

NOTICE OF MEETING

Meeting: CORPORATE OVERVIEW AND SCRUTINY PANEL

Date and Time: THURSDAY, 22 SEPTEMBER 2016, AT 9.30 AM*

Place: COMMITTEE ROOM 1, APPLETREE COURT,
LYNDHURST

Telephone enquiries to: Lyndhurst (023) 8028 5000
023 8028 5588 - ask for Andy Rogers
Email: andy.rogers@nfdc.gov.uk

PUBLIC PARTICIPATION:

*Members of the public may speak in accordance with the Council's public participation scheme:

- (a) immediately before the meeting starts, on items within the Panel's terms of reference which are not on the public agenda; and/or
 - (b) on individual items on the public agenda, when the Chairman calls that item.
- Speeches may not exceed three minutes. Anyone wishing to speak should contact the name and number shown above.

Bob Jackson
Chief Executive

Appletree Court, Lyndhurst, Hampshire. SO43 7PA
www.newforest.gov.uk

This Agenda is also available on audio tape, in Braille, large print and digital format

AGENDA

Apologies

1. MINUTES

To confirm the minutes of the meeting held on 16 June 2016 as a correct record.

2. DECLARATIONS OF INTEREST

To note any declarations of interest made by members in connection with an agenda item. The nature of the interest must also be specified.

Members are asked to discuss any possible interests with Democratic Services prior to the meeting.

3. PUBLIC PARTICIPATION

To note any issues raised during the public participation period.

4. CUSTOMER SERVICES REVIEW (Pages 1 - 6)

To consider a Scoping Document for a review of Customer Services.

5. DRAFT ICT STRATEGY - PRESENTATION

To receive a presentation on a proposed ICT strategy.

6. MARINE AND ENGINEERING SECTOR (VERBAL UPDATE)

To consider ways to assist the local marine and engineering sectors, and to facilitate businesses' access to trade fairs.

7. HOSPITALITY SECTOR - UPDATE (Pages 7 - 8)

To receive an update on a programme of work in collaboration with the Hospitality Sector, through the New Forest Tourism Association and Hotel Group, Brockenhurst College and Bournemouth University.

8. WORK PROGRAMME (Pages 9 - 12)

(a) To consider the Panel's future Work Programme, including any reviews of previous work undertaken; and

(b) To receive any updates on Task and Finish Group work.

9. PORTFOLIO HOLDERS' UPDATES

An opportunity for the Portfolio Holders to provide an update to the Panel on any issues.

10. MEETING DATES FOR THE 2017/18 MUNICIPAL YEAR

RECOMMENDATION:

To agree the following suggested dates for meetings 2017/18:
(Thursdays at 9.30 a.m.):

25 May 2017

21 September 2017

16 November 2017

18 January 2018

15 March 2018

11. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

To: **Councillors:**

M R Harris (Chairman)
Mrs A M Rostand (Vice-Chairman)
A R Alvey
W G Andrews
M J Kendal

Councillors:

Mrs A E McEvoy
A D O'Sullivan
M A Steele
D B Tipp
C A Wise

CORPORATE OVERVIEW & SCRUTINY PANEL – 22 SEPTEMBER 2016

CUSTOMER SERVICES REVIEW

1. INTRODUCTION & PURPOSE

- 1.1 The corporate plan included a delivery plan which set out a number of key actions for 2016/17. This delivery plan was set out against the background of continued funding reductions and included a review of customer services to 'Transform the management of demand through digital customer services and engagement (having regard to the work of Fit for the Future)'.
- 1.2 This report updates the Corporate Overview & Scrutiny Panel on the project brief for the review.

2. CUSTOMER SERVICE REVIEWS

- 2.1 The project brief at Appendix 1 sets the context for the review and identifies four main areas for the review to consider including customer strategy, digital service delivery, information offices and the customer services centre.
- 2.2 A task and finish group has already been identified for this review and includes:

Cllr A Alvey
Cllr B Andrews
Cllr G Beck
Cllr Mrs F Carpenter
Cllr M R Harris
Cllr A D O'Sullivan
- 2.3 It is proposed that this group receives regular updates on the work of the project team and informs the strategic direction of customer services for the future.
- 2.4 The timeline identifies an initial report on findings to Corporate Overview & Scrutiny Panel in March 2017.

3. FINANCIAL IMPLICATIONS

- 3.1 A key objective of the review is the reduction of demand and the increased efficiency in processes, including through digital delivery in support of customers expectations.

4. RECOMMENDATIONS

- 4.1 That the Corporate Overview & Scrutiny Panel note the project brief at Appendix 1 and the role of members in the review.

For Further Information Please Contact:

Rebecca Drummond
Service Manager – Business Improvement
and Customer Services
Tel: 023 8028 5588
E Mail: rebecca.drummond@nfdc.gov.uk

Background Papers

Our corporate plan 2016-2020 Delivery Plan
Cabinet Report Feb 2016

CUSTOMER SERVICES REVIEW – PROJECT BRIEF

Introduction & background

Customer services are an integral part of the organisation's operation. It is often the first and only point of contact for service users with an estimated 140,000 visits annually to one of the council's four information offices, 40,000 switchboard calls and 155,000 telephone enquiries handled by the customer services centre. The information offices alone take in the region of £13.5 million in payments and sell more than 25,000 parking clocks each year.

Arrangements also exist with the town and parish Councils of Ringwood, Fordingbridge, Totton, and Fawley to provide information services on the council's behalf at an annual cost of approximately £90k.

Users of these services can be largely split in to two main categories; those where the interaction is transactional e.g. buying a parking clock or paying their council tax and those who are accessing services e.g. housing benefits or housing.

Customer expectations for accessing services and the landscape for local government are both changing meaning that we need to find more innovative and streamlined ways to meet these expectations and ensure the sustainability of frontline services to the customer.

There is an increasing reliance on digital technology in everyday interactions and transactions. 86% of homes are now online, with smartphones being used by 71%*. Customers now expect to access public services via new technology, when and where they want. By responding to this rising digital demand effectively, we have an opportunity to meet customer expectations and deliver savings for the future

Equally it is recognised that not everyone has the skills, access or inclination to take advantage of online delivery and communities need to be supported to increase take up of alternative channels whilst acknowledging the importance of retaining face to face and alternative contacts for the most vulnerable people and complex enquiries.

Failure demand, or avoidable contact, where resources are consumed by a failure to do something or to do something right for the customer also presents an opportunity to improve efficiency. This is often the result of poor processes and cumbersome technology which in itself could amount to significant wasted resource at the frontline.

The customer services review will assist the council in responding to customers' increasing expectations for online delivery and in enhancing access to services at customer's convenience through self-service functionality, whilst seeking to improve the efficiency of its processes and future proofing arrangements for our customers.

*OFCOM Communications Marketing Report 2016

Purpose and Objectives

The review is necessary to identify a clear customer strategy that responds to customers' expectations for digital service delivery, underpinned by the right technology and preserving the frontline by making savings in the back office; freeing up resources to help those who are unable to engage digitally.

Scope

It is intended that the project will be delivered by a small team of customer service experts and users, led by the Service Manager for Business Improvement and Customer Services and supported by a panel of elected members. The project will focus on four main areas of delivery:

1 Customer Strategy

To identify and define how we want to meet customer demand and expectations in the future and clarify the drive towards digital service delivery, where the customer is able, with a correlated reduction in more expensive access channels i.e. face to face and telephone.

2 Digital Service Delivery

To include channel shift opportunities arising from an analysis of top tasks and how this is best delivered in a co-ordinated way, linking to and informing the Digital Service Delivery review.

3 Information Offices

To include external arrangements with town & parish councils, analysis of top tasks, identification of failure demand/avoidable contact, operating resources and opening arrangements. Also included will be a review of switchboard calls to identify reason for high volumes and to make recommendations for future improvement.

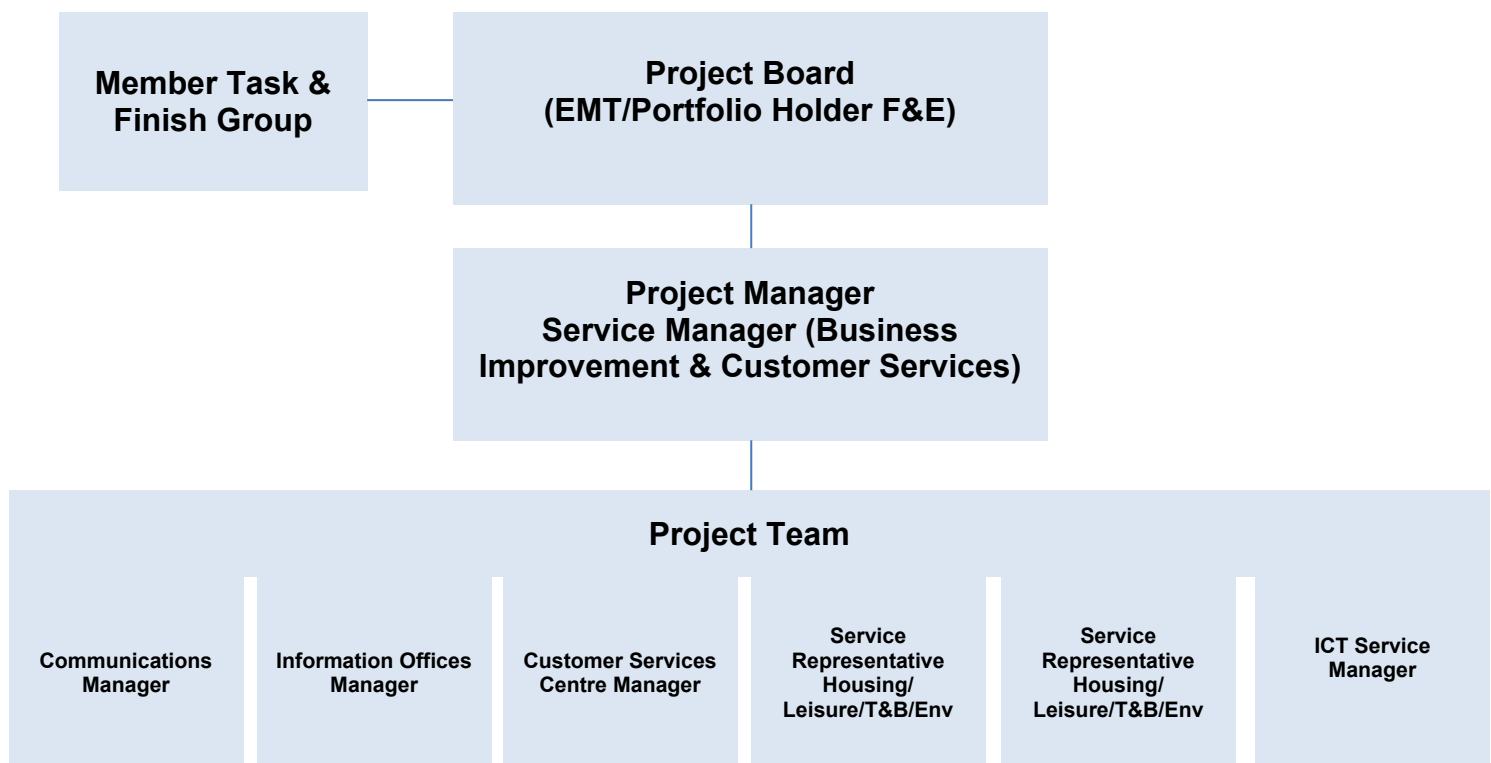
4 Customer Services Centre

To include an analysis of top tasks, identification of failure demand/avoidable contact, operating resources and opening arrangements. Also to include an appraisal of for how services are best delivered in conjunction with other services.

Assumptions

1. Any areas for improvement identified during the review will inform the business improvement work programme.
2. That investment will be available to support the findings of the review i.e. ICT infrastructure and development.

Project governance & team structure



The project board will be responsible for agreeing the scope of the project, monitoring progress and directing the project manager at key stages.

The task & finish group will act as a member steering group for the project, informing strategic direction, identifying and appraising opportunities for future service delivery and making recommendations to the project board. Overview and scrutiny of the project will be undertaken by the Corporate Overview and Scrutiny Panel through regular progress reports.

The project manager will be responsible for delivering the project on behalf of the board, liaising with the task and finish group and co-ordinating the activity of the project team.

The project team will be responsible for the development of a detailed work programme and for the completion of that plan to achieve the project deliverables.

Key stakeholders will be engaged with and involved to inform current arrangements and future options. These will include representative from key service areas, town & parish councils and service users through consultation.

Timeline

Activities	Start	Finish	Tasks
Define	Oct 2016	Nov 2016	Detailed work plan (Work with the project team and task & finish group to determine approach and key tasks)
Measure	Nov 2016	Jan 2017	Collect data (Fact Finding to ascertain existing arrangements)
Analyse	Dec 2017	March 2017	Research alternative options, determine issues and make recommendations. Initial report to EMT/COSP March 2017
Improve	April 2017	March 2019	Implement improvements
Control	April 2017	March 2019	Monitor, assess success and refine

Anticipated Outcomes

- Clear digitally focussed customer strategy
- Improved and customer focussed back office processes
- Effective channel shift to online delivery
- Reduced demand for front line face to face and telephone service delivery
- Financial savings

A detailed work plan and risk tracker will be developed by the project team on approval of this project brief.

CORPORATE OVERVIEW AND SCRUTINY PANEL: 22 SEPTEMBER 2016

SUPPORTING LOCAL BUSINESS: YOUNG PEOPLE IN HOSPITALITY

1. BACKGROUND

- 1.1 The purpose of this report is to update the Panel on the work of the Young People Task and Finish Group. The aim is to create an action plan to enable young people to enter into careers in the local Hotel and Hospitality Industry, where there are currently significant job and career opportunities.
- 1.2 The first step in the project was to facilitate a workshop on the issues and opportunities within the hospitality industry. It is hoped from this work the group could also develop a generic template for similar projects to support work readiness in young people to develop careers in other appropriate local economic business sectors.
- 1.3 The Task & Finish Group's terms of reference are:
 - a) Investigate how Members can gain a better awareness and understanding of the barriers in bringing about greater work readiness in young people for the Hotel and Hospitality Industry.
 - b) Examine how Members can actively engage schools, colleges and local hospitality businesses in the creation of a work readiness model to improve take up of local careers in the sector.

2. FACILITATED WORKSHOP

- 2.1 The Task & Finish Group hosted a workshop at Careys Manor Hotel in April to discuss issues and determine mechanisms to improve the low levels of work readiness in young people in the hospitality sector. In addition to the Task & Finish Group, the workshop was attended by representatives of Brockenhurst College and hotel and restaurant members of New Forest Tourism Association (NFTA).
- 2.2 The key negative issues identified during the workshop were:
 - The lack of work readiness in young people
 - The disconnection between the National Curriculum, colleges and hospitality businesses in providing young people with the right career profile for the hospitality sector
 - The lack of young people wishing to enter the hospitality sector because of its poor appeal and particularly the need to adjust current working practices
 - The lack of trained chefs and trained kitchen staff currently entering the local hospitality industry
 - The lack of effective public transport, particularly out of normal working hours and to the relatively remote locations of many hospitality businesses
 - The problems associated with providing support through the local development control process for the provision of staff accommodation on site

2.3 The key positive issues identified during the workshop were:

- The hospitality industry provided a career for life with no student loan to pay off at the end of it where on the job training and continual mentoring was available on a day to day basis
- The industry provided an excellent first step opportunity to leave home with accommodation, bills and all meals provided
- The industry provides an excellent business grounding for a variety of other specific careers
- The forthcoming Apprenticeship levy and the development and promotion of apprenticeship schemes which fit with the needs of the hospitality industry
- The growth of non-college-based apprenticeships provides flexibility in linking apprentices, skills training and business needs

2.4 The workshop also identified a range of activities that could provide the basis of delivering an action plan to better connect schools, colleges, young people and the industry. These included:

- Creating an NFTA Chefs' Academy, it was noted that a growing number of hotels, such as the Chewton Glen, are creating their own Cookery Schools
- The potential of the inaugural 2016 New Forest Food & Drink Festival to provide a promotional platform for the launch of any action plan
- The potential of the 2017 Wessex Salon Culinaire to provide continuity in providing awareness of and engagement with the whole process of improving work readiness and the appeal of a career in Hospitality in young people

2.5 Following the workshop, NFTA's Hotel Group also hosted an event in partnership with Bournemouth University's Tourism School to discuss issues at the Masters level of hospitality education and this re-enforced the issues identified above as well as bringing the university into the project partnership.

3. NEXT STEPS

3.1 The programme of activity following the two workshop events was put on hold by NFTA's Hotel Group during the busy summer season and will now recommence with the express aim of creating a draft action plan which it is hoped can be launched at the Chef demos on Sunday 6 November at Brockenhurst College, during the New Forest Food & Drink Festival.

3.2 The content of the action plan will be discussed at NFTA's Hotel Group meeting on 21 September and a verbal report will be given to this panel following the meeting.

4. RECOMMENDATION

4.1 That the report be noted.

For more information contact:
Anthony Climpson
Employment & Tourism Manager
Tel: 023 8028 5588
Email: anthony.climpson@nfdc.gov.uk

Background Papers:
None.

CORPORATE OVERVIEW AND SCRUTINY PANEL – 22 SEPTEMBER 2016

WORK PROGRAMME 2016/17

ITEM	OBJECTIVE	METHOD	TIMING
S E P T E M B E R 2 0 1 6			
Supporting Local Business			
“Marine and Engineering” A high value sector which has a number of established and substantial businesses in the District	To assist in the development of this and other sectors, encouraging co-operation and assisting with access to trade fairs	Report to Panel	September Panel
Young People – Work Readiness/ Hospitality Sector	To improve work readiness for young people in the hospitality sector, in consultation with local colleges and hotels	Task and Finish Group/officer programme of work ongoing	Report to September Panel
Delivering where it counts			
Improving Customer Services	Various means of improving customer service	Task and Finish Group/officer work	Scoping report to Panel in September
Budget Task and Finish Group	To scrutinise overall budget in consultation with Cabinet members and make recommendations to the Panel	Task and Finish Group	First meeting on 29 September 2016
N O V E M B E R 2 0 1 6			
Supporting Local Business			
Vibrant Towns and Villages	To identify ways to invigorate towns and villages in the Forest	Workshops in various locations in the Forest Report to Panel	Report to 17 November Panel
Supporting Local Business and Tourism	Review the way these aspirations can best be achieved	Officer report	17 November 2016 Panel meeting

ITEM	OBJECTIVE	METHOD	TIMING
NOVEMBER 2016 (Continued)			
Delivering where it counts			
Council Tax Discounts Task and Finish Group	To review the level of discounts on Council Tax for certain groups	Task and Finish Group	Met in July and August. Report to Panel in November
JANUARY 2017			
Supporting Local Business			
<p>“Care sector”</p> <p>A very major sector that has been overlooked. Of great relevance to the area. Needs greater levels of support.</p>	To identify the value of the sector to the local economy and identify means to develop the skills base; supply chain and in-sector collaboration so as to further the sector.	<p>Bring the agencies together in Panel to determine common issues and how mechanisms for improvement can be developed.</p> <p>Investigate how other LA areas have dealt with this issue.</p>	Report to Panel 19 January 2017
MARCH 2017			
MAY 2017			
SEPTEMBER 2017			

ITEMS BELOW NOT YET TIMETABLED			
ITEM	OBJECTIVE	METHOD	TIMING
Supporting Local Business			
<p>“Regions”</p> <p>Continue engagement/ collaboration with HCC/LEPS or any other external public agency, including reference to the Hampshire-wide devolution proposal</p>	To effectively facilitate good relationships with these agencies in order to produce beneficial outcomes in the District	<p>Report documenting progress with LEPs and business portal.</p> <p>HCC element via Leader updates.</p>	2016/17 committee cycle

ITEMS BELOW NOT YET TIMETABLED (Continued)

ITEM	OBJECTIVE	METHOD	TIMING
Supporting Local Business (continued)			
<p>“Sites and Facilities”</p> <p>The Council has some employment land and there will be key questions to come in the future about current assets but also the approach to future investment (if at all)</p>	<p>To contribute to the Council’s position in the purpose of identifying employment land and also whether to intervene in market forces to enable the required outcomes to be achieved for small businesses.</p>	<p>There will be the opportunity to comment on the Local Plan in respect of land allocation.</p>	<p>2016/17 committee cycle</p>
Delivering where it counts			
<p>Review of Asset Management Strategy (TBC)</p>	<p>To maximise the opportunities of the Council’s asset base</p>	<p>Officer written report</p>	<p>To be confirmed when pending reviews relating to Property Services and Building Works are undertaken</p>
<p>Review what is being done to improve the relationship between Performance and Pay.</p>	<p>To improve the Council’s productivity</p>	<p>Officer written report</p>	<p>To be undertaken as part of Service Review Programme 2016/17 committee cycle</p>
<p>Review of efficiencies being achieved through some form of external collaboration and identify areas of future opportunity.</p>	<p>To identify most cost efficient models and options for delivery of services, having regard to risk/control/ costs.</p> <p>Barriers for reducing or expanding services</p>	<p>Task & Finish Group to review and report back to Panel</p>	<p>2016/2017 committee cycle</p>
<p>Review effectiveness of Scrutiny Panels including relationship with Officer Structure</p>	<p>Ensure Scrutiny system fits/aligns with member and officer structures</p>	<p>Task and Finish Group to visit others and see how they do it.</p>	<p>2016/2017 committee cycle</p>
<p>Financial Reviews of 2014/15 out - turn and implications for Medium Term Financial Plan</p>	<p>To ensure ongoing benefits are built into future plans.</p>	<p>Refer to Budget Task & Finish Group</p>	<p>2016/2017 committee cycle</p>

ITEMS BELOW NOT YET TIMETABLED (Continued)

ITEM	OBJECTIVE	METHOD	TIMING
Delivering where it counts (continued)			
Access to alternative funding sources for voluntary organisations and parish/town councils	To explore opportunities	Officer written report	2016/17 committee cycle
Review the opportunities for charging for services e.g. for technical services where the Council currently does not charge	Income generation	Officer written report	2016/2017 committee cycle
Devolution – Wider Hampshire	Monitor progress with regard to devolution	Regular update from Leader	At appropriate times
Universal Credit update	To be aware of issues arising	Regular update from Finance & Efficiency Portfolio Holder	At appropriate times
Portfolio Holders' Updates (Standing Item) Updates from Task and Finish Groups			