NON-CONFIDENTIAL

Borough of Tamworth

CORPORATE SCRUTINY COMMITTEE

28 August 2024

Dear Councillor

A Meeting of the Corporate Scrutiny Committee will be held in **Town Hall, Market Street, Tamworth on Thursday, 5th September, 2024 at 6.00 pm.** Members of the Committee are requested to attend.

Yours faithfully

S.C.U

Chief Executive

A G E N D A

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1   **Apologies for Absence**

2   **Minutes of the Previous Meeting** (Pages 5 - 14)

3   **Declarations of Interest**

To receive any declarations of Members' interests (personal and/or personal and prejudicial) in any matters which are to be considered at this meeting.

When Members are declaring a personal interest or personal and prejudicial 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 personal and prejudicial interest in respect of which they do not have a dispensation.

4   **Chair's Update**

5   **Responses to Reports of the Corporate Scrutiny Committee**

6   **Consideration of Matters referred to the Corporate Scrutiny Committee from Cabinet / Council**

7   **Marmion House Reception and Committee Meetings** (Pages 15 - 40)

(Report of the Leader of the Council)

8   **ICT Strategy Progress Update** (Pages 41 - 52)

(Report of the Leader of the Council/Assistant Director – People)

9   **Working Group Updates**

To provide an update on any working groups

10   **Forward Plan**

(Discussion item – link to the Forward Plan attached)

[Browse plans - Cabinet, 2024 :: Tamworth Borough Council](#)

11   **Corporate Scrutiny Committee Work Plan** (Pages 53 - 56)

(Discussion Item – to review the Committees work plan)

12   **Exclusion of the Press and Public**

To consider excluding the Press and Public from the meeting by passing the following resolution:-

"That in accordance with the provisions of the Local Authorities (Executive Arrangements) (Meeting and Access to Information) (England) Regulations 2012, and Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public"

13   Update on Commerial Lease Negotiations (Pages 57 - 72)

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

Deferred from the 13th August 2024)

14   Update on Commercial Lease (Pages 73 - 90)

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

Deferred from the 13th August 2024)

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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. 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 accidental filming, 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

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To Councillors: S Smith, G Coates, M Couchman, H Hadley, T Jay, K Norchi, B Price, M Summers and A Wells

MINUTES OF A MEETING OF THE
CORPORATE SCRUTINY COMMITTEE
HELD ON 13th AUGUST 2024

PRESENT: Councillor S Smith (Chair), Councillors M Couchman, H Hadley, T Jay, K Norchi, B Price, M Summers and A Wells

CABINET   Councillor Carol Dean
Councillor Ben Clarke

The following officers were present: Rob Barnes (Executive Director Communities), Rebecca Smeathers (Executive Director Finance (S151)), Paul Weston (Assistant Director Assets), Zoe Wolicki (Assistant Director People), Christie Tims (Corporate Project Co-ordinator), Leanne Costello (Senior Scrutiny and Democratic Services Officer) and Laura Sandland (Democratic and Executive Support Officer)

14   APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor G Coates and Councillor N Arkney (Portfolio Holder for Infrastructure, Heritage and Local Economy).

15   MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting held on 25th June 2024 were approved as a correct record.

(Moved by Councillor M Couchman and seconded by Councillor A Wells)

16   DECLARATIONS OF INTEREST

Councillor H Hadley declared an interest in item 9, and that she would not participate or take part in the vote on this matter.

17   CHAIR'S UPDATE

The chair provided the following update in respect of the recommendations from the Committee that went to Cabinet on the 25th January 2024.

Recommendation 1 –

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To add additional resource to TBC repairs team; when a MLDINS code is inputted for a property a manual lookback at the history of repairs for that property be conducted to identify if this Damp and/or Mold has been a previous issue at the property, or for the tenant at a previous property.
A Business Case has been approved for the creation of a new administrative post for an initial period of 12 months within the Housing Repairs Team.
Amongst other duties linked to compliance and complaints will assist in reviewing property data and identifying trends in Damp & Mould at a property level.
Recommendation 2 –
That the Damp & Mould inspection process become part of the repairs policy.
A new, separate Damp & Mould policy has been produced that sets out the Councils approach to dealing with Damp & Mould. This is in line with the requirements of the Housing Ombudsman as set out in their Spotlight Reports. This includes the process and timescales regarding inspection and therefore sets out the commitments on rapid inspection and prioritisation of works. The main Housing Repairs Policy will reference the separate Damp & Mould Policy so that the Council's approach to damp and mould forms an integral part of the Council's overall Repairs Policy.
Recommendation 3
To ensure that vulnerable residents are prioritised when there are damp and mould issues within the home.
The new Damp & Mould policy makes specific reference to addressing reports by vulnerable tenants. The policy reflects the requirements set out by Government in Awaab's Law in terms of timescales for inspections and the production of reports.

18   RESPONSES TO REPORTS OF THE CORPORATE SCRUTINY COMMITTEE

There were none.

19   CONSIDERATION OF MATTERS REFERRED TO THE CORPORATE SCRUTINY COMMITTEE FROM CABINET / COUNCIL

There were none.

A motion was moved under rule 9.1.3 to change the order of business for the meeting so that the Update on the Strategic Leasehold Review could be discussed first.

(Moved by Councillor S Smith and seconded by Councillor A Wells)

20   UPDATE ON STRATEGIC LEASEHOLD REVIEW

The Portfolio Holder for Housing, Homelessness and Planning / Executive Director Communities introduced the report to provide an update on the review of Leaseholder charging undertaken by Campbell Tickel in response to concerns raised about the Council's approach to leaseholder charging, thanking Cambell Tickell(CT) for their report and acknowledging the work carried out by all those involved in this piece of work before handing over to the Executive Director, Communities and Assistant Director, Assets.

The Committee made the following comments/observations and asked the following questions:

1. Whether the Officers and Portfolio Holder endorse the recommendations from the CT report, whether there were any areas that they did not endorse, whether the recommendations refer to the findings within the original CT report and were there and proposed deviations to the finding in the report?

   Officers confirmed that they broadly endorse the findings of the report and that the report summarises/paraphrases the finding of the CT report, which was also attached as an Appendix. It was highlighted that completing a repair on a property does not make the larger problem go away but just defers the matter.

   It was highlighted from a finance point of view the Council they have not taken on board the full recommendations of the report such as offering a discount for early payment, as the Council would not be able to recover the full cost and this would fall upon HRA tenants, they were also not considering offering a loan scheme as there was no allowance for this within the corporate credit policy previous agreed, however anyone struggling to make payments could contact the Council to look at making a payment arrangement.

2. Highlighted that the report suggests that communications had been poor in the past which has been stressful to those affected and that an apology was called for. It was highlighted that there was a recommendation some years ago that council review all communications, and do we use the plain English crystal mark in our communications?

   It was confirmed that there was a new suite of letters from CT which still meet the legal requirements of the council but in a more customer friendly manner. There would also be better quality information available to those using the right to buy process and the website would be updated in a more customer friendly fashion. Future engagement would also be looked at as part of the policy alongside work on wider tenant engagement, but there would be resource implications to consider.

   It was highlighted by the Committee that new suite of letters was still not customer friendly enough.

3. What are the cost implications moving forward?

   It was confirmed that there were hours remaining within the TC contract which should enable work to continue to produce a policy (aiming for April 2025). In terms of internal resources, they would be looking at priorities and existing commitments to meet this from the resource they currently have.

4. What is the benefit to the Council keeping the leaseholds and whether they could consider getting rid of them?

   It was confirmed that in most cases the leaseholds cover a mixture of council tenants and private housing and so they could not dispose of them.

5. Clarification around how the first-tier tribunal test case would work and why this was being considered when there was currently no need to renew the roofs?

   The officers confirmed that questions were raised by leaseholders as to whether the lease allows for renewals as opposed to repairs. The Council are of the opinion that this is permitted within the lease, and it is on the

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recommendation of TC the Council would take a test case to court in consultation with leaseholders to establish whether this is the case to inform future planning. It was highlighted that Council does not have the option to not collect monies for the work under the lease as it has a responsibility to collect monies where it is fiscally possible.

The Committee expressed concern at a current leaseholder being used for this test case and suggested that it should not be anyone who has been affected up to this point.

6. The Committee highlighted that in the private sector a goodwill gesture would be made to those affected by the process and whether this was something the Council could consider?

Officers confirmed that this is something they would need to look into.

7. What comes next and why does the Council report talk about a service improvement plan, but the TC report does not?

Officers confirmed that there is still work to be done, the report recommends a policy which is still ongoing, and that this is not the final report. In order to respond to the findings of the report, it was felt that a service improvement plan was needed moving forward.

8. Clarification around the stock survey and why the roof survey was not an appendix to the report?

The findings of the roof survey were included within the report so it was not thought it was necessary to attach the technical document to the report but that this could be circulated to Members. A full stock survey (which historically is carried out every five years) is currently being conducted which will look at every property and provide a notional lifespan. CT have asked that this information be made available to leaseholders as soon as possible.

The Committee suggested that it would be useful for leaseholders to receive a short-, medium- and long-term plan of works required to enable planning.

9. Clarification around the difference between the Officer report which suggests the roof life was 7-10 years with average investment of £5000 per block whereas the CT report says that they have 10 years left and there was no need to replace and why the Council were still considering renewal as an option over remedial works when the CT report states that there is no need for renewal at this stage.

The Officer confirmed that the estimate of 7-10 years had come from discussions with a technical advisor at CT and the £5000 was an average cost as for some blocks works were coming in at around £2000 whereas others it was £8000.

It was highlighted that in future the Committee would like to see all the detail as to how information within the report was obtained and asked the Portfolio Holder to go away and check this information.

10. Why the report was still a draft?

Officers confirmed that this was the report provided by CT and that expected this to be the final report.

11. Whether in regards to next steps there had been any internal changes made within the organisation yet?

Officers confirmed that no specific changes had been made yet, however this would be looked at as part of the service improvement plan, but that improvements were being made through the social housing regulations

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which would be echoed in engagement with leaseholders, it was highlighted that they had not had the requirement to issue any further section 20 notices but that ground work had been done in relation to the Council's overall engagement with customers.

12. It was highlighted that this subject needed to move forward on a positive path for all involved.

13. With regards to recommendation one the Committee raised concern at endorsing the findings of the CT report where there were areas that the Officers were not taking on board.

Resolved   that the committee amended recommendation one to be made to cabinet to:

1. Strongly recommended that Cabinet adopt the recommendations of the report produced by Campbell Tickell.

Resolved   that the committee

2. Endorsed the content of the Section 20 notices produced by Campbell Tickell and approves submitting them to Cabinet for consideration for use in future consultations. [Appendix 2]

3. Approved recommending to Cabinet that consultation commences in relation to the remedial works identified in the Campbell Tickell report. [Appendix 2] 4.

4. Recommended to Cabinet the approach to undertaking remedial works as opposed to full roofing renewals

5. Supported the continuation of the working arrangements with Campbell Tickell to produce a formal "Leaseholder Policy".

6. Supported the instruction of legal services to commence amendments to future leases to include for a management charge and to clarify the position in relation to major works and renewals with any amendments to be approved by Cabinet before implementation

    (Moved on block by councillor T Jay and seconded by Councillor B Price)

    The Committee moved an amended recommendation to be made to cabinet that:

8. This Council further develops a Service Improvement Plan, and this come back to the Corporate Scrutiny Committee.

    (moved by Councillor T Jay and seconded by Councillor B Price)

    A further two recommendations were made by the Committee that:

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The Portfolio Holder and Officers devise an appropriate goodwill payment using industry standards as a small gesture from this Council to these residents in light of the inconvenience and worry caused during this period and seek approval from this Scrutiny Committee for this.

(Moved by Councillor T Jay and seconded by Councillor M Summers)

That Cabinet consider the adoption of a plain English crystal mark or similar alternative across the board for all Tamworth Borough Council communications.

(Moved by Councillor M Summers and seconded by councillor TJay)

Recommendation seven from the report was not moved.

21   QUARTER ONE 2024-25 PERFORMANCE REPORT

The Chair welcomed the Assistant Director, People and the Leader of the Council to introduce the report to provide the Committee with an overview of Council performance for the first quarter of the 2024-25 financial year (April to June 2024). It reported 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. Cabinet will consider the report on 29 August 2024. The Leader confirmed that the report looked different as work had been done to make the document more user-friendly.

The Committee made the following comments/observations and asked the following questions:

1. Within the highlights, t was great to see attendance on St Georges Day at 12000 and with reference to the £21000 increase in tickets sales, was this being tracked to see where we were against previous performance and where we could go in the future?
    This relates to the tickets being sold though the tourist information centre who have had some training on upselling techniques, and this is being tracked.
2. Whether works on the Castle bridge would affect the fireworks?
    It was confirmed that the works would not interfere with the display.
3. Clarification around why Assembly Room performers costs were more than the budgeted costs (page 21)?
    The Officers confirmed that they did not have the answer to this but would take this away and provide feedback to Members.
4. Why the number of press releases for this quarter was lower at 40 and whether communications would remain a priority?
    The Leader of the Council confirmed that communication was important and that they were having regular meetings with the Head of Communications and that they would look at why this had fallen and what can be done about this.

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5. There appears to be a shortfall in assembly room ticket bookings. Who is responsible for booking acts and making decisions around shows, and whether these were selling out?
   The theatre manager works in conjunction with their team to monitor sales and look at past trends for ticket sales and what kinds of acts are successful. A piece of work is also being done by the Assistant Director to take stock of the shows and look at any recommendations for improvements.

6. More information around ICT/audio visual technology particularly in the town hall and why this is still being used when Marmion House is more convenient/disabled friend/public friendly and has better parking?
   It was confirmed that an item was going to be coming to the next Committee meeting to look at the reopening of Marmion House and moving committee meetings.

7. Concerns around the number of Council tenants on Universal Credit and in rent arears, what was being done to get these down, and why the there was a disparity between rent and council tax arrears? How many of the tenants on universal credit are in 4 weeks of arrears which might be as a result of their universal credit payments being made and in arrears and how many are in substantially more arrears? A greater narrative was requested around the reason for arrears and what is being done.
   Officers confirmed that there is always a drop in arrears in quarter four due to tenants using the rent-free weeks to make up some of their arrears. As universal credit is paid directly to the tenant, unlike housing benefit they are not always prioritising paying their rent. The Council makes early contact with tenants falling into arrears and will seek to make a reasonable agreement to recover these as well as providing other support, such as use of hardship funds and referrals to Tamworth Advice Centre. Specific figures on arrears levels were not available but that this could be provided for Members.
   It was highlighted that the jump in the numbers of universal credit may be down to the fact that there has been an increase in the number of claimants being transferred over from other benefits.
   With regards to council tax, the council tax reduction scheme does offer someone on Universal credit a significant reduction in the amount of council tax they need to pay which may account for the disparity.
   The committee highlighted that in the past the Council had run campaigns to encourage residents to prioritise their rent and that education was key.

Resolved   that committee:

Endorsed the content of this report for consideration by Cabinet.

(Moved by Councillor A Wells and seconded by Councillor M Couchman)

22   VISION AND CORPORATE PLAN UPDATE

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The Chair handed over to the Leader of the Council to introduce their reports advising members of the developing vision and corporate plan and update progress from the ongoing programme of consultation before handing over to the Corporate Project Director.

It was highlighted that –

- ➤ The consultation plan is still evolving as more group and stakeholders are identified and will be ongoing until the end of August.
- ➤ Casual staff from the Assembly Rooms have been supporting the Corporate Project Co-ordinator in undertaking public consultations and have met and engaged with over 200 people to date.
- ➤ Following suggestions from Members consultations are taking place in the evenings.
- ➤ As well as hard copies of the survey being available in the Assembly Rooms, hard copies have also been provided to local charity groups and organisations to make sure that have access to hard copies
- ➤ It was anticipated that draft results will be available in early September.
- ➤ There is still some engagement with key stakeholders including some social landlords outstanding.
- ➤ There will also be engagement with Support Staffordshire, the Community Safety Partnership, Chamber of Commerce and the TCG in the autumn.
- ➤ Some of the topics being seen are around social housing availability, particularly for young people, policing, potholes and road congestion.

The Committee made the following comments/observations and asked the following questions:

1. Clarification as at the last Committee meeting it was mentioned that a fully developed consultation would go to Cabinet.
Only an outline timeline went to Cabinet as they had still not confirmed everybody that they were going to be engaging with, and even now, new groups and representatives referred to them.
2. The committee highlighted that terminology was inconsistent within the reports and suggested that this was address to make the process easier to follow.
3. With regards to the Members workshop, was this always intended as this was not on the original timeline?
It was confirmed that this was always the intention, however that dates had not been confirmed. It was also noted that Member who had not been able to attend would be invited to a one-to-one.
4. In the last meeting it was said that it was hoped that there would be about 700 responses from residents, where is that at?
It was confirmed that there have been about 100 hard copy responses, 30 one-to-one discussions and about 100 online response (last week) and that they were expecting those figures to have doubled. It was anticipated that they would be close to the figures expected at the end of the process.

The Committee acknowledge that they had considered the report in line with the recommendations.

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A motion was moved under procedure rule 9.1.13 to extend the meeting until 8:45.

(Moved by Councillor M Summers and seconded by Councillor A Wells)

A motion was moved to adjourn the last two agenda items (14 and 15) to the next meeting.

(Moved by Councillor M Summers and seconded by Councillor T Jay)

23   WORKING GROUP UPDATES

There were no updates.

24   FORWARD PLAN

There were no items requested from the Forward plan.

25   CORPORATE SCRUTINY COMMITTEE WORK PLAN

The Committee expressed concern at the amount of substantial items on the agenda and that they did not allow the Committee give each item the attention they deserve.

The Chair confirmed that the Committee were expecting the ICT Strategy update and the item that was to be added to the Forward plan around the front desk/committee meetings on the 5th September 2024

26   EXCLUSION OF THE PRESS AND PUBLIC

This matter was not dealt with due to the motion to adjourn items 14 and 15 on the agenda.

27   UPDATE ON COMMERCIAL LEASE NEGOTIATIONS

This matter was adjourned.

28   UPDATE ON COMMERCIAL LEASE

This matter was adjourned.

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Chair

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Corporate Scrutiny Committee Agenda Item 7

Thursday, 5 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 undertaking minor refurbishment work to the current chamber.

2. Recommendations

It is recommended that corporate scrutiny endorse the following recommendations for cabinet consideration:

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
Total	**311**

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
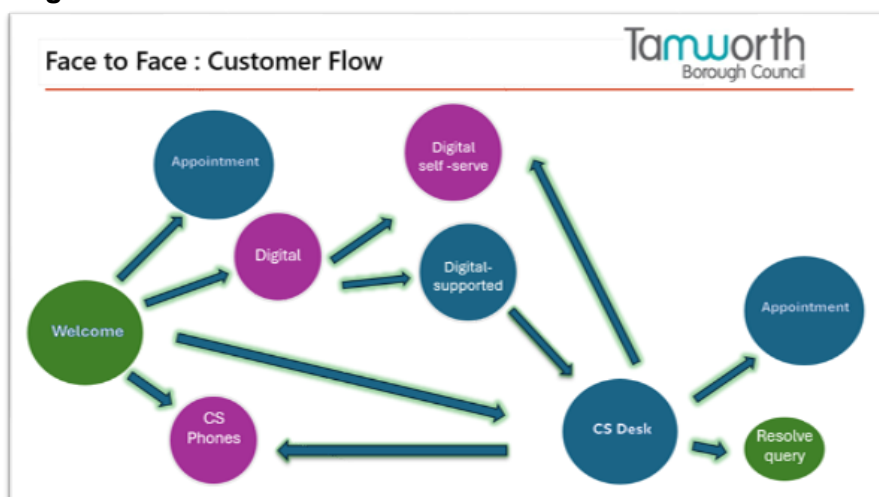
4.4.2 Proposed refurbishment and layout of reception area
Appendix 3 provides a diagram showing the design for the reception area.

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:

	Revenue Year 1 (Jan-Mar 25)	Revenue Year 2	Revenue Year 3	Revenue Year 4	Revenue Year 5	Total
Mon to Fri - Reduced opening hrs - 4 hours per day 10.00 - 2.00 or 2.00 to 6.00pm						
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
Total **	**£13,194**	**£56,336**	**£57,462**	**£58,612**	**£59,784**	**£245,387**
Cost per enquiry*	**£5.06**	**£5.16**	**£5.27**	**£5.37**	**£5.48**	

*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
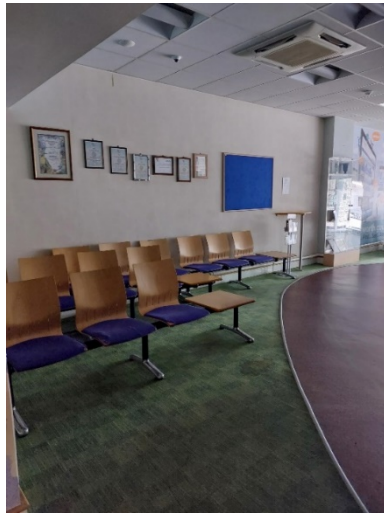Appendix 2 - Website quick links
Appendix 3 - Design drawing of proposed reception layout
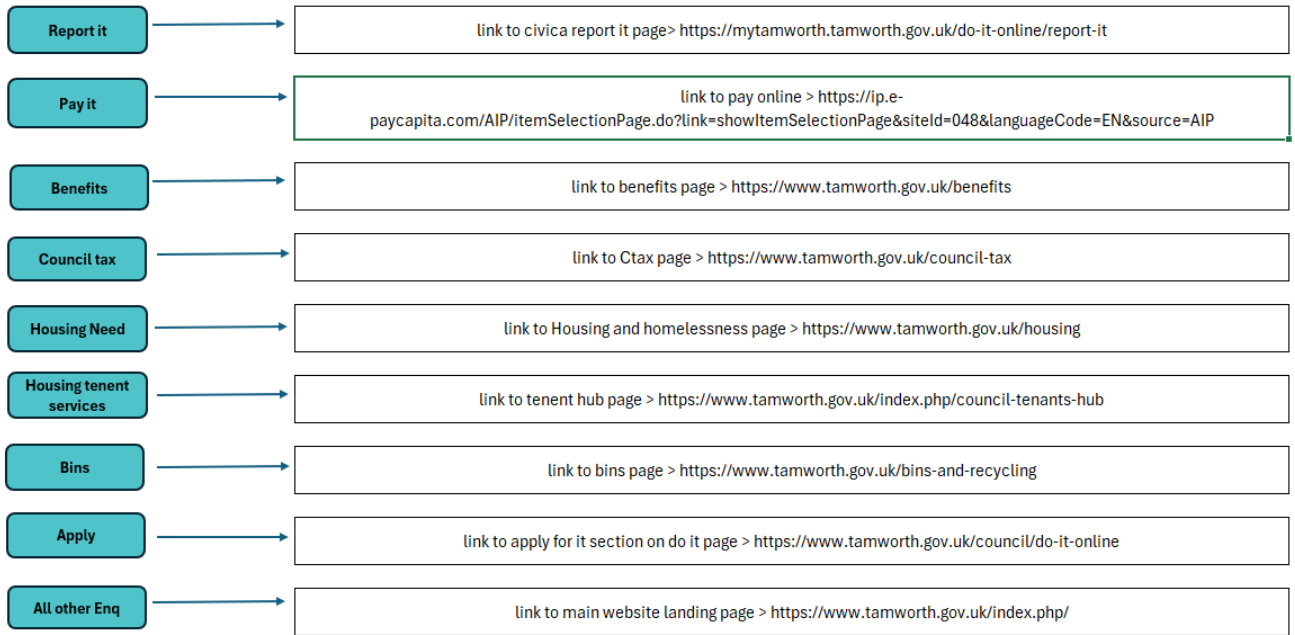Appendix 4 - Costed options and cost per enquiry
Appendix 5 - Community Impact Assessment

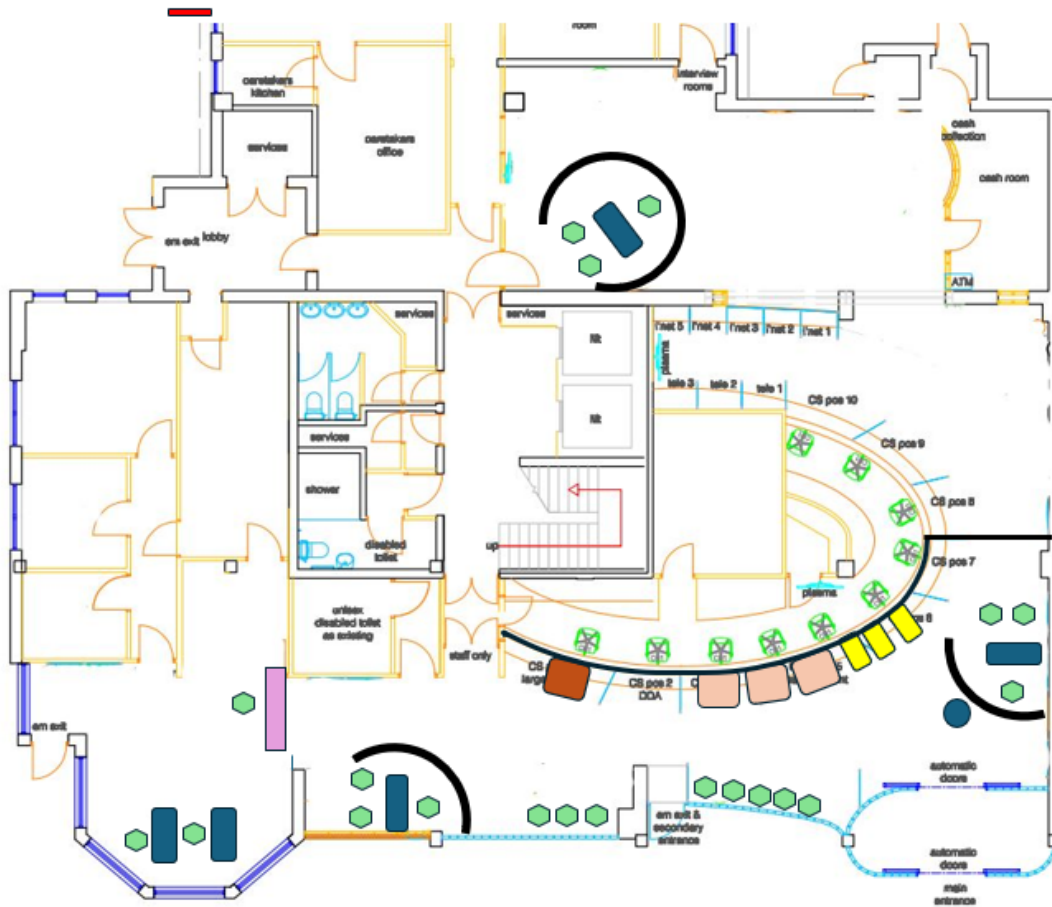This page is intentionally left blank

Appendix 1

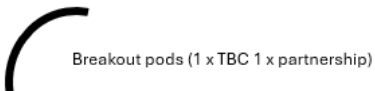This page is intentionally left blank

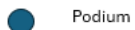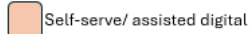|	
Report it	link to civica report it page> https://mytamworth.tamworth.gov.uk/do-it-online/report-it
Pay it	link to pay online > https://ip.e-paycapita.com/AIP/itemSelectionPage.do?link=showItemSelectionPage&siteId=048&languageCode=EN&source=AIP
Benefits	link to benefits page > https://www.tamworth.gov.uk/benefits
Council tax	link to Ctax page > https://www.tamworth.gov.uk/council-tax
Housing Need	link to Housing and homelessness page > https://www.tamworth.gov.uk/housing
Housing tenent services	link to tenent hub page > https://www.tamworth.gov.uk/index.php/council-tenants-hub
Bins	link to bins page > https://www.tamworth.gov.uk/bins-and-recycling
Apply	link to apply for it section on do it page > https://www.tamworth.gov.uk/council/do-it-online
All other Enq	link to main website landing page > https://www.tamworth.gov.uk/index.php/

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Appendix 3 – Proposed reception layout

Key:

| | TV

◯ 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

Option 1	Mon to Fri - 10.00 - 4.00 Reduced hours Cost per enquiry £6.86					
	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
Total	**£17,874**	**£73,997**	**£73,997**	**£73,997**	**£73,997**	**£313,862**

Option 2	Mon/Wed/Fri 9.00-5.00- Reduced opening days Cost per enquiry £5.60					
	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
Total	**£14,599**	**£60,895**	**£60,895**	**£60,895**	**£60,895**	**£258,179**

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
Total **	**£13,194**	**£56,336**	**£57,462**	**£58,612**	**£59,784**	**£245,387**
Cost per enquiry*	**£5.06**	**£5.16**	**£5.27**	**£5.37**	**£5.48**	

Option 5	Mon to Fri 5 hours - Reduced hours Cost per enquiry £5.96					
	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
Total	**£15,534.75**	**£64,639.00**	**£64,639.00**	**£64,639.00**	**£64,639.00**	**£274,090.75**

Option 6	Mon to Fri 9.00 - 5.00 - Full opening Cost per enquiry £8.65					
	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
Total	**£22,553.75**	**£92,715.00**	**£92,715.00**	**£92,715.00**	**£92,715.00**	**£393,413.75**

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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	☒
	A Strategy/Policy/Procedure	☐
	A function, service or project	☐
What kind of assessment is it? Indicate with an 'x' which applies	New	☒
	Existing	☐
	Being reviewed	☐

	Being reviewed as a result of budget constraints / End of Contract	☐

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 <u>direct </u>impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)

Age	☒	☐	Those who are digitally excluded will be able to access services via this proposal.
Disability	☒	☐	Adjustments have been made to ensure that the service and committee meetings are fully accessible
Gender Reassignment	☐	☒	
Marriage and Civil Partnership	☐	☒	
Pregnancy & Maternity	☐	☒	
Race	☒	☐	Interpretation and translation services will be available
Religion or belief	☐	☒	
Sexual orientation	☐	☒	
Sex	☐	☒	
Gypsy/Travelling Community	☐	☒	
Those with caring/dependent responsibilities	☒	☐	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	☐	☒	
Children	☐	☒	
Vulnerable Adults	☒	☐	Staff will be trained to meet the needs of vulnerable adults and have the ability to signpost appropriately
Families	☐	☒	
Those who are homeless	☒	☐	Those presenting as homeless will be supported by the additional services at the front door
Those on low income	☒	☐	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	☐	☒	
Those with mental health issues	☒	☐	Greater accessibility to face to face service
Those with physical health issues	☒	☐	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,	☐	☒	

Tamworth
Borough Council

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	☐	☒	
Health and Wellbeing	☐	☒	
Climate Change	☒	☐	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
Eg: Families	*Families no longer supported which may lead to a reduced standard of living & subsequent health issues*	*Signposting to other services. Look to external funding opportunities.*
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.

Tamworth
Borough Council

		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……………………………………..

Thursday, 5 September 2024

Report of the Leader of the Council / Assistant Director - People

ICT Strategy progress update

Exempt Information

None

Purpose

The purpose of this report is to provide a high level, non-technical update on progress against the 5-year ICT Strategy approved by Cabinet in April 2021.

Introduction

The focus of the strategy which runs from 2021 to 2025 is the journey towards digital transformation as an organisation, supporting the vision, corporate plan and enabling associated transformational projects to drive innovation, efficiency and excellence across the Council. The upcoming corporate peer challenge has an underlying information and communication technology (ICT) theme, outcomes and recommendations from which will help inform the refresh of our ICT Strategy moving forward.

The strategy has 5 strategic ICT themes which remain key throughout its life, each has a set of activities that are key contributors to the delivery and success of the strategy and in turn, organisation transformation and modern, robust, and secure ICT infrastructure.
This paper will provide a brief update on each of the strategic themes and associated activities as well as future plans and any potential disrupters to delivery of the strategy.

Update by Strategic Theme

1. Digital by Design

The focus of this theme is to deliver digital services enabling access for customers when and where they want whilst delivering efficiencies for the organisation. The Customer Portals were at the forefront of this theme, with the objective of moving more customer contact to digital channels. There have been significant challenges with MyTamworth Customer Portal, development of online processes in this platform is complex and has been challenging, resource intensive and time consuming, that said the team have made great progress recently with several new processes going live for customers including Report it, Taxi license, moves, Single Person Discount, and many website e-forms recreated from the old council website.

The limitations, challenges, and legacy architecture of the MyTamworth portal system, associated Electronic Document Management (EDRM) and Customer Relationship Management (CRM) systems we currently use will impact our ability to leverage the latest technology and flexibility of Cloud based services to continue our digital transformation. To ensure we continue to develop our digital offer for customers we have agreed budget to explore alternative solutions and work has already started on gathering requirements along with conversations with potential suppliers on modern customer portal and CRM systems. Technology in this area has moved on considerably, focused now on a 'low code' approach enabling simpler and quicker digital process transformation, system consolidation and single

customer conversation, reducing reliance on front to back-office rework. Many local authorities are starting to adopt this approach, and we have been keen to explore solutions which have a proven track record in delivering the kind of features and functionality that we want to provide.

To support new and existing housing tenants, we implemented the Housing customer portal. This offers our customers an online housing application process as well as online tenancy services once they become a tenant. We have also started to look at integrating online self-appointed repairs into the portal and new cloud-based services for housing allocations to understand associated benefits and efficiencies to improve the customer experience when applying for and being allocated council housing whilst improving efficiency of back-office processes.

Our Customer Services and Repairs Contact Centre is another area of focus for transformation. The current system is restricted to contact via phone, our customers are increasingly using other contact channels which are also more cost effective for the Council given appropriate technology to support this. We have been working on plans to implement an omnichannel contact centre solution to manage customer contact effectively and efficiently from email, webchat, webforms and socials to traditional phone, leveraging conversational/generative Artificial Intelligence (AI) and software robots (Robotic Process Automation) for repetitive, time-consuming tasks and handling standard customer enquiries, all contributing to reduced demand on customer service agents and improved service for our customers though accessible services 24/7 freeing resource to focus on vulnerable customers and those with more complex needs.

Electronic Document and Records Management (EDRM) is also an area which we're evolving as the current system is part of the existing on premise Civica environment. We are considering a proposal from Civica for migration to their new W3 cloud-based system and looking at other document management solutions to modernise and improve integration of EDRM. Ahead of any commitment, we're working with all service areas to understand full scope and use cases of the system to ensure an informed decision on provision of EDRM going forward.

Further progress has been made on the new web-based Environmental Health and Planning system, Assure. Phase 1 for Environmental Health (EH) – licensing, went live in April with food hygiene to follow from September along with phase 1 of Planning. The remaining EH modules will follow, and a full migration of Planning will be completed by December. Other service areas including Private Sector Housing, ASB, Street Scene and Land Charges are also in scope in line with our principles to consolidate our ICT systems and adopt a web-based application strategy.

We are currently working closely with His Majesty's Land Registry (HMLR) and the Land Charges/Planning teams to transition searches to a centralised HMLR service.

We are exploring ways we can make better use of existing systems without rework by our staff; examples include online Direct Debit set up via Academy and the development of Assure for online reporting of street issues.

2. Working Smarter

There has been good progress on this theme. The earlier period of the strategy focused on enabling staff to effectively work remotely, implementing an estate of home-based end user technology that is modern and reliable including replacement of 250 desktops/laptops for home workers and 160 smart phones.

There has been increased use of Teams, SharePoint and OneDrive for improved staff and partner collaboration. This is being extended with a move of our shared (S) drive into SharePoint, with ICT data already migrated as a proof concept and all other service areas to follow enabling increased flexibility for staff accessing shared data and further reducing

reliance on our Infrastructure. We've rolled out Office 365 to our desktop and laptop estate and moved all Outlook mailboxes to Microsoft's cloud service.

We've also built several 'low code' based applications inhouse using agile development methods and Microsoft's Power Platform to transform back-office business processes including a mobile app for play park inspections, a web application for our Scheme Managers to record their resident visits, an app for demand capture in Customer Services and a diary application for HR to manage their time sensitive work. We are also working on a visitor/task management system for the post room currently in user testing, an asset tracking app for Street Scene, a tourism and local business database, an app to manage our Information Asset Register as well as looking at further business process automation using Microsoft Power Platform technology.

We've started to look at use cases and the art of the possible with Microsoft's Copilot. Several staff are already using the freely available version to help create outline reports and to reword and summarise passages of text along with other use cases. We are starting a proof of concept with Copilot for 365 and have a workshop planned with Microsoft to understand how Copilot can help change how we work and drive efficiency and productivity, building a prioritised plan for adoption.

In line with our cloud first strategy, iTrent HR and Payroll and Income Management systems have been migrated to the cloud-based software as a service, reducing demand on ICT teams for ongoing maintenance and allowing increased access flexibility and business continuity. ModGov will be moved to a cloud hosted service in the coming months and a new app introduced for members to access restricted reports, including report sign off.

We are currently implementing an upgrade to Orchard Housing to enable browser based mobile/remote access for staff, improving flexibility of access for housing officers away from the office.

We have enrolled all our laptops, desktops and mobile devices into the new Microsoft Cloud Endpoint Management system, Intune. This allows us to ensure devices based at home or mobile remain secure, kept up to date with security patches, software updates and rollout out new apps automatically without the inconvenience of regular device recalls.

We are starting work with a partner to implement Microsoft Teams Rooms into several meeting rooms in Marmion House with built in technology to enable group Teams meetings improving internal and external collaboration.

Next month we will be running a training needs analysis to understand Microsoft 365 skill levels and gaps across the organisation to target upskilling of staff to leverage full value and use from our Microsoft 365 licensing.

3. Better Use of Intelligence, Knowledge, and Insight

Data is a valuable asset for the council and our currency to inform decisions and shape services.

There have been several key achievements in this theme. We've been working with Microsoft's Power BI reporting platform and produced a dashboard for Customer Services, continually reporting on customer interactions and telephony data to help inform demand resourcing. We've also been using Power BI for reporting on Sheltered Schemes data. There are many more use cases for Power BI which we're actively exploring.

Our in-house application development has been specifically designed to allow greater and more flexible reporting and interrogation of the data held in those systems, using Microsoft's cloud-based Dataverse and Power BI reporting helps us with this. Users will have the opportunity and tools to analyse and make informed decisions based on their data, which

would have been much more difficult to achieve in the past. This is an exciting development and opportunity where we are actively looking to increase skill levels in this area.

We have continued to achieve gold standard from Geo Place and earlier in the year, were awarded Platinum as part of the 2023 Exemplar Awards. Geo Place manage the central address data repository for the UK, and accuracy of our data is essential both for our systems and our submission obligations.

We are exploring use cases for data sets available as part of our subscription to LG Inform Plus to understand how this can help inform our decision making and shape our service provision.

Introduction of new CRM and Customer Portal systems and transformation of processes from back office to customer self-service with omnichannel contact history from a new Contact Centre system will give us improved data and insight into customer demand to help inform effective service delivery.

4. Strong Governance, Security and Compliance

This is a key area as we progress our digital transformation and consume more cloud-based services. There were some key ongoing activities and projects identified as part of this theme.

We've achieved ongoing annual Public Services Network (PSN) compliance ensuring we maintain access to critical services such as Department of Work and Pensions (DWP) Searchlight, we perform ongoing monthly network vulnerability scans and an annual external network health check and associated remediation work to strengthen our cyber security posture. We've also just started work with Local Digital on the new National Cyber Security Centre's Cyber Assessment Framework to further assess our cyber resilience. We also implemented a new network backup system with a cloud-based DR copy of our data.

We've refreshed our main perimeter firewall which protects our network from the internet, introducing cloud-based management.

We've maintained a strict regime of monthly security updates to our Microsoft server and desktop estate.

Our ICT governance policy framework has been completely refreshed to ensure our policies and procedures remain up to date and fit for purpose along with ongoing cyber security information and updates to raise staff awareness and we are working on an AI policy to ensure the organisation has appropriate governance in place for adoption of AI. Our cyber awareness training has proved successful, in our last two phishing tests targeting large numbers of staff, no staff revealed any sensitive information.

We have completed our Information Asset Register (IAR) and associated Record of Processing activity (ROPA) as part of our ongoing General Data Protection Regulation (GDPR) compliance work and to understand what data sets we have and their purpose.

Projects coming up in this area include funded training for several internal ICT staff as cyber security practitioners, work towards organisational Payment Card Industry (PCI) compliance and implementing SharePoint information protection policies supporting the General Data Protection Regulation (GDPR) as part of our wider SharePoint adoption.

5. Future Fit Technology

The focus for this theme is maintaining a modern, flexible, and effective technology portfolio underpinning all the other themes with a Cloud first approach.

We've completed setup of our Azure landing Zone, essentially our Microsoft Cloud based data centre. This work was fully funded by our Microsoft partner and puts us in a ready state to move services off premise to cloud hosting. We've identified servers in scope for cloud hosting and secured budget to proceed. We have maintained existing server and storage infrastructure beyond expected life cycles, saving on capital investment but now need to bring that infrastructure up to date to meet capacity demand and in line with our Cloud first strategy, move in scope services to our Azure environment, reducing reliance on our own infrastructure and improving flexibility and business continuity. The first of these cloud-based services is set to be the council's website ensuring it remains available for customers 24/7.

Some of the work associated with this theme has been on hold whilst decisions are made on longer term office accommodation for the Council. To modernise our ICT infrastructure, keep pace with increased use of technology and ensure a stable, compliant and performant network, planning and design work for a complete refresh of our internal network has been completed and implementation will start in the coming months. This has been designed with flexibility to adapt to any potential accommodation change in the future. New desktop technology has also been planned for our offices, mini PC's and new modern screens will replace the legacy thin client estate enabling functionality such as desk-based Teams meetings when in the office, implementation will start in the coming months.

Work is also underway to modernise our back-office phone system. This will involve moving traditional landline calling into Teams and removing the need for physical handsets and the Mitel softphone, increasing flexibility for home, remote and office working and enabling better contact and collaboration between staff and improved business continuity.

Our Council Chamber will be refitted with a modern, hybrid-enabled audio-visual system to improve council meeting experiences for both Councillors and the public. The invitation to tender is out now with a planned implementation by November.

Our wide area network is being improved with an upgrade to depot connectivity, this is scheduled for completion in September.

Summary

We have made significant progress on delivery of our 5-year ICT Strategy. We are now in a key phase where continued investment is required to modernise our ICT infrastructure and systems, adopt new technologies and gain insight from our data to continue to deliver the benefits which will make the biggest difference to service delivery for our customers and staff and keep pace with our digital transformation aspirations.

Equalities Implications

See Appendix 1 – Community Impact Assessment – ICT Strategy update

Environment and Sustainability Implications (including climate change)

Our ICT Strategy can actively contribute towards reducing carbon footprint and environmental impact whilst continuing to maximize efficiency and innovation.

- Energy Efficiency - our latest data centre infrastructure will be more energy efficient and require less cooling, moving more services to the cloud, optimized for energy efficiency and sustainability will also reduce our carbon footprint. Our endpoint device management system ensures energy efficient devices are configured to help reduce overall consumption
- Sustainable Procurement - prioritising the purchase of ICT products that are energy-efficient, have a longer lifespan, and are made from recyclable materials.

- Third Party Suppliers - working with suppliers who adhere to environmental standards and sustainable practices.
- Recycling and Reuse - programs for recycling and reusing ICT equipment to reduce waste.

Resource Implications

Budget has been approved for the main key projects including Contact Centre, CRM, Customer Portal and EDRM system replacements, infrastructure refresh work and Council Chamber Audio Visual system replacement. We also have a level of ongoing revenue budget to fund forecasted Azure consumption charges for the initial cloud server migrations. Remaining projects will be funded from a combination of the existing ICT Technology Replacement capital scheme and where there are forecasted shortfalls, this will form part of budget process for 24/25.

Resource to deliver the projects will be provided by a combination of ICT staff and partner suppliers. Where partner resources are required, this will be included in the project budget.

Background Information
None

Report Author
Gareth Youlden – Head of Technology and Information Services

List of Background Papers
ICT Strategy – available via
https://www.tamworth.gov.uk/sites/default/files/foi_docs/Council%20%26%20Demo/ICT%20Strategy%202020-25.pdf

Appendices
Appendix 1 – Community Impact Assessment – ICT Strategy update

Community Impact Assessment

Tamworth
Borough Council

Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	ICT Strategy update	
Date Conducted	23/08/24	
Name of Lead Officer and Service Area	Gareth Youlden, ICT	
Commissioning Team (if applicable)		
Director Responsible for project/service area	Zoe Wolicki	
Who are the main stakeholders	All employees, customers, residents	
Describe what consultation has been undertaken. Who was involved and what was the outcome	Employees, CMT, Cabinet	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	Research best practice and industry standards.	
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	☐
	A Strategy/Policy/Procedure	☒
	A function, service or project	☐
What kind of assessment is it? Indicate with an 'x' which applies	New	☒
	Existing	☐
	Being reviewed	☐
	Being reviewed as a result of budget	☐

Tamworth
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	constraints / End of Contract	

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. Provide a high level, non-technical update on progress against the 5-year ICT Strategy approved by Cabinet in April 2021. The strategy runs until 2025.
Who will be affected and how? All employees, customers/residents, members
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 <u>direct </u>impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
Age	☒	☐	Older residents may not be ICT literate or have access to ICT. We offer support through engagement/guided self- service.
Disability	☒	☐	ICT systems may not be accessible to individuals with disabilities, particularly those with visual, hearing or mobility impairments. Accessibility standards, reasonable adjustments policy for customers.
Gender Reassignment	☒	☐	ICT systems must respect the privacy and confidential of

	☐	☒	indiviuals undergoing or who have undergone gender reassignment.
Marriage and Civil Partnership	☐	☒	No adverse impact
Pregnancy & Maternity	☒	☐	Employees on maternity leave may face challenges in accessing ICT resources or may be excluded from key ICT developments.t
Race	☒	☐	Language barriers could affect the ability of non-native speakers to effectively use ICT systems Reasonable adjustments through Language Line
Religion or belief	☒	☐	Certain religious practices may require accommodation in terms of ICT use, such as during specific times of prayer or religious observations.
Sexual orientation	☒	☐	ICT systems must ensure privacy and non-discrimination of individuals based on their sexual orientation.
Sex	☐	☒	No adverse impact
Gypsy/Travelling Community	☐	☒	No adverse impact
Those with caring/dependent responsibilities	☐	☒	No adverse impact
Those having an offending past	☐	☒	No adverse impact
Children	☐	☒	No adverse impact
Vulnerable Adults	☐	☒	No adverse impact
Families	☐	☒	No adverse impact
Those who are homeless	☒	☐	May not have access to ICT – support through inclusivity
Those on low income	☒	☐	May not have financial means for access to ICT – alternatives access channels/officer support provided
Those with drug or alcohol problems	☐	☒	No adverse impact
Those with mental health issues	☒	☐	As per disability section above. Accessibility/officer support provided
Those with physical health issues	☒	☐	As per disability section above. Accessibility support provided
Social inclusion	☒	☐	Support through Language Line

Please include refugees and asylum seekers,			
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	☐	☒	No adverse impact
Health and Wellbeing	☐	☒	No adverse impact
Climate Change	☐	☒	No adverse impact

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
As identified above	Access to online services	Reasonable adjustments policy and appropriate officer support
Pregnancy and maternity	Accessing ICT resources and developments	Ensure remote access to ICT systems is available and functional for employees on maternity leave. Provide flexible training schedules to accommodate pregnant employees
Disability, mental health, physical health issues	Problems with visual, hearing or mobility	All digital platforms, hardware, software are complaint with accessibility standards
Gender Reassignment and Sexual orientation	Privacy and confidentiality	Strict date protection protocols to safeguard sensitive information. Ensure systems allow users to update their gender and name info easily and confidentially.
Age	Older employees and users might face challenges with new technologies	Provide targeted training to support older employees and users. Consider age-friendly design in software and user interfaces.

Race, religion or belief	Specific times for prayer or religious observances	Provide flexible working hours or the ability to pause and resume tasks.
Sex	Gender bias in technology design and implementation could potentially disadvantage men or women	Ensure gender considerations are included in user experience and design to avoid unintentional biases.

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			

Date of Review (If applicable) …………………………………………………..

Guidance and form updated July 2023 following CMT approval.

Tamworth
Borough Council

Corporate Scrutiny Work Plan

2024 - 2025

To provide effective scrutiny of the achievement of the Council's strategic priorities by scrutinising the performance of the Executive.

To review and scrutinise the performance and functions of other public bodies, statutory undertakers or other such organisations, including voluntary and not for profit institutions, who provide or facilitate the provision of public services within the Borough.

The Committee shall review and scrutinise matters relating to:-

- • Forward Plan
- • Quarterly performance reports
- • Corporate plan
- • Major Council led projects
- • Investment Strategy
- • HRA function
- • Bi-annually review and scrutinise matters relating to the Local Authority Trading Company's activities and performance.

To undertake such other scrutiny activities, relevant to the committee's scope, as may be required in relation to the performance of the Council, governance, financial management and discharge of statutory functions.

Membership: Councillors S Smith (Chair), A Wells (Vice-chair), G Coates, M Couchman, H Hadley, T Jay, K Norchi, B Price and M Summers

Date	Issue	Reason	Lead Member	Lead Officer
5th September 2024	**Marion House front Desk and Committee Meetings**	Officer request (Committee remit)	Leader of the Council	Zoe Wolicki
	ICT Strategy Update	Member request	Leader of the Council	Zoe Wolicki
	Update on commercial lease negotiations	Member request: Forward plan	Infrastructure, heritage and Local Economy	Paul Weston
	Update on commercial lease	Member request	Infrastructure, heritage and Local Economy	Paul Weston
9th October 2024	**Social Housing Regulatory Programme Update**	Officer request (Committee remit)	Housing, Homelessness and Planning	Tina Mustafa
19th November 2024	**Quarter 2 2024/2025 Performance report**	Quarterly Report	Leader of the Council	Zoe Wolicki
6th February 2024	**Quarter 3 2024/2025 Performance report**	Quarterly Report	Leader of the Council	Zoe Wolicki
TBC	**Quarter 4 2024/2025 Performance report**	Quarterly Report	Leader of the Council	Zoe Wolicki
TBC	**Tree Policy**	Member request: matter of importance to residents		Hannah Peate
TBC	**Housing Voids Update**	Following on from Recommendations approved by Cabinet in June 2024		

Items Considered/Recommendations to Cabinet/Further Action				
Date of meeting	Item	Action	Cabinet Meeting Date	Response from Cabinet /Any further action
13/08/24	Update on Strategic Leasehold review	**Recommendations to be made to Cabinet**	29/08/24	

Items Considered/No further action		
Date of meeting	Item	Action
25/06/24	Quarter 4 Performance Report	Recommendations endorsed – continuing quarterly updates
	Sustainability Strategy and Productivity Plan	Recommendations endorsed
13/08/24	Quarter 1 2024/2025	Recommendations endorsed – continuing quarterly updates

	Performance report	
	Vision and Corporate Plan	No specific recommendations to endorse

Working Groups		
Set up date	**Item**	**Notes**

Upcoming Corporate Scrutiny Committee Meetings	
Meeting dates: 05/09/24 09/10/24	19/11/24 06/02/25 18/03/25

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