

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 14 FEBRUARY 2022

SMARTER, HEALTHIER AND GREENER WAYS OF WORKING

Summary

1. The Corporate and Communities Overview and Scrutiny Panel has requested an overview of the activities and initiatives being undertaken by the Council in support of the Smarter, Healthier and Greener ways of working agenda.
2. The Cabinet Member with Responsibility for Corporate Services and Communication and Assistant Director for Transformation and Commercial have been invited to attend the meeting.

Introduction

3. The Panel has requested further information on the following areas:
 - The Council's Smarter Working Strategy and how this compares to other Local Authorities, in particular, what Strategies being adopted by District Councils, and more broadly what nearest neighbour authorities are doing
 - The Council's offer in respect of staff incentives and salary sacrifice schemes
 - The implications of the Council's approach in respect of workforce and workforce strategy
 - The Councils estate strategy within the context of Smarter Working, including sustainability, fitness for purpose etc
 - Examples of where the Council has (or is considering) changing its service delivery model in-light of Smarter Working

Overview

4. Smarter, greener and healthier ways of working are all significant and broad topics of discussion, impacting across all areas of the Authority and the services provided. The paper presented herein has refined the focus on the following key areas:
 - **Operating models** – an overview of what is meant by smarter, healthier and greener ways of working, a summary of the Council's overall smarter working aspiration, operating practices, how these have evolved and what is being seen elsewhere
 - **Estate utilisation and sustainability** – estate overview, estate rationalisation and OPE (districts and wider) and estate sustainability
 - **Workforce transformation** - workforce strategy, recruitment and retention, health and wellbeing and electric care scheme

Operating Models

Meaning of smarter working and the Council's aspiration

5. Smarter Working is a commonly used term but one that carries with it a number of different and varied meanings and intentions, ranging from the fairly simple “remote working” through to a fundamental shift in the operating model and practices of an organisation. Smarter Working has been defined by the Chartered Institute of Personnel and Development (CIPD) as “an approach to organising work that aims to drive greater efficiency and effectiveness in achieving job outcomes through a combination of flexibility, autonomy and collaboration, in parallel with optimising tools and working environments for employees” (CIPD 2014 [3]). This definition is a broadly accurate summary of what Smarter Working is to the Council (and is clear how it differs from remote working as a principle).

6. Smarter working is not led by where you work from, and nor is it a measure of days in the office. Smarter working is a principle and an overarching objective/outcome rather than a particular defined operating state. It's about improving business efficiency and performance and improving customer outcomes and satisfaction. It's about achieving this not by “working harder or more hours” but by “working smarter/more intelligently”, providing the right enablers and removing the barriers to high performance.

7. Smarter working is in many respects a People development programme – empowering teams and giving them autonomy to work in a manner that facilitates high performance, giving them responsibility and ownership of outcomes and their delivery, and promoting greater collaboration whilst breaking down silos. Whilst tools, technology and estates are enablers of the people, they aren't the “objective”. The objectives is to provide a means to allow the Council's workforce to “work smarter”, providing the right tools, process and environment to be able to do so. With the ultimate outcoming being an improved service to Worcestershire's residents, that is sustainable and fit for purpose.

The Council's Smarter Working Programme

8. The Smarter Ways of Working Programme will broadly look across four areas. Workforce and workforce strategy (including operational requirements, policy, total reward etc), IT and Digital (including remote working applications, automation etc), Property and Estates (including estate rationalisation, environmental sustainability, facilities management & renovation etc), and Service Reform and Optimisation (adopting reviews such as lean six sigma, performance mapping, etc). Many of these areas are addressed through existing projects or initiatives, with the programme providing the umbrella for assessing progress against the fundamental aims.

9. The principal tenants of the programme are to deliver or create:

- Flexibility and empowerment of the workforce to allow them greater involvement in determining how best to meet customer and business needs, and the ability to “get on and deliver”. This includes some discretion over where to work from, how to work and when, shifting the focus from “office

based” vs “based from anywhere” as the choices, but instead making the focus “do what is best for the customer or business outcomes”.

- Performance management predicated on outcomes and effectiveness. This will still include productivity measures as indicators / KPIs, but focus is on the outcomes achieved, with greater autonomy of the directorates to determine how to achieve them.
- Cultural shift to drive responsibility and accountability for performance at all levels of the organisations. Employees must demonstrate a clear ownership of the business and customer deliverables and outcomes and be responsible for ensuring the Council is achieving what it says it will. This introduces greater flexibility to how the outcomes themselves are achieved, both at an individual and service design level, looking at channel and place-based strategies, digital enablement, and community engagement/volunteering.

10. Some of the desired outcomes of Smarter Working include:

- An agile and empowered workforce with high wellbeing and an appropriate work/life balance. This will in-turn improve performance, retention and the ability to attract potential new employees. Agile working provides an opportunity to increase diversity and inclusion in the Council’s workforce to mirror our communities. Equally, this will promote a better physical and mental wellbeing amongst the workforce, with the corresponding benefits to the individuals, the Council and our residents.
- To deliver improved commercial outcomes, look at ways to both reduce expenditure and optimise both income opportunities and capital receipts, ensure Council resources are aligned to the political aspirations of the Authority.
- To deliver improved performance and productivity with a corresponding impact on the services we provided to customers and residents. The Council wants an operating model that leverages the benefits of smarter working and translates these into improvements in outcomes to customers and residents by way of demonstrably enhanced performance/productivity.
- To make Worcestershire County Council a place people want to work, providing a work environment that meets the expectations of a modern workforce, that is technology enabled, and leads with being digital first and to contribute to the Council’s wider commitment to lowering our carbon footprint and being sustainable for the future.
- To operate a streamlined and right sized estate; but one with the right points of presence across the County, either via council own buildings or those of partners, to offer the services residents expect and to provide the best and most efficient service to meet their needs, enable the best life chances and prevent future pressures where possible.

Steps Taken Towards Delivery of Smarter Working for the Council

11. The Covid-19 pandemic has driven a need for unprecedented change in how the Council operates, both in respect of the speed and scale of the change that has been required. Below are a small selection of the initiatives the Council has undertaken, or is undertaking, or has planned for the future against each of the four core areas of focus.

Digital Technology

Delivered:

- Microsoft Teams rolled out with additional IT equipment to enable staff to work from home
- Installation of MS Teams Kit to 90% of meeting rooms (only low-capacity rooms excluded) enabling effective hybrid meetings
- Development of 35+ bespoke applications during 21/22 alone, written through low code platform, enabling automation and effective management of key process and activities
- Digital enablement of Here2Help
- Room booking and desk booking applications developed
- VPN infrastructure upgraded to increase resilience, reliability and capacity
- Greater resilience to the internet circuit, together with increasing capacity and alternative provision for people who had problems getting a VPN connection
- Upgraded the internet firewalls

Planned / In-Progress:

- The website is being replaced to ensure the Council can support and deliver outcomes from the Corporate Strategy, Digital Strategy and the Customer Management Strategy. The website www.worcestershire.gov.uk is the front door into all of online services, information, advice and guidance for residents, visitors, communities and businesses.
- The Council will be replacing OurSpace with an Intranet that will be engaging, accurate, up to date and focussed on the needs of staff. The Council requires a modern intranet that helps connect and engage employees to boost productivity, increase retention and drive engagement.
- A Digital Programme Plan is established to deliver the priorities laid out in the Digital Strategy

Human Resources and Workforce

Delivered:

- Wellbeing Strategy approved and two Wellbeing Operations Partners appointed to deliver the strategy to support the wellbeing of the workforce.
- Internal Mental Health First Aiders programme and Wellbeing Hub established.
- Re-introduction of Flexible and Mobile Environment Policy (FAME). This has been supported by our recognised Trade unions (GMB and Unison) and is in line with other regional and Local Authorities.
- Implementation of a Mandatory Learning Programme
- New Learning Management System – Go Live April 2022

- New recognition agreement with the recognised Trade Unions

Planned / In-Progress:

- Delivery of the Workforce Strategy in particular to ‘fast track’ aspects aligned to Smarter Ways of Working (SWoW). Examples include (not exhaustive):
 - HR System Enablement
 - Streamlined, simplified and standardised working practices
 - Review of job evaluation and introduction of ‘generic job catalogue’
 - Review, refresh and align of people policies to support SWoW
 - Undertake skills audit for ‘hot spot’ for specific areas identified through succession plans
 - Targeted review of recruitment, talent & retention in ‘hard to fill’ or ‘new’ areas identified through SWoW
 - Review of future Terms and Conditions to ensure fit for purpose aligned to SWoW
 - Targeted wellbeing communications and activities including Wellbeing Wednesday and quarterly wellbeing days which address all wellbeing domains
 - Physiotherapy and counselling triage service
 - Employee wellbeing needs analysis with tailored wellbeing plan.
- Maintaining positive employee relations through regular engagement with the recognised Trade Unions through established framework.

Property and Estates

Delivered:

- Improvements to the working environment including:
 - Renovations of Pavillions (ongoing)
 - Renovations of Meeting Rooms
 - New desk layouts to improve capacity during COVID distancing
 - New equipment and furniture
- Implementation of CO2 monitors to facilitate an increased return to the office
- New meeting rooms created, with more to be constructed, facilitating collaborative working when in the office
- Solar Panels installed at wildwood, reducing running costs, and increasing potential lease yield.
- Reformed canteen facilities
- Building energy management (BEMS) systems upgraded for schools

Planned / In-Progress:

- One Public Estate (OPE) review in progress considered options for utilisation and rationalisation of the wider public estate across the Council, District Councils and Emergency Services
- Migration from Wildwood to County Hall, and reorganisation of the pavilions to introduce hotdesking and greater levels of capacity (in-progress)
- Condition survey audits of the entire estate commenced
- Asset audits to be undertaken of our entire estate (to commence April 2022)
- Separate programme of Energy Sustainability Audits (in-progress), with planned works to be assessed and delivered from July 2022 onwards
- Accelerated disposals programme intended to reduce the size of the Council’s estate and release capital receipts.

Operational efficiency and performance

Delivered:

- Pentana risk system procured and stood up. Population of risk and performance data nearing conclusion, with launch anticipated for Q1 data in 2022. Accessible via MS Teams.
- Power BI dashboards being adopted across a number of services areas (see commercial example below)
- Service reviews in progress, including Communities (as part of Here2Help programme), HR (as part of workforce strategy), Finance and MIAR

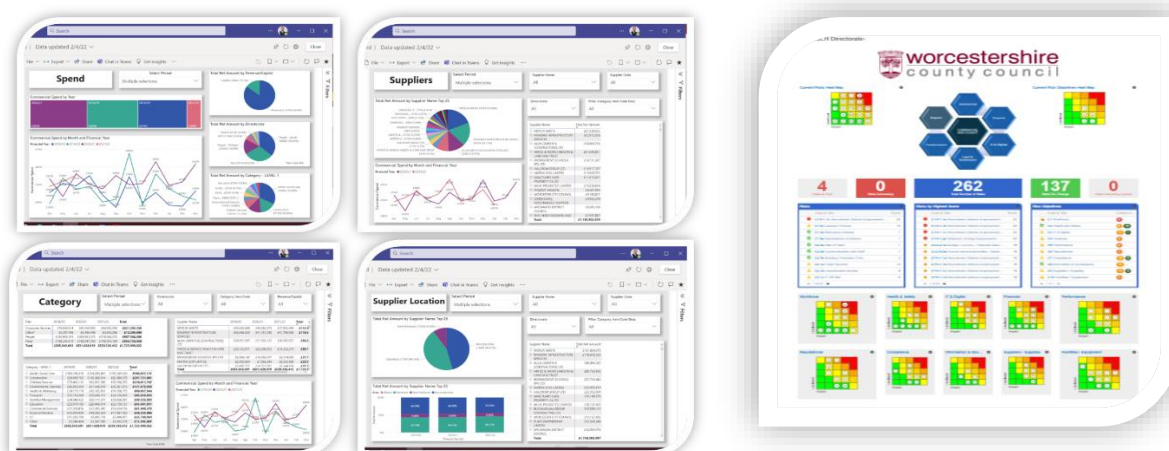
Planned / In-Progress:

- Data Warehousing Pilots for HR, Property and Finance in development
- Service reviews in progress, including Communities (as part of Here2Help programme), HR (as part of workforce strategy), Finance and MIAR
- Verto Programme Management Solution in process of being implemented across Transformation and Commercial, Property, Finance, E&I major projects, Sustainability, and IT, providing a single project and programme management solution with visibility via MS teams.

Performance and Analytical Dashboards

12. As part of the Council's wider Smarter Working aspirations, it is exploring data and performance management solutions, both from a front end data visualisation perspective, and back end infrastructure. As previously outlined, a data warehousing solution is being explored with pilots proposed from HR, Finance and Property services initially. In terms of the front end solutions, the Directorate is already beginning to see the development and deployment of solutions for Risk, Performance and Commercial data, as well as being widely adopted across IT. Examples are provided below of the Commercial dashboard, and Pentana Risk dashboards.

Commercial Analytics Dashboards – Power BI, and Risk Dashboard - Pentana



13. The Council's procurement dashboard is attached at Appendix 1

Hybrid working, the Council's approach and what is being seen elsewhere

14. The term "hybrid working" is a generalist reference to three different models of working that would be useful to outline in advance; namely, Remote Working, Flexible Working and Fully Agile Working.

- **Remote Working**

Remote working (which encompasses "home working") is the most prescriptive / inflexible of the three approaches. It proposes a fixed location of work with a prescribed number of days in attendance. The alternate days are spent working from home. Whilst lacking many of the benefits to the business and employee for Flexible or Agile working, remote working is necessary for certain roles and industries as a consequence of the logistical / business need. Remote working is adopted effectively and necessarily by the Ministry of Defence, MI5/6, Bank of England, some emergency services, and across a number of senior civil service functions where the nature of the roles dictate locations and attendance be prescriptive. The Directorate has seen this model adopted more broadly across the Public Sector given the relative simplicity to implement and manage.

- **Flexible Working**

Flexible working takes remote working a step further in that it allows employees to work from any number of locations, and is typically not prescriptive on "days in the office". Employees are empowered to choose the best location from which to deliver the business need, and a responsibility is placed on them to ensure they do so. This allows the business to better facilitate customer need, and the employee feels empowered to deliver in a manner they see fit. Pre-pandemic, this model was rare in the public sector, however it is being adopted increasingly by Local Authorities since that time. This is a widely adopted model in the private sector due to the benefits offered from estate rationalisation, access to customers and points of presence, and management of expenses.

- **Fully Agile Working**

Fully Agile working is similar to flexible working in most respects, but shifts the conversation away from locations and facilities to one that focuses entirely on business and customer outcomes. The employee is tasked with delivering the best possible outcomes, without any requirements stipulated on office attendance. In addition, varying degrees of flexibility are afforded (and expected) on working days and hours, with delivery of the expected performance levels being the focus. This model is rarely adopted in the public sector, but it is a commonly adopted model in larger service focused private sector organisations, and across industries such as IT, Consultancy, Finance, Sales etc.

15. Since the pandemic, all Local Authorities have adopted a remote (home) working model, with little impact on service delivery and many reporting an increase in productivity and performance, as well as improved service outcomes. Emerging from the pandemic, Local Authorities are now considering how to leverage these benefits into the future. All Local Authorities engaged with, both locally and nationally, will be adopting some form of "home working" model, with most considering Flexible or Remote

working as suitable alternatives. Below is have outlined the position being adopted by the Worcestershire District Councils, as well as the Council's own position.

Approach adopted by District and County Councils

16. The County and District Councils, are to some degree, migrating towards permanent hybrid working models. District Councils are adopting a fairly diverse approach across both Remote and Flexible working arrangements. Based on recent consultations with Chief Executive Officers, a majority are proposing no minimum number of days in the office, with the two proposing either "2 days minimum" or "a majority of time in the office" (though without being prescriptive on actual days). Having a mixed economy of models is advantageous as the Council will be able to engage and observe effectiveness and impact, and in-turn use this information to help inform its own ways of working.

17. From a County Council perspective (and generally, something observed in larger Authorities), there is a greater degree of flexibility and discretion being afforded in determining where and how individuals work with a stated focus being on outcomes and business need as opposed to necessarily being prescriptive on number of days. This aligns more to the Flexible Working model of hybrid working. Consequently more ambitious estate rationalisation programmes are being seen in these instances.

18. This Council is proposing to adopt a hybrid model that combines aspects of the remote working/flexible working principles, that will include some working away from the office and some office time. This is presently aligned to existing Flexible and Mobile Environment (FAME) Policy. The Council will be prescriptive on the number of days and in most cases, the location that an individual will be required to work from. Consequently, the Council's own policy is more akin to the Remote Working model.

19. It is recognised that the working locations throughout the pandemic have been mixed, with many staff working from home, and business need has meant some have continued to work from Council offices and third-party locations.

20. Home working has been a tremendous success and going forward to work smarter, this will continue to be key. The Council also recognises the benefits that more face-to-face meetings can have in connectivity, well-being and providing opportunities facilitate efficiencies through process mapping, team planning, or cross-service interaction. This is consistent with many organisations across the County and Country.

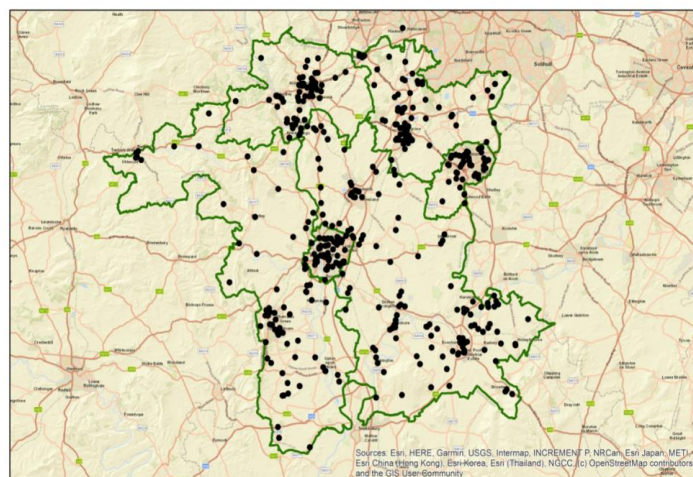
Estate Overview Including Sustainability

Estate Overview and Condition

21. **Estate Overview:** the Council presently has 655 properties and estates, of which 19 are considered office buildings, 11 depots, and a further 28 that potentially offer some form of limited remote working capacity. Conditions surveys are presently being undertaken across the entire corporate estate. The Council operates a corporate landlord model which is moving towards centralised management and delivery of the estate facilities (inc centralised budgets). This will allow utilisation of the estate to be determined based on need and optimum use, and consequently facilitate the identification of opportunities for sale, lease or joint occupancy with Districts, NHS and emergency services.

22. A summary is provided below of number and types of facilities:

Asset types	Quantity
Office Buildings/office presence	19
Day Centres/Residential Homes	42
Depots/workshops	11
Waste Disposal sites	15
School/Nursery/CC	461
Community buildings	7
Libraries/registration	21
County Parks/ Museums/Traveller sites	30
Investment	2
Estates/Parishes	28
Surplus/held for sale	19
Total	655



Estate Condition Summary

23. The Council's estate is in a mixed state of repair, and initial conditions surveys are highlighting areas where the Council may wish to focus investment. The Council has adopted a commercially astute approach to its estates, in order to minimise the planned facilities maintenance costs. In light of this, the Council is now beginning to see an impact on the reactive maintenance requirements. In addition, fortunately there has been little requirement to undertake major works over the past 10 years, however requirements have now begun to emerge for works of this type which will require additional capital investment. It is reasonable to assume further requirements for investment of the type will emerge over the course of the next 10 years given the age of the Council's assets. Finally, compliance continues to be challenging to maintain with such a large estate and is an area of focus for the FM team presently, with a requirement to review and develop a more sustainable delivery and management model (including the implementation of a "local officer in charge" structure).

24. A number of Council buildings no longer offer the sort of facilities required for the types of services delivered or the manner in which Directorates work, and consequently options are either to divest of the facilities, or invest to remodel and remediate. The Council has developed an accelerated disposals programme which will see a smaller, more streamlined estate, and allowing investment of the capital maintenance programme across a smaller footprint to ensure the estate is fit for purpose.

One Public Estate – Front Door and Back Office Review Programme

25. The One Public Estate (OPE) Front Door and Back Office Review Programme has been developed to undertake a comprehensive review of public sector office accommodation and Points of Presence across Worcestershire to support a leaner post-COVID estate, focusing on the most efficient assets, co-location opportunities, reducing the impact of carbon emissions and promoting the release of surplus land for housing. £250,000 in funding has been secured covering the following areas:

- Grant-options appraisal - £100,000
- Grant-Project Management - £20,000

- Grant-Energy Assessment - £20,000
- Feasibility studies - £100,000

26. A total of 125 locations are in-scope with a footprint of approximately 2.03 million square feet.

27. The review will look at:

- Establishing a new way of supported working for employees which reduces the need for large portfolios of back-office accommodation
- different ways of providing office hubs through WOPEP partners, GP surgeries and the private sector (potential partnership with a company like Regus who are currently rolling out virtual offices which offer a range of accommodation options for clients)
- removing buildings that are poor in terms of energy efficiency
- buildings being open for longer to again provide more flexibility for employees and better use of accommodation and reduce the impact of the “rush hour”
- creating office space in front line service buildings where there is capacity or the ability to improve how these services are delivered to free up space
- how the public sector can better support the sustainability and growth of town centres with the location of back-office and public facing hubs and business incubator space
- office demand in Worcestershire with the Worcestershire Local Enterprise Partnership (LEP)

Sustainability of the Council’s Estate

27. The Council has committed to achieving net zero emissions by 2050. In order to achieve that aspiration, the Council will be required to update its estate through refurbishment and reengineering, or simply through rebuild, delivering a more sustainable and energy efficient portfolio. Achieving this aspiration will not be without cost, and a 3% year on year reduction in our emissions is an ambitious target. Consequently, it will be necessary to identify and secure as much grant funding as possible in order to achieve this aim. This year alone, the Council has successfully submitted applications for £1.2m in funding with no match funding required.

28. Energy costs are increasing rapidly, both at a consumer and corporate level. As the second biggest emitter of CO₂, and with an imminent contract renewal required, street lighting has become a priority to address. Further funding has been secured to accelerate the LED streetlighting programme, bringing the completed date forward from the end of 2025, and delivering a 70% reduction in energy costs and emissions for each light converted. Approximately 55% of the estate has been converted to date.

Energy Audits

29. In September 2021, the Energy and Sustainability Team within Property Services secured funding to undertake surveys across the estate (both corporate and maintained schools) to ascertain the remediations required to achieve net zero, and to provide cost information on funding required to deliver this. A further requirement has been stipulated that the provide produced the report in a form that allows their subsequent compliant

submission for grant funding to undertake the works. The surveys are to be concluded by the end of March 2022 with a further grant submission to be made shortly thereafter.

Workforce

30. This section of the paper will cover:

- Workforce strategy
- Recruitment and retention
- Health and Wellbeing summary

31. The Workforce Strategy 2021 – 2024 has been informed by best practice approaches across public and private sector as well as reflecting key feedback from Staff Survey 2020 which achieved a 70% response rate.

32. The Directorate also undertook an organisation wide ‘Big Conversation’ to engage employees in the creation of the final Workforce Strategy 2021 – 2024.

33. The Workforce Strategy 2021 – 2024 is designed to build an organisation with the personal and collective resilience to drive the Council forward in these challenging times and sets out its long term ambition in support of Smarter Ways of Working.

34. Alongside a culture of continuous improvement, the Council is giving the workforce responsibility, accountability and most importantly the power to act. This will drive performance and the ability to meet residents’ needs in the future as demand and complexity increase.

35. The Council’s Human Resources Operations Partners are currently working with relevant Directorate Leadership Teams to create annual workforce plans which address workforce capacity and capability and future workforce demand. These will inform the creation of Strategic Workforce Plan which will set out the long-term workforce interventions to enable the Council to proactively meet the changing needs of the organisation.

36. A comprehensive update on current recruitment and retention activity has been provided for Agenda Item ‘Recruitment and Retention of Staff’. This details how the Council is meeting the current challenges nationally, and planned activity to meet future requirements.

37. The Council will enhance candidate attraction and retention of existing workforce, through the development of a compelling Employee Value Proposition, underpinned by a robust Total Reward Strategy.

38. The Council’s refreshed employee value proposition (EVP) will set out our unique set of benefits that an employee receives in return for the skills, capabilities, and experience they bring to the organisation improving our ability to attract and retain staff.

39. At present there are two salary sacrifice schemes: Kiddivouchers (only accessible to those who had signed up to this government scheme on or before 04 October 2018) and the Tax-free bikes for work – Cycle Scheme. Work has commenced to set up a Green Car Scheme, which will launch in 2022.

40. The Directorate has set out the Council's wellbeing approach, as part of the Workforce Strategy and commenced scoping and delivery of wellbeing programme focused on the CIPD's 7 domains of employee wellbeing, health, good work, values and principles, collective/social, personal growth, good lifestyle choices and financial wellbeing. The Directorate has identified both the short term responsive and longer-term preventative actions and have recently inducted the two HR Operations Partners (Wellbeing) to lead the continued development and implementation of the Council's approach.

41. The Council will continue to build on and engage with recognised Trade Unions and staff, including more co-production on policies, working practices, equality, diversity and inclusion, as well as total reward and performance frameworks. Terms and conditions changes will need to be identified and consulted with on the basis of reaching collective agreement.

42. The Council will focus on developing a skills programme for staff and managers/leaders that ranges from simple technology skills to managing staff remotely and ensuring the health, welfare and well-being / connectivity of teams in the new ways of agile working. It is suggested a skills audit of what exists and what is needed is a key first task, and that the scope to build, design and deliver an in-house programme utilising the apprenticeship levy on all occasions is prioritised with a clear delivery plan to support organisational aims once defined.

43. Staff engagement, Co-Production and Communication are critical. In the last 2 years staff engagement has significantly improved and an environment has been created where staff are openly engaged with 70% plus of staff responding to staff surveys. This has also seen the creation of staff engagement groups e.g. Staff Culture Working Group/Staff Wellbeing Group.

Green car scheme

44. The Council has recently awarded a contract to Tusker to provide a salary sacrifice electric car scheme for use by Council employees. Work has commenced by HR to finalise the operational requirements to implement and deliver the service, and this is anticipated to conclude by April 2022. The scheme will provide access to a series of exclusively low carbon emission vehicles, with staff able to benefit from a salary sacrifice arrangement (saving income tax on the sacrificed amount). HMRC currently offers a significant incentive to support these schemes with a reduced benefit in kind tax of 2% on electric vehicles until 2025.

Legal, Financial, and HR Implications

45. This Paper is for information purposes with all projects and initiatives being subject to separate approvals and scrutiny. No further implications derive from this submission

Equality and Diversity Implications

46. This Paper is for information purposes with all projects and initiatives being subject to separate approvals and scrutiny. No further implications derive from this submission.

Purpose of the Meeting

47. The Corporate and Communities Overview and Scrutiny Panel is asked to:

- Consider the information provided
- Determine any comments the Panel would wish to make to the Cabinet Member with Responsibility for Corporate Services and Communication and/or Communities
- Agree whether any further Scrutiny is required at this stage.

Supporting Information

Appendix 1 – Procurement Dashboard

Contact Points

Emma James / Jo Weston, Overview and Scrutiny Officers

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Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) the following are the background papers relating to the subject matter of this report:

- Agendas and Minutes of the Corporate and Communities Overview and Scrutiny Panel available on the website here [weblink to Agenda and Minutes](#)