sup> July 2024 were approved as a correct record.

*(Moved by Councillor N Arkey and seconded by Councillor B Clarke)*

### **20 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

### **21 QUESTION TIME:**

There were no questions

### **22 MATTERS REFERRED TO THE CABINET IN ACCORDANCE WITH THE OVERVIEW AND SCRUTINY PROCEDURE RULES**

Councillor Couchman attended to present recommendations from Infrastructure Safety & Growth as this item is to be discussed at item 7 on the agenda the item was discussed later on the agenda.

## **23 DISABLED ADAPTATIONS POLICY**

Report of the Portfolio Holder for Housing, Homelessness and Planning asked for Cabinet to approve and formally adopt the Housing Assistance Policy (Appendix A) for the delivery of mandatory and discretionary Disabled Facilities Grants (DFGs) for private sector residents, and in the interim period of not having a Council Adaptations Policy, adopt the same Policy position and foundations for Council delivery.

In addition, approve and formally adopt the Interim Policy Position Statement (IPPS) for Council adaptations in scenarios where the Council can reject, refuse, or pend permission for an adaptation request, for example where tenants are intending to purchase their property, are in arrears or facing eviction action, or are looking to move home, and the exceptional circumstances that will be used for applying discretion in these scenarios (Appendix B).

Resolved that Cabinet:

1. Approved and adopts the assistance provided by the Council under the draft Housing Assistance Policy (Appendix A)
2. Approved and adopts the inclusion of the various 'Discretionary Schemes'.
3. Approved and adopts the utilisation of the Policy to cover Council adaptations until such a time as a separate Policy can be submitted.
4. Approved and adopts the Interim Policy Position Statement for Council adaptations (Appendix B) for adoption.

*(Moved by Councillor B Clarke and seconded by Councillor L Smith)*

## **24 ANNUAL GARDEN WASTE SUBSCRIPTION CHARGE**

Report of the Portfolio Holder for Environmental Sustainability, Recycling and Waste sought the approval of Cabinet to increase the garden waste subscription fees for 2024/25. This report was discussed at the Infrastructure, Safety and Growth Committee on 7th August 2024.

Councillor Couchman Chair of the Infrastructure Safety & Growth Committee agreed to bring the following recommendations to Cabinet

1. Ask Cabinet to defer the increase until a full breakdown of costs has been provided and discussed at the next Infrastructure, Safety & Growth Committee at its 22nd August meeting and then make a decision at the next Cabinet meeting; and
2. Agreed that each year, under delegated powers, the Cabinet member responsible for waste services will approve the price increase in consultation with the Executive Director Organisation and the Council's S151 Officer before being ratified by Cabinet. Furthermore, that the variations in pricing can be agreed through the same delegation to support promotions (for example to encourage take-up of direct debits), provided these can be funded from within the service without placing additional pressure on the MTFS

***(Moved by Councillor B Price and seconded by Councillor L Clarke)***

Following a discussion, it was

Resolved that Cabinet:

1. deferred the increase until a full breakdown of costs has been provided and discussed at the next Infrastructure, Safety & Growth Committee at its 22nd August meeting and then make a decision at the next Cabinet meeting; and
2. Agreed that each year, under delegated powers, the Cabinet member responsible for waste services will approve the price increase in consultation with the Executive Director Organisation and the Council's S151 Officer before being ratified by Cabinet. Furthermore, that the variations in pricing can be agreed through the same delegation to support promotions (for example to encourage take-up of direct debits), provided these can be funded from within the service without placing additional pressure on the MTFS

***(Moved by Councillor L Smith and seconded by Councillor B Clarke)***

## **25 EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED:** That members of the press and public be now excluded from the meeting during consideration of the following item on the grounds that the business involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

***(Moved by Councillor L Smith and seconded by Councillor N Arkney)***

## **26 JOINT WASTE SERVICE UPDATE AND FLEET PROCUREMENT**

Report of the Portfolio Holder for Environmental Sustainability, Recycling and Waste, sought Cabinet approval for the following recommendations to award the contract for the renewal of the Joint Waste Service fleet. This report was discussed at Infrastructure, Safety and Growth Committee on Wednesday 7th August 2024.

RESOLVED:

That the Cabinet approved all the recommendations in the report

*(Moved by Councillor B Clarke and seconded by Councillor N Arkney)*

## **27 DISABLED ADAPTATIONS SERVICE DEVELOPMENT PLAN**

Report of the Portfolio Holder for Housing, Homelessness and Planning, presented several key proposals that collectively lead towards the development of the adaptations service.

The Portfolio Holder for Housing, Homelessness and Planning passed on his thanks to the DFG team on behalf of the Cabinet and themselves, taking note on how much progress has been made in a short time.

Resolved that Cabinet approved all recommendations in the report

*(Moved by Councillor B Clarke and seconded by Councillor L Smith)*

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Leader

Monday 16 September 2024

## Report of the Leader of the Council

### Marmion House Reception and Committee Meetings

#### Exempt Information

None

#### 1. Purpose

- 1.1 This report details a proposal for reopening reception at Marmion House and the steps needed to make this area fit for purpose for our customers once again.
- 1.2 The report also proposes to relocate all Committee meetings from the Town Hall to the council chamber at Marmion House.
- 1.3 The report proposes to update audio visual technology to enhance meeting delivery and undertake minor refurbishment work to the current chamber.

#### 2. Recommendations

It is recommended that cabinet approve the following recommendations:

- 2.1 to reopen the reception area at Marmion House to provide face-to-face customer services which meet the needs of the whole community as follows: Monday, Wednesday, Friday between 10.00am and 2.00pm & Tuesday and Thursday 2.00pm - 6.00pm
- 2.2 to approve the addition to the establishment for up to two years 0.92 FTE Customer Experience Assistant, 0.6 FTE Customer Service Officer funded from reserves.
- 2.3 to redesign the reception area to support the customer service offer which will open within four months of Cabinet approval (subject to contractors).
- 2.4 to review opening hours, usage, and customer feedback on a weekly basis with a full review at six months.
- 2.5 to continue to develop the service to explore and incorporate co-location working with statutory partners, the voluntary sector and community groups.
- 2.6 to continue to deliver the full customer service offer from the Tamworth Information Centre at the Assembly Rooms during their opening hours.
- 2.7 to relocate all council meetings to Marmion House upon completion of audio-visual technology installation and minor refurbishment of the council chamber, except for the civic ceremonies.
- 2.8 to approve the repurposing of capital funds identified for Recovery and Reset and Town Hall improvement projects to fund refurbishments to the chamber and Marmion House reception.

#### 3. Executive Summary

##### 3.1 Re-opening face to face customer services at Marmion House

Marmion House main reception closed to the public in 2020 because of Government restrictions in response to the Covid19 pandemic. At this time customer service staff began working from home. A report to full council in March 2024 provided an overview of current customer service provision and outlined several options for future consideration of the council's customer service offer for Tamworth residents and businesses. As a result, it was agreed that officers would explore options for delivery of council customer services in a town centre location. In May 2024 with a change of political control, officers were asked to make proposals for the provision of face-to-face customer services at Marmion House.

This proposal will see the existing reception area adapted to provide a customer journey that is smooth and enables flow from initial greeting and triage to self service areas and onwards to more specific support or appointments if required. This model supports our aim to make every contact count and to manage enquiries at the first point of contact where possible. It will however be in an area where there is familiarity being an accessible and secure town centre location with staff that have appropriate knowledge.

The refurbishment involves closing off a large amount of the existing reception area, limiting open areas and allowing the council to better manage a secure space. It is proposed that the service will open four hours per day Monday to Friday with provision for later closing at 6pm two days per week. It is anticipated that this will provide a better level of provision for residents' needs. Customer demand for the new service will be monitored and reviewed weekly with other Heads of Service. A full review will be undertaken at 6 months with appropriate recommendations made to the Executive Leadership Team.

The Customer Service Team (CST) will help vulnerable customers directly and arrange face-to-face appointments with officers as appropriate, which will increase the positive public perception, enhance our reputation, and improve customer satisfaction. It should be noted that whilst this additional service offer will be provided, all other contact channels, such as webchat and telephone, will continue to be proactively managed with no change to the back-office service offer. Section 4 provides an in-depth description of the proposals.

### **3.2 Relocation of Committee Meetings to Marmion House**

In May 2024, the newly elected Cabinet proposed relocating all council meetings to Marmion House except for ceremonial council meetings namely Mayor making in May and Christmas full council which will remain at the Town Hall, these meetings will have live streamed videography.

This move aims to better accommodate elected members, particularly in terms of accessibility, with the added convenience of onsite parking facilities. Additionally, this move is expected to enhance operational efficiency and minimise the necessity for overtime, particularly when meetings at Marmion House and the Town Hall occur concurrently.

#### **3.2.1 Replacement of existing audio-visual provision**

The audio-visual system in the council chamber has been in place for over 15 years. Due to rapid technological advancements, it is now outdated and no longer suitable for running committee meetings effectively. Modern technology to improve sound and video quality, visual displays, provide hybrid meetings and improve overall functionality will be installed ensuring that committee meetings can be conducted more efficiently and effectively. This will also provide a better customer experience and improved transparency for the democratic process.

Five service providers have expressed an interest in submitting a tender to provide the audio-visual requirements, all of whom have visited site to ensure that they can provide accurate quotations aligned to our requirements. The deadline for the tender process closed on 30 August 2024, and it is anticipated that the contract will be awarded by mid-September.

#### **3.2.2 Refurbishment of council chamber**

Minor refurbishment is required to once again make the chamber fit for purpose enhancing both the room's presentation and comfort and complying with health and safety requirements. This will provide better accessibility, enhanced user experience, and will future proof the chamber for upcoming technological advancements.

The improvements to the furniture and furnishings in the council chamber are designed to significantly enhance the user experience and including enhanced lighting, refreshed decor and furnishing which aim to create a more functional, comfortable, and visually appealing space. Section 5 elaborates on the proposals by detailing the specific upgrades and enhancements planned for the council chamber's audio-visual system and environment.

#### 4. Face-to-Face customer services at Marmion House

##### 4.1 Current position

Marmion House reception area, in its current form, provides some of the infrastructure required. However, the space is no longer fit for purpose, is dated, lacks a welcoming feel, and lacks the configuration to support a flexible approach to providing effective customer services. There were also several health and safety implications identified with the existing configuration, which have been considered in providing this proposal. These were around the reception layout and it not being compliant in terms of display screen equipment or providing adequate space for movement of staff. Appendix 1 provides images of the existing space and layout.

The current layout does not allow for the flexibility to operate efficiently using existing staff resource or provision already in place via the post room due to lack of connectivity between the spaces. Phone support during quieter times would not be possible either due to the acoustics. For these reasons, an alternative proposal has been explored, with the focus on ensuring that the space offers the greatest opportunity for use by the public.

Both prior to the closure and through ongoing monitoring at Tamworth Information Centre (TIC), the number of face-to-face enquiries continues to show a decline, meaning the existing layout of the current front reception at Marmion House is excessive. It does not allow for hands on interaction or any level of digital offering, which previous surveys have shown to be the customer preference.

The current face to face customer service provision at TIC is provided over 6 days between 10.00am to 4.00pm Monday to Saturday. It is proposed that this service will continue.

The existing corporate post room provision at Marmion House will continue to fulfil the same function, managing inbound mail, scanning, and indexing, supporting visitors and contractors, providing a security presence as required, opening, and locking Marmion House as well as managing meeting rooms.

##### 4.1.1 Insight on usage of TIC (Tamworth Information Centre) for generic queries

Data continues to be gathered to provide information to support decision making. Peak usage times continue to be mornings with demand also lessening as the week progresses with an average of 44 enquiries per month. The chart below shows reason for enquiries from January to July 2024. Council Tax and Housing continue to be the primary reason for customer contact.

DefaultDeptSupport	Count of ContactType
Revenues Council Tax	86
Housing	76
All Departments	68
Benefits	37
Environmental Health	24
Street Scene	12
Legal	5
Planning	3
<b>Total</b>	<b>311</b>

## 4.2 Service Offer

With a shift to more digital ways of working our self-serve offer will be developed as we make further system improvements, embracing technological advancements. The aim of this is to allow us to support people to self-serve and drive digital use, whilst also having trained staff available to assist the most vulnerable.

- A total of four computer stations will be provided, with both high-and low-level access to give flexibility, particularly those with accessibility issues. From here a streamlined version of our website will be available to help customers access digital content of the most frequently requested services, appendix 2 details the website quick links which will promote easier access to most used services.
- Three clearly marked self-service phones for enquiries will be readily available, allowing customers to make calls to the customer contact centre or to specific numbers determined by demand; in each instance these will be clearly identified. These will offer the same level of contact and support as provided currently. All phones will be set up with various quick dial numbers for instance the repairs 0800 number.
- Self-service points will be designed to ensure higher levels of privacy.
- The reception area is fully accessible including street level access via automatic doors with no steps.
- The space will provide suitable and sufficient arrangements for those with impairments including, a hearing loop and access to language line for BSL support.
- Appointments with officers from operational service areas e.g., Housing, Benefits, Revenues and Planning will be made available subject to demand, on a regular basis.
- Proposal to develop the service offer further by incorporating targeted/bespoke surgeries by working with third party sectors and community groups.
- The Citizens Advice service is available in a neighbouring building and delivered as part of a broader CIC support offering and signposting will continue to be provided.
- The area will be used to display information and marketing material on screens providing further signposting to TBC (Tamworth Borough Council) services and other partners/agencies and to support opportunities for promotion of events as well as corporate and external programmes. For example, publicising registering to vote, health campaign, energy initiatives.

## 4.3 Cost per enquiry

Benchmarking of cost per enquiry against other councils and the industry standard has been undertaken to demonstrate how efficient the proposal is, this is based on 200 enquiries per week and current salary costs only. Where staffing costs increase due to pay awards annually the cost per enquiry will also increase unless the volume of enquiry also increases. Results from other organisations can be seen below.

Councils:

- Telford & Wrekin Council – no face-to-face services and do not monitor cost per enquiry.
- Newcastle under Lyme BC – no face-to-face services and do not monitor cost per enquiry.
- Nottingham City Council – do not monitor cost per enquiry due to complexity in monitoring.
- South Staffordshire Council – offer face to face services however do not monitor their cost per enquiry.

Industry standard:

Source	Face to face	Telephone	Post	Online
PWC	£10.53p	£3.39p	£12.10p	£0.08p
SOCITM	£14.00p	£5.00p	n/a	£0.17p

Price Waterhouse Coopers - The Economic Case for Digital Inclusion and The Society  
The Society of IT Management - Going where the eyeballs are, connecting councils with their communities

Therefore, the cost per enquiry for our proposed offer at £5.06 provides value for money when compared to industry standards due to the reduced opening hours, based on assumed visits per week.



#### 4.4 Customer journey and flow

A member of the Customer Service team will be located at the entry of the building to greet customers as they walk in, carry out an initial triage and signpost where needed to the phones or kiosks areas, offering support where required to use these.

If the enquiry cannot be dealt with via self-service an assistant will be available to help at the reception desk. Appointments will be made for customers with more in-depth enquiries to meet a Customer Service Officer in a private area. This layout is to encourage and maintain as great a level of self-service as possible before interacting with the more technical officer and to offer support to those vulnerable customers with complex needs.

The proposals have been developed considering customer requirements at the heart of the decisions. A range of insight including the 2022 and 2023 resident surveys, learning from pop up engagement sessions held last year and the use of household characteristics data at ward level.

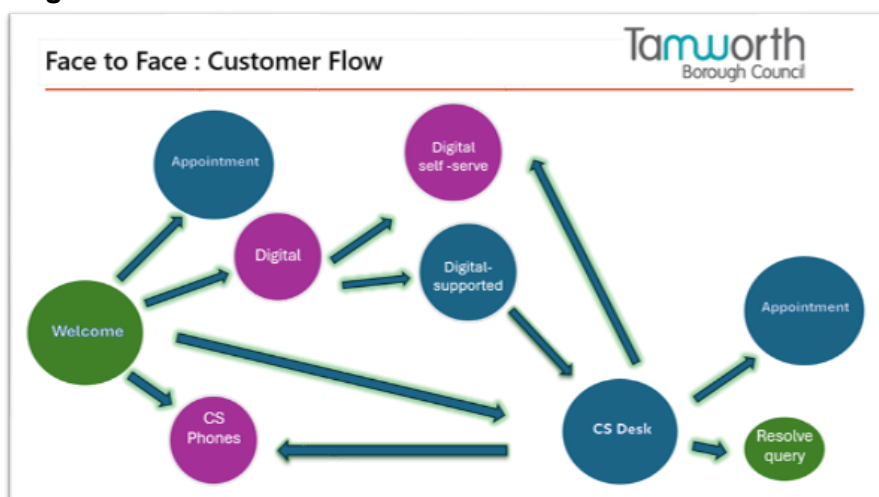
An approach similar in design to the banking model has been proposed, with the aim of providing the greatest flexibility in levels of service offered, which will work across different customer segments. We learnt from a recently commissioned mosaic report, that there is a mix of digital readiness across ward areas and the proposed model allows for several touchpoints to be introduced and support many customer needs. Once operational we will continue to gather customer data and feedback, note pain points and opportunities, and further shape the face-to-face offer as required. Feedback to other services will also be provided to further enhance the offer.

##### 4.4.1 Proposed customer flow

The diagram below shows the proposed customer flow and outlines the different interaction points. It shows the process of guiding customers from the moment they enter until their query is resolved through their preferred method. The newly situated reception area, which is adjacent to the post room, offers the advantage of allowing post room staff to collaborate closely with reception staff.

The green elements show the start and end of the customer journey. Self-service options are denoted in purple, while assisted services are marked in blue. This plan shows that although digital methods are promoted, staff support will be accessible to help customers use these services, and they will also be ready to provide direct face-to-face assistance.

Diagram 1



#### **4.4.2 Proposed refurbishment and layout of reception area**

Appendix 3 provides a diagram showing the design for the reception area.

A quote has been obtained from our appointed contractor to undertake the required improvements and reconfiguration works outlined above to provide a welcoming and safe space. This includes cosmetic, compliance, technical infrastructure, and equipment requirements as well as the safe removal of equipment no longer required. Whilst a 4-month window has been provided this is indicative to incorporate lead and completion time for necessary works subject to the works being completed. Contractors and suppliers will be sourced using corporate procurement guidance.

#### **4.4.3 Customer service team role**

The customer service team will:

- handle a high volume of basic enquiries, such as checking rent/council tax balances, verifying documents, reporting issues, and initiating service requests.
- promote the adoption of self-service technologies.
- address more complex questions, including those about council tax arrangements, setting up direct debits, applying single person discounts, and fielding benefits-related enquiries. They will also take calls related to revenue and benefits when not assisting customers in person.
- operate on a rota basis, providing in-person services at Marmion House and the Tamworth Information Centre, as well as supporting the existing contact centre operations. The rota aims to ensure service continuity and team resilience.
- Furthermore, the introduction of a new uniform for the team will be introduced to enhance visibility and enable them to be easily identified.

#### **4.4.4 Performance monitoring**

Robust monitoring of the service provision will be undertaken using several key performance indicators (KPI's), these are:

1. Total number of visitors entering the building through the front door
2. Total amount of supported enquiries dealt with (face to face)
3. Total amount of appointments attended.
4. Total amount of interactions with self-service computers
5. Total amount of calls made with the self-service phones.
6. Percentage of customer satisfaction

### **5. Relocation of Committee Meetings**

#### **5.1 Current position**

All council meetings are currently held in the Town Hall, facilitated by staff from Democratic Services with support from ICT and Customer Services.

The furniture is large and cumbersome with uncomfortable seating and no modesty screening. The current layout is difficult to move and only allows limited public attendance at meetings.

Council meetings are broadcast on YouTube. Currently every full council meeting is live streamed, with all other meetings having non-exempt items recorded and uploaded immediately the meeting closes.

The existing broadcasting technology, initially adopted for cost-effectiveness, no longer meets its intended purpose. It places a heavy burden on officers and offers an unsatisfactory experience for remote viewers.

In May 2024, the newly elected Cabinet proposed relocating all council meetings to Marmion House. This move aims to better accommodate elected members, particularly in terms of accessibility, with the added convenience of onsite parking facilities. Additionally, this move is expected to enhance operational efficiency and minimise the necessity for overtime, particularly when meetings at Marmion House and the Town Hall occur concurrently.

## **5.2 Meeting technology**

It is proposed to replace the current audio-visual equipment to support the growing need for efficient and accessible council meetings with an innovative technology solution. Using new digital tools will provide opportunities for streamlined communication, enhanced collaboration, and ensure that vital information is readily available to members.

The following elements will be included in the innovative technology solution:

- Fully integrated with current systems
- Ability to run “hybrid” meetings using Microsoft teams for officer and visitor attendance.
- Fully accessible for all
- Microphone units
- Touch screen meeting controls to enable control of webcasting and the audio-visual conference system with minimum intervention from officers and the ability to control the meeting remotely.
- Auto-focus, auto tracking, high definition (HD) cameras for webcasting that cover the whole of the meeting area. The conference microphone system must automatically control the cameras to capture Members as they speak.
- Large screens to display the meeting broadcast. The amount and size of the screens must be sufficient for all meeting participants to ensure visibility and clarity of the content.
- Ability for laptop presentations, HD camera feed, Hybrid feed, voting results to be displayed.
- Loudspeakers within the chamber to enable all persons within the meeting to clearly hear all the proceedings.
- The ability to play or stream music.

## **5.3 Improvements to Marmion House council chamber**

To ensure future successful meetings in the existing council chamber, improvements are necessary to enhance both the room’s presentation and comfort. To bring the room back into an adequate standard to host committee meetings new lighting, carpet, chairs, and curtains/blinds are required.

Several service providers have visited site to quote for the various requirements, however, quotations for all elements have not yet been received.

A capital budget of £688,800 exists which was established for improvement work to the Town Hall, it is proposed that some of this budget is repurposed to support these proposals.

## **6. Communications plan**

A comprehensive communications plan will be developed to support both the opening of reception services and the transfer of committee meetings to Marmion House. It will be developed to contain several key components including:

- key messages to be delivered.
- timeline for delivery.
- communication channels to be used.
- Stakeholders.
- responsibility for each element of the plan.

## **7. Project plan**

A project plan will be developed to define the scope, objectives, and deliverables of the project. It will ensure that everyone involved also understands their roles and responsibilities. It will provide a framework for monitoring progress and managing risks, enabling timely adjustments to keep the project on track.

## 8. Resource Implications

### 8.1 Customer service offer

#### 8.1.1 Cost implications

A current capital budget is in place, namely £140,000 for recovery and reset office requirements. Total indicative costs to date are £80,000 with approximate breakdown detailed below:

Capital	
Building	£49,986
IT infrastructure	£10,000
Ancillary	£20,000
Total	£79,986

The recovery and reset capital budget will be utilised to fund this project. Staff revenue expenditure in year one is based on an indicative January 2025 implementation, staff revenue expenditure over years two to five is based on salary costs including on costs and an assumed 2% year on year pay increase.

Several options have been calculated across differing operating models, each providing opening hours and cost per enquiry based on an indicative 200 enquiries per week accounting for staff costs only the options are detailed in appendix 4.

The costs for the proposals are detailed below:

Mon to Fri - Reduced opening hrs - 4 hours per day 10.00 - 2.00 or 2.00 to 6.00pm						
	Revenue Year 1 (Jan-Mar 25)	Revenue Year 2	Revenue Year 3	Revenue Year 4	Revenue Year 5	Total
IT costs/other		£2,500	£2,550	£2,601	£2,653	£10,304
Staff ^	£13,194	£53,836	£54,912	£56,011	£57,131	£235,083
<b>Total **</b>	<b>£13,194</b>	<b>£56,336</b>	<b>£57,462</b>	<b>£58,612</b>	<b>£59,784</b>	<b>£245,387</b>
<b>Cost per enquiry*</b>	<b>£5.06</b>	<b>£5.16</b>	<b>£5.27</b>	<b>£5.37</b>	<b>£5.48</b>	

\*Cost per enquiry based on staff costs only and assumed 200 enquiries per week

\*\* All costs include an assumed 2% year on year increase  
Staffing includes on costs

Staff costs are based on additional (0.92 FTE) Customer Experience Assistant and an additional (0.6 FTE) Customer Service Officer. In addition, the new offer will be supported by the existing Customer Service Assistants (CSA) to deliver the intended service without disruption. The additional staffing requirements will be on a temporary basis for up to two years and will initially be funded from the transformation reserve, which will be released into Customer Services budgets. It should be noted that with planned digital improvements and an increase in self-serve, a reduction in revenue expenditure from years three onwards is feasible.

### **8.1.2 Human Resource Implications**

To ensure the new service can be delivered additional positions are required to be added to the establishment as follows:

- 0.92 FTE Customer Experience Assistant
- (0.6 FTE Customer Service Officer

The additional staffing requirements will be on a temporary basis for up to two years.

There will be a requirement to undertake, subject to approval, a recruitment process for the new positions, any changes to current staffing arrangements will be subject to discussions with Trade Union representatives and utilising established consultation protocols.

## **8.2 Relocation of committee meetings**

### **8.2.1 Cost implications**

There is an existing, unspent capital scheme of £87,000 in place for replacement audio/visual technology for the town hall. Indicative quotes received as part of discussions with a range of suppliers do exceed this but there may be opportunities to reduce costs with optional elements of the specification and streaming hours purchased. Approval is sought for delegated authority for the Assistant Director People, Head of Technology, and Information Services in conjunction with the Leader of the Council to implement the replacement of audio-visual technology in the council chamber at Marmion House. Should the existing budget be exceeded the current town hall improvement capital budget which currently stands at £688,800 will be utilised to support the implementation.

Currently, the exact costs for the refurbishment of Marmion House Council Chamber have not been determined. However, approval is sought for delegation for the Assistant Director Assets in conjunction with the Leader of the Council to implement the relocation and allocate a part of the existing capital budget earmarked for town hall improvement to cover these costs once they are ascertained.

### **8.2.2 Human resource implications**

Core ICT staff will provide support to the installation.

Democratic Services staff and ICT core team will be given training, there is also an element of support by the supplier built into the tender specification.

Staff members who currently oversee security Town Hall meetings will also be assigned to manage committee meetings at Marmion House.

## **9. Legal and Risk implications**

### **9.1 Customer service offer**

There are several risks associated with this proposal.

- Increased in year financial risk pressure.
- If reopened – this proposal does not align with the council's strategy to close and dispose of Marmion House.
- Prior to its closure, face-to-face customer service provision at Marmion House was delivered on an appointment only basis, with officers signposting and booking appointments with technical officers, as necessary. Ongoing monitoring suggests that demand for face-to-face enquiries is low, making the cost per each enquiry handled significant.
- Whilst support will be available, the nature of some enquiries will require a customer to book an appointment and return later where specialist advice is needed.
- Potential change to officer terms and conditions which will have a budgetary impact and may increase turnover.
- New ways of working will be necessary which will take time to develop and embed.
- There is an increased likelihood that significant waste demand will occur. Close monitoring will take place to mitigate and provide alternative solutions, particularly digitally focused, where possible.

- Recruiting and training additional officers to meet the agreed service levels will require some time.
- This proposal limits the move to the ground floor which has a direct environmental impact as several floors will remain operational to accommodate office staff.

The risk assessment for the reconfigured reception area and delivery model will be updated to consider all the above risks.

## **9.2 Relocation of committee meetings**

There are a few risks associated with the relocation of committee meetings to Marmion House

- The proposal does not align to the long-term strategy to close and dispose of Marmion House, to mitigate these future discussions regarding a permanent council office will ensure that consideration is given to effective delivery of committee meetings.
- Accessibility, it is crucial that the Chamber is fully accessible and has appropriate facilities for all. This is one of the major drivers behind the proposal to relocate as facilities at Marmion House are fully accessible.
- Operational disruption, to mitigate disruption, the move to Marmion House will not take place until all installation and refurbishment work has concluded.
- Communication challenges, to mitigate any issues all stakeholders will be informed about the changes along with new signage to inform about the change.
- Security and safety, security measures and emergency procedures will be reviewed and communicated to meeting attendees.
- Public engagement could be affected by a change of location leading to reduced participation, this will be mitigated by additional communication and signage.

The risk assessment for the council chamber and adjoining area will be updated to consider all the above risks.

## **10. Equalities Implications**

Accessibility is a key consideration of the proposals all areas will be fully accessible. The customer service team are working with the local Action Deafness charity to ensure provision is fit for purpose. Officers can also access translation services including British Sign Language.

A community impact assessment can be found at appendix 5

## **11. Environment and Sustainability Implications (including climate change)**

### **11.1 Customer service offer**

Re-opening an additional front door will have an impact on our environmental performance, however, to mitigate this, the customer service team will promote sustainability informing customers about our commitments and encouraging environmentally friendly practices. This will be done by promoting a reduction in the use of postal services, reduce the need for home visits and a reduction in use of paper-based forms; instead encouraging the use of digital self-serve. The team will also identify opportunities for energy savings & waste management improvements through raised awareness.

### **11.2 Relocation of committee meetings**

Enhanced technology and the advancement of digital solutions enable a positive influence on the ecological footprint of meetings. The proposed technology supports hybrid formats which can promote reduced travel, leading to a decrease in carbon emissions associated with travelling to the meeting.

## **12. Background Information**

### **12.1 Benchmarking**

Various councils have been contacted to compare their current face to face offerings with this proposal.

In comparison to other councils, the customer service offered at the Tamworth Information Centre aligns with standard practices. For instance, straightforward enquiries are addressed promptly, whereas more complex issues necessitate scheduling a follow-up appointment for specialised assistance. Additionally, like other councils, a self-service option is available.

Councils are updating their reception spaces to include additional self-service stations equipped with phones and computers. This initiative aims to encourage customers to independently address their queries, with staff available to help as needed.

The opening times of phone lines varies from council to council ranging from 9.00am to 3.30pm Monday – Friday to some with periods of closure for training and meetings.

### **Report Author**

Zoe Wolicki – Assistant Director People

Nicola Smyth – Head of Customer Experience

### **Appendices**

Appendix 1 - Images of current Marmion House Reception

Appendix 2 - Website quick links

Appendix 3 - Design drawing of proposed reception layout

Appendix 4 - Costed options and cost per enquiry

Appendix 5 - Community Impact Assessment

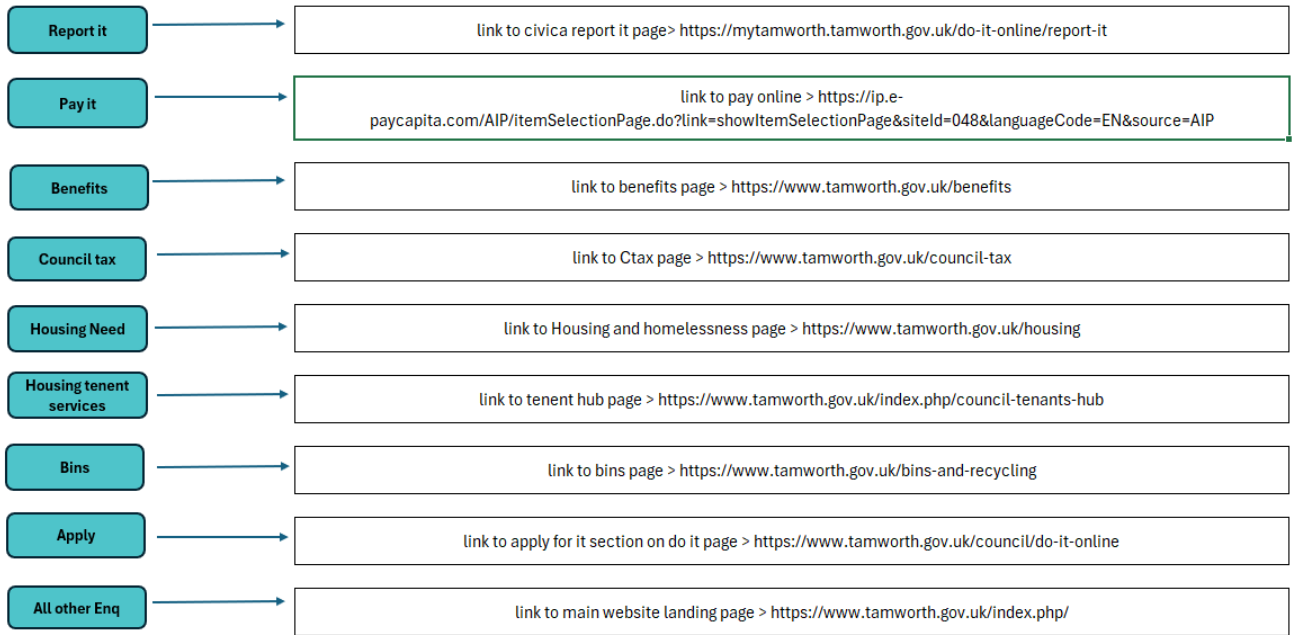
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# Appendix 1

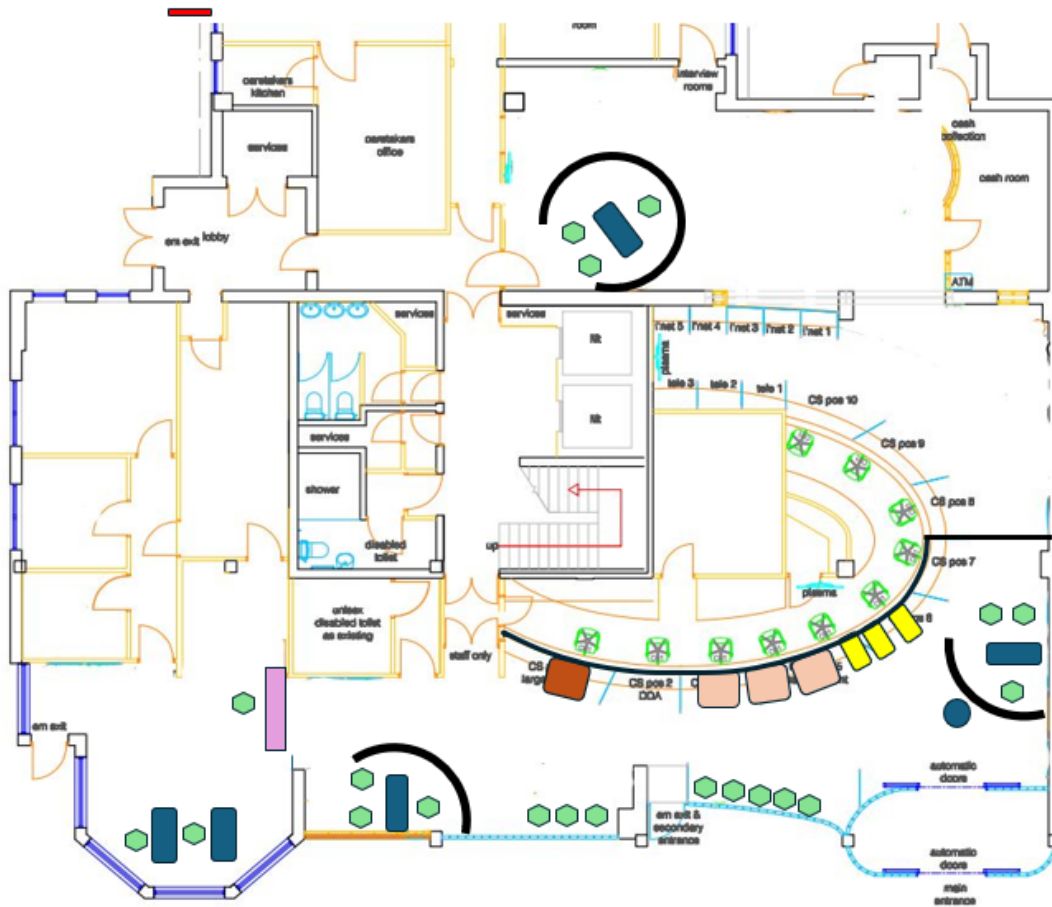


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### Appendix 3 – Proposed reception layout



Key:



Chair

Table

Self-serve/ assisted digital low level

Self-serve/ assisted digital

Self-serve telephone booths.

Reception desk

Podium

Breakout pods (1 x TBC 1 x partnership)

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## Marmion House reopening - 5-year revenue costed options

<b>Option 1</b>	<b>Mon to Fri - 10.00 - 4.00 Reduced hours Cost per enquiry £6.86</b>					
	Revenue Year 1 (Jan-Mar 25)	Revenue Year 2	Revenue Year 3	Revenue Year 4	Revenue Year 5	Total
IT costs/other		£2,500	£2,500	£2,500	£2,500	£10,000
*Staff	£17,874	£71,497	£71,497	£71,497	£71,497	£303,862
<b>Total</b>	<b>£17,874</b>	<b>£73,997</b>	<b>£73,997</b>	<b>£73,997</b>	<b>£73,997</b>	<b>£313,862</b>

<b>Option 2</b>	<b>Mon/Wed/Fri 9.00-5.00- Reduced opening days Cost per enquiry £5.60</b>					
	Revenue Year 1 (Jan-Mar 25)	Revenue Year 2	Revenue Year 3	Revenue Year 4	Revenue Year 5	Total
IT costs/other		£2,500	£2,500	£2,500	£2,500	£10,000
*Staff	£14,599	£58,395	£58,395	£58,395	£58,395	£248,179
<b>Total</b>	<b>£14,599</b>	<b>£60,895</b>	<b>£60,895</b>	<b>£60,895</b>	<b>£60,895</b>	<b>£258,179</b>

<b>Mon to Fri - Reduced opening hrs - 4 hours per day 10.00 - 2.00 or 2.00 to 6.00pm</b>						
	Revenue Year 1 (Jan-Mar 25)	Revenue Year 2	Revenue Year 3	Revenue Year 4	Revenue Year 5	Total
IT costs/other		£2,500	£2,550	£2,601	£2,653	£10,304
Staff ^	£13,194	£53,836	£54,912	£56,011	£57,131	£235,083
<b>Total **</b>	<b>£13,194</b>	<b>£56,336</b>	<b>£57,462</b>	<b>£58,612</b>	<b>£59,784</b>	<b>£245,387</b>
<b>Cost per enquiry*</b>	<b>£5.06</b>	<b>£5.16</b>	<b>£5.27</b>	<b>£5.37</b>	<b>£5.48</b>	

<b>Option 5</b>	<b>Mon to Fri 5 hours - Reduced hours Cost per enquiry £5.96</b>					
	Revenue Year 1 (Jan-Mar 25)	Revenue Year 2	Revenue Year 3	Revenue Year 4	Revenue Year 5	Total
IT costs/other		£2,500.00	£2,500.00	£2,500.00	£2,500.00	£10,000.00
*Staff	£15,534.75	£62,139.00	£62,139.00	£62,139.00	£62,139.00	£264,090.75
<b>Total</b>	<b>£15,534.75</b>	<b>£64,639.00</b>	<b>£64,639.00</b>	<b>£64,639.00</b>	<b>£64,639.00</b>	<b>£274,090.75</b>

<b>Option 6</b>	<b>Mon to Fri 9.00 - 5.00 - Full opening Cost per enquiry £8.65</b>					
	Revenue Year 1 (Jan-Mar 25)	Revenue Year 2	Revenue Year 3	Revenue Year 4	Revenue Year 5	Total
IT costs/other		£2,500.00	£2,500.00	£2,500.00	£2,500.00	£10,000.00
*Staff	£22,553.75	£90,215.00	£90,215.00	£90,215.00	£90,215.00	£383,413.75
<b>Total</b>	<b>£22,553.75</b>	<b>£92,715.00</b>	<b>£92,715.00</b>	<b>£92,715.00</b>	<b>£92,715.00</b>	<b>£393,413.75</b>

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# Community Impact Assessment

Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Reopening of face-to-face customer services at Marmion House and relocation of all committee meetings to the council chamber at Marmion House	
Date Conducted	16 July 2024	
Name of Lead Officer and Service Area	Nicola Smyth, Head of Customer Experience	
Commissioning Team (if applicable)		
Director Responsible for project/service area	Zoe Wolicki, Assistant Director People Anica Goodwin, Executive Director Organisation	
Who are the main stakeholders	Customers, Staff, Partners, Elected Members	
Describe what consultation has been undertaken. Who was involved and what was the outcome	Since the closure of reception during the pandemic the service offer has been regularly reviewed with customers, staff and partners through surveys. Elected members have participated in discussion as part of the approvals process	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	Partners and charities offering services to our vulnerable customers have been met with to learn and help shape the proposal	
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input checked="" type="checkbox"/>
	A Strategy/Policy/Procedure	<input type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>

	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

## Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

Marmion House reception will be reopened to the public once again, with customer services providing a face-to-face service Monday to Friday. The reception area will be adapted for better customer flow and accessibility. There will be an enhanced digital offering to support customer interactions and improved touchpoints with the goal of managing enquiries effectively at the first point of contact.

The proposal also seeks to relocate Committee meetings from the Town Hall to the Council Chamber at Marmion House including updating technology to enhance meeting delivery and undertaking minor refurbishment to the current chamber.

Who will be affected and how?

TBC residents, Councillors, Partners, Staff, voluntary organisations will be positively affected through increased access to officers and information. The proposal also provides the opportunity to help shape future delivery through ongoing assessment and review of the offer.

Are there any other functions, policies or services linked to this impact assessment?

Yes  No

If you answered 'Yes', please indicate what they are?

## Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
-------------	-----	----	------------------------------------

Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Those who are digitally excluded will be able to access services via this proposal.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Adjustments have been made to ensure that the service and committee meetings are fully accessible
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Marriage and Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Interpretation and translation services will be available
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Those with caring/dependent responsibilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The proposal requires customer service staff to work on a pattern providing face to face cover at Marmion House. This may impact those with childcare or caring responsibilities due to having to travel in to work more frequently. Depending on home location this travel time could also impinge on caring duties.
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Vulnerable Adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Staff will be trained to meet the needs of vulnerable adults and have the ability to signpost appropriately
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Those who are homeless	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Those presenting as homeless will be supported by the additional services at the front door
Those on low income	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This offers the opportunity for those who may be digitally excluded to access face to face services and seek appropriate support.
Those with drug or alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Those with mental health issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Greater accessibility to face to face service
Those with physical health issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Without adequate training and access to appropriate training those with hearing and sight impediments will struggle to access services.
Social inclusion Please include refugees and asylum seekers,	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Social inclusion: Armed Forces The Armed Forces Covenant is a pledge that together we acknowledge and understand that those who have served in the armed forces, and their families, should be treated with fairness and respect and any impact should be considered	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Health and Wellbeing	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Climate Change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Building works will be required to adapt the area to be used for face-to-face customer offer and for council meetings in the chamber. Consideration to energy efficient solutions will be made. Both will see an increased use of digital equipment and less use of paper.

#### Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications. this includes climate change considerations

This is the section in which to please outline any actions to mitigate negative or enhance positive impacts in terms of economic, environmental or wider societal considerations, and actions to review and monitor the overall impact of the change accordingly.

Impact Area	Details of the Impact	Action to reduce risk
<i>Eg: Families</i>	<i>Families no longer supported which may lead to a reduced standard of living &amp; subsequent health issues</i>	<i>Signposting to other services. Look to external funding opportunities.</i>
Climate change		The corporate supplier will be used, and consideration given to environmental impact
Those with caring/dependent responsibilities	Some members of the team may have difficulty fulfilling face to face duties due to their caring responsibilities	A period of consultation will be entered into during which those having an impact will be identified.  It is anticipated that the impact will be minimal – recruitment over the past 12 months has referred to alternative working arrangements including the introduction of face-to-face customer service provision.

		It should also be considered that some members of the team may prefer working face to face rather than remotely and factored into the consultation
Those with physical health issues	Unable to adequately access services	Use of hearing loop Working with action for deafness to ensure accessibility needs are provided for. Contract with language line entered – translation and interpretation including BSL accessible for customers and staff. Well trained staff who have customer care at the forefront of their approach Ongoing satisfaction monitoring of face-to-face provision
Those with mental health issues/homeless/ /vulnerable adults	Lack of knowledge of face-to-face offer	Clear communication plans will be put in place to ensure there is an increased awareness of the face-to-face offer available. Partners and staff fully briefed Clarity on what our service offer is Ongoing drive to use plain English to support customers accessing services Ongoing satisfaction monitoring of face-to-face provision
Those with low income	Lack of knowledge of face-to-face offer	Clear communication plans will be put in place to ensure there is an increased awareness of the face-to-face offer available. Clarity on what our service offer is Partners and staff fully briefed Access to free telephones to contact council services will be provided Ongoing drive to use plain English to support customers accessing services Ongoing satisfaction monitoring of face-to-face provision

**Part 5 - Action Plan and Review**

Detail in the plan below, actions that you have identified in your Community Impact Assessment, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
	Outcomes and Actions entered onto Pentana			
Caring responsibilities	Proposed rota shared and consultation carried out to understand level of impact on customer service workforce	Nicola Smyth/Jackie Noble		
Climate change	Ensure work to both areas is carried out with sustainability in mind and that products purchased/used are environmentally suitable Materials to be disposed of in line with latest guidance	Assets – Paul Weston		

Date of Review (If applicable) .....16-7-24.....