

NOTICE OF MEETING

Meeting: COMMUNITY & LEISURE OVERVIEW AND SCRUTINY
PANEL

Date and Time: TUESDAY, 17 MARCH 2020, AT 6.00 PM*

Place: BRADBURY ROOM - APPLETREE COURT, BEAULIEU
ROAD, LYNDHURST, SO43 7PA

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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

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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 21 January 2020 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. HEALTH AND LEISURE REVIEW UPDATE (Pages 3 - 8)

To receive an update on progress with the Health and Leisure Review.

5. WEBSITE UPDATE - PRESENTATION

To receive an update on progress with the upgrade of the Council's website.

6. CITIZENS ADVICE NEW FOREST - FUTURE GRANT (Pages 9 - 20)

To receive a presentation from representatives of Citizens Advice New Forest (CANF) on current activities, and to make a recommendation on future Council grant to CANF for 2022/23.

7. DEVELOPMENT OF THE PERFORMANCE MANAGEMENT FRAMEWORK (Pages 21 - 22)

To consider the principles and design of the performance management framework in support of the delivery of the Corporate Plan.

8. PORTFOLIO HOLDERS' REPORTS

An opportunity for the Portfolio Holders to provide an update to the Panel on developments within their portfolios.

9. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

To:

Councillors

Councillors

Geoffrey Blunden
(Chairman)
Neville Penman (Vice-
Chairman)
Steve Clarke
Keith Craze
Arthur Davis

Barry Dunning
David Hawkins
Caroline Rackham
David Russell
Alex Wade

COMMUNITY AND LEISURE OVERVIEW & SCRUTINY PANEL – 17 March 2020

HEALTH AND LEISURE REVIEW

1 INTRODUCTION

- 1.1 On the 21st January 2020, Community and Leisure Panel received a report on the progress of the Health and Leisure Review.
- 1.2 This report provides an update on the progress that has been made since the last Panel meeting, including responses to the Invitation to Negotiation phase.

2 BACKGROUND

- 2.1 Members are committed to ensuring the long-term health and wellbeing of our communities through the provision and accessibility of quality and affordable leisure facilities.
- 2.2 Following Community and Leisure Overview and Scrutiny Panel recommendation, the Cabinet agreed in December 2018, for the Council to commence the process to identify a preferred partner to operate the 5 Health and Leisure Centres.
- 2.3 The Task and Finish group has met regularly to determine the Council's future requirements and agreed the Health and Leisure Vision.
- 2.4 A Customer Focus group with customer representatives from each of our 5 Health and Leisure centres meets on a monthly basis. A Staff Forum with staff representatives from each of the centres is in place and there is regular dialogue with our Trade Union representatives through the Employee Side Liaison Panel.
- 2.5 Regular meetings have been taking place with land owners – Hampshire County Council and a number of Schools.
- 2.6 An Evaluation Panel has been established, it consists of the Executive Head of Resources; the Head of Finance; the Service Manager for Health & Leisure, the Strategic Procurement Manager, and the Business Improvement Project Manager.
- 2.7 The Evaluation Panel was responsible for reviewing and scoring tender responses at the Expressions of Interest stage, and will also do so during the Invitation to Negotiate (ITN) and Best and Final Offer (BAFO) stages. They are also required to answer clarification questions from potential bidders. The Evaluation Panel reports the outcome of each stage of the evaluation to a Stakeholder Panel.
- 2.8 The Stakeholder Panel consists of the Portfolio Holder for Leisure and Wellbeing; Health and Leisure Task and Finish Group; Trade Union representative and Advisor from the Employee Side Liaison Panel; Staff representatives from the Staff forum; Customer representatives from the Customer Focus group; and representatives from our partnership schools.

3 PROCUREMENT PROGRESS – EXPRESSIONS OF INTEREST (EOI) PHASE

- 3.1 The EOI documentation was published on the 16th September, and bidders were invited to submit responses by the closing date of 18th October 2019.

- 3.2 A Bidder Open Day was held across the five centres on the 3rd October. The day opened with an introduction from Cllr Mark Steele, Portfolio Holder and Manjit Sandhu, Executive Head followed by a tour of the centres guided by the Health and Leisure management team. A Q&A session closed the day.
- 3.3 The Council received 6 Expressions of Interest from bidders by the closing date of 18th October 2019.
- 3.4 The Evaluation Panel initially reviewed the responses from bidders individually, and then met to compare scoring and reach a combined score for each of the responses. A score was given for each of the main scoring categories: Service Quality criteria: Organisation and Resources; Market Viewpoint and Outlook; Customer Experience and Continuous Improvement; and Experience, Track Record and References, and an overall score per bidder was agreed.
- 3.5 Once scores were established, the Evaluation Panel presented their findings to the Stakeholder Panel on the 7th November 2019. This included a list of the scores against each of the agreed categories, and examples of what made a high or low scoring answer.
- 3.6 It was explained that a score of 6 in any of the categories would indicate that the bidder was capable of delivering the service to the expected standards at a minimum. A score of 7 or above would indicate that the bidders could deliver above the expected standards. A score of 5 or below suggested that they fell short of what was expected.
- 3.7 Of the six bidders, four scored 6 or above in all categories and achieved the top ranking scores. Two of the bidders failed to achieve a 6 in one or more categories. It was therefore decided that the four highest scoring bidders would progress through to the next phase of the procurement.

4 PROCUREMENT PROCESS – INVITATION TO NEGOTIATE (ITN) PHASE

- 4.1 The Council completed a detailed Tender Pack which contained all the key information required by potential bidders. This included a Contract, Specification, financial information, condition survey output, a draft underlease and property information for each site, details of existing maintenance contracts, HR information, and a set of questions to be responded to in detail by bidders.
- 4.2 The Leisure Operating Contract was drafted by a combination of internal and external legal support. The contract sets out the services to be delivered, and includes information regarding the facilities, contract performance management provisions, change protocols, Council policies, draft underleases and payment mechanisms.
- 4.3 A key schedule of the Leisure Operating Contract is the Service Specification, which sets out requirements and provisions that any future Operator must adhere to. The Service Specification includes details of the Council's Vision, customer and user experience requirements, asset maintenance responsibilities, operational performance measures and a number of detailed appendices which describe our facilities and programming.
- 4.4 Draft underleases have been drawn up for each of the sites. A list of property requirements has been agreed with land owners (schools and Hampshire) which will be incorporated into the final versions of the underleases. These have been included in the Tender Pack for Operators.
- 4.5 The Performance Measurement System works at several levels.

- Performance Measures – 6 measures per site, which represent the requirements and provisions in the Contract and specification, and these will be monitored monthly. If an Operator fails to meet the minimum standards in any of these areas in any month, they will incur an agreed additional fee which will be due the following month. Measures cover Customer Experience, Memberships, Staff and Asset Maintenance.
 - Strategic Performance Indicators – linked to the Council’s Strategic Priorities established early on in the procurement and will be used to track the delivery of our Leisure vision and outcomes in the District.
 - Key Performance Indicators – a set of Operational measures which will be reported regularly to the Council. They cover Sales, Customer Service and Quality, Asset Management, Activity Programming, Environment, Social Value, Active Lifestyles, Finance and People (staff).
- 4.6 The four bidders who progressed through the EOI phase were formally invited to tender on the 29th November 2019.
- 4.7 Bidders were given the opportunity to undertake further visits, with some taking place in December and early January and others scheduled for later this month.
- 4.8 Bidders were invited to contact us with any queries and requests for further information. By the end of the process, around 150 requests were received which were responded to by the project team. These have covered a wide range of subjects, including details of our utility consumption, staff benefits, existing programming, maintenance contracts and updated accounts.
- 4.9 When the tender pack went live, the closing date was originally advertised as the 20th January. We received requests for an extension to ensure a thorough response from bidders, and the revised closing date was confirmed to be the 31st January.
- 4.10 We received 4 bids on the 31st January 2020. The evaluation panel met with all 4 bidders in mid-February and completed their full evaluation process by early March. Their recommendations on which bidder should move forward to the shortlisted stage were presented to Task and Finish group on the 2nd March and an update was provided to Employee Side Liaison Panel on the 5th March and the Stakeholder panel on the 12th March 2020. Bidders received notification by the 13th March as to whether they were successful/unsuccessful in moving forward to the shortlist stage of the procurement process.
- 4.11 Formal additional due diligence support from FMG consultancy in association with our legal advisors continues throughout the procurement process.

5 STAKEHOLDER ENGAGEMENT

- 5.1 In parallel with the procurement process, the project team will continue to engage with key stakeholder groups.
- 5.2 Regular Customer Focus Group meetings are an important conduit of information flowing openly and directly. These sessions, attended by users from each of the five centres, are ongoing, and last met on 12th March 2020. We continue to keep our customers up to date via our website.
- 5.3 The Monthly Health and Leisure Staff Forum continues to take place, with staff representatives attending from each of the five centres. The most recent session was

held on Monday 9th March 2020. We have recently introduced a dedicated page on our intranet (forestnet) for updates and staff Q&A's.

- 5.4 Regular meetings have been held with Trade Union representatives via Employee Side Liaison Panel to discuss the detail of the Employment provisions within the contract. The most recent meeting was held on 5th March.
- 5.5 Engagement continues with both Hampshire County Council and the schools regarding underleases, and also to confirm management agreements that will need to transfer to any new provider. The next round of face to face meetings are scheduled for mid to end of March 2020.
- 5.6 We continue to have ongoing dialogue with other Councils who have been through this process.
- 5.7 The Task and Finish Group continues to meet approximately every 3 weeks to receive updates including procurement process and stakeholder engagement.

6 PROVISIONAL PROCUREMENT TIMELINE

- 6.1 By the 13th March 2020, the shortlisted bidders will have been notified of the next stage of the process. We have provisional dates for negotiation in place at the end of March and Early April, where we will go through any areas of negotiation.
- 6.2 At the end of March, the evaluation panel and the task and finish group members will be meeting with the local authority referees and visiting reference sites for the shortlisted bidders.
- 6.3 We will be asking shortlisted bidders in late April to provide the council with their Best and Final Offers (BAFO).
- 6.4 The Evaluation Panel will evaluate the BAFOs and make a recommendation to Task and Finish group in early May as to the preferred bidder.
- 6.5 In mid-May the preferred bidder will present to customer and staff forums. There will be several sessions across the district at different times of the day including 5 evening sessions for customers. The staff sessions will be delivered at times to suit the various part-time staff working in our centres.
- 6.6 The Health and Leisure Task and Finish group will consider the comments from the customer and staff forums and propose a way forward including recommending a preferred bidder to the Community and Leisure Panel on the 16th June 2020.
- 6.7 Following the Community and Leisure Overview & Scrutiny Panel, the matter will be the subject of reports to Cabinet and Council on 1 and 6 July 2020 respectively.
- 6.8 If Full Council decide to award a contract to a partner to run the 5 Health and Leisure Centres, then the contract start date will be 2nd January 2021.

7 FINANCIAL IMPLICATIONS

- 7.1 At the previous panel meeting officers estimated a further 50k will be required to complete the process. Having now received the bids, we believe that external advice on proposed contract changes (as part of the negotiation stage) through to the final re-draft of the contract and associated documentation will be contained within this sum.

8 RECOMMENDATION

8.1 The panel notes this update report.

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Background Papers

Community & Leisure O&S September 2018
Health & Leisure Review

Community & Leisure O&S November 2018
Health & Leisure Review – T&F Group Report

Cabinet September 2019
Health & Leisure Review - Expressions of
Interest

Community & Leisure O&S September 2019
Health & Leisure Review

Community & Leisure O&S January 2020
Health & Leisure Review

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COMMUNITY AND LEISURE OVERVIEW AND SCRUTINY PANEL - 17 MARCH 2020

CITIZEN'S ADVICE NEW FOREST – FUNDING FOR 2022/23

1. INTRODUCTION

- 1.1 Citizens Advice New Forest (CANF) is an independent charity run by a board of trustees, which includes representative from the District Council. It provides free, independent confidential and impartial advice to residents on a range of matters from debt, benefits, housing and employment as part of its core work. Additional support and advice is undertaken through specific projects which usually targets vulnerable groups, such as Help to Claim and MacMillan. CANF have five offices in Hythe, Lymington, New Milton, Ringwood and Totton and also an outreach service in Fordingbridge and Ashley.
- 1.2 New Forest District Council is the principal financial supporter to CANF and granted £255,000 to CANF in 2017.
- 1.3 A Task and Finish Group was set-up to work with CANF and review the funding arrangements. In 2019 the Council agreed a rolling three-year funding agreement with CANF, commencing 1 April 2019, with the funding of the third year to be considered annually. The purpose of this agreement is to provide CANF with future funding amounts to enable CANF to budget and plan ahead.

2. FUNDING AGREEMENT

- 2.1 In deciding the funding agreement members took into consideration a reduction in council funding of approximately 30%, meaning the council having to transform operations, focussing on efficiencies and income generation whilst maintaining service delivery. Although Members were mindful of the workload of CANF and the valuable service it provides to residents, Members considered CANF should review its operations, income and fundraising streams, and work with the council to modernise service delivery and identify and implement efficiencies. The funding agreement with CANF reflected the 30% reduction in council funding by reducing the grant by 10% each year over the three-year period, as follows:

Year 1 commencing 1st April 2019: £229,500
Year 2 commencing 1st April 2020: £206,550
Year 3 commencing 1st April 2021: £185,895

3. SERVICE DELIVERY

- 3.1 Task and Finish Group met on 6 December 2019 and received a verbal update from CANF.
- 3.2 Members were informed that demand continues to increase, as does the complexity and variety of problems CANF helps residents with. Members were informed that since the

Task and Finish Group began this process CANF have made progress in achieving the aims of the funding agreement. This includes:

- Reducing accommodation expenditure from £69,906 to £54,329 by 2021/22 by relocating offices in libraries at Ringwood and New Milton, relocating and merging the Lymington offices into the Town Hall to form “a hub”, outreach work and working in partnership with It’s Your Choice in Totton
- Reviewing staffing structure and significantly reducing employee costs from £164,852 to £118,456 by 2021/22 and utilising paid staff to working flexibly
- Identifying that further work on donations and fundraising is included in their strategy

- 3.3 With the core funding of £185,895 for 2021/22 current budget projections are for a deficit. Members were advised that any further reductions in funding may have an impact on service delivery as any further reductions in costs could result in potentially closing an office.
- 3.4 CANF continue to review their service delivery model, income and fund-raising streams, which Members encourage. The group felt that CANF should continue to promote the awareness of their service as an independent charity which received no Central Government funding.
- 3.5 It was agreed that the Task and Finish Group would receive information on CANF’s Business Plan and Financial summary to consider a recommendation and that CANF Representatives should be invited to attend the March Community and Leisure Overview and Scrutiny Panel meeting to present their future plans on budgets, service delivery and fund-raising. A briefing note from CANF is attached as Appendix 1.
- 3.6 Officers will also work with CANF to agree Target Outcomes and will monitor and review these on a quarterly basis.

4. RECOMMENDATION

- 4.1 That the Panel consider the recommendation of the Task and Finish Group that funding from 1 April 2022 is £185,895.
- 4.2 That the Task and Finish Group is wound up and future funding is considered by the Community and Leisure Overview and Scrutiny Panel after receiving an annual presentation from CANF.

For further information contact:

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Background Papers:

CANF Strategy 2018-2020
CANF Key Message Report

BRIEFING NOTE PREPARED BY CITIZENS ADVICE NEW FOREST

Key Messages for NFDC

The Task & Finish group set a challenge to CANF to modernise its' service delivery and reduce its' costs by £70k, or 35% in real terms, over the three years from the year ending 31st March 2020 to 31st March 2022. NFDC's grant is currently 90% of CANF's core unrestricted funding. To assist with this reduction in grant NFDC agreed to a three year rolling grant commitment such that CANF can plan the changes over the three-year period and beyond. This has been extremely helpful to the Board of CANF in developing the new working model, business plan and strategy. CANF's recent Board approved Strategy update and Budget for 2020/21 and 2021/22 and historic comparables are appended to this report. CANF established a Strategy working group during the past year and is making significant changes to its' service delivery model and core costs in order to achieve a breakeven budget whilst still delivering its core service across the New Forest and maintaining the minimum reserves level of six months' costs mandated by CA national.

Based on CA Nationals impact methodology CANF saved government and public services £1.9m last year and the wider economic and social benefit of £11.1m. We advised 7,000 people in the New Forest with 16,000 problems. The top issues that we deal with remain *help with benefits (including Universal Credit), debt, employment, relationships and housing (including Homesearch applications)*, although we provide help on any matter for example helping people with Settled Status applications. We also bring National projects into the New Forest such as Pensionwise (236 clients), the Witness Service and the MacMillan project (275 clients).

We have over 120 local volunteers who give up their time to help those in need, the value of this is estimated at £625k per annum. CANF is an independent charity, we do not receive any funding from CA National but rather pay a membership contribution or circa £12k per annum currently and are subject to national audit and quality standards. A core tenet of CA National is that CA provides services free to all and therefore we are unable to charge clients for our services.

Financials

Core Service Unrestricted Income

Our total unrestricted income which funds our core services for 2017/18 was £276k, this is expected to fall to £219k by 2021/22.

NFDC remains over 90% of our unrestricted funding and is reducing from £256k in 2017/18 to £186k in 2021/22 - a fall of 35% in real terms.

Parish and Town Councils have remained fairly consistent at just over £20k historically and we continue to investigate significant time to ensure we maintain this income as it remains an important source of unrestricted funding, although we do not see an opportunity to increase it.

Donations from people using our services (vulnerable clients with often complex issues) have remained fairly static historically at £5-7k. During 2019/20 we have reviewed our approach and priorities and are focusing on increasing this by improving access to online giving, refreshing our donate to us messages, investigating how to identify and approach high net worth individuals and targeting fund-raising events with sympathetic audiences. We have appointed a fundraising consultant and hope to increase this source of income over time recognizing that it is a challenging 'sell' in a competitive market.

Service Delivery

60% of our core costs are staff and volunteer related. In 2017/18 our staff costs were £165k, this has fallen to £157k for the current year and will be reduced to £131k in the 2020/21 year and further to £119k in 2021/22. A total reduction of 28%. The impact of this is a loss of capacity across our service along with invaluable knowledge and expertise. We already run a very tight ship.

Our service was delivered by 5.5 full time equivalent (FTE) members of staff in 2017/18, this has been reduced to 4.5 FTEs in the current year with the loss of the Operations Manager. The restructuring does not allow for an operations post due to changes in premises and IT.

The 4.5 paid staff include the Chief Officer, a part time Finance Manager and 3 FTE Advice Service Managers. Between them they run the charity in 5 locations across the forest. They assist delivery of the face to face service and Advice line, deliver training and manage and the 120 volunteers delivering our core service and projects. All to the high quality standards demanded by our AQS accreditation.

In order to deliver our core service within the unrestricted income we expect we will need to reduce the headcount to 3.5 FTEs (i.e. by a further FTE) by 2021/22. We aim to do this through more flexible working which will mean that there will be less onsite Service Manager cover in each location and more use of technology to allow remote supervision and working.

Access to Services

CANF continues to work hard to make our services as accessible as possible across the large rural area of the New Forest. We deliver 50% of services face to face, this is important element of our service as it allows us to work with the most vulnerable clients on complex issues. The need to have locations across the Forest is evidenced by high demand for face to face appointments in all 5 of our service locations; Hythe, Lymington, New Milton Totton and Ringwood. We have therefore looked to restructure our premises over the last year to create an Advicehub and 4 community venues at a lower cost than previously leased offices spaces whilst not withdrawing from being able to provide face to face services in market towns across the forest which is what our customers want. We also run outreach services when these can be covered by grants.

We have now moved out of privately rented leased premises and/or into shared office space in libraries or council properties in four out of five locations, the fifth, a partnership project in Totton with It's Your Choice and Totton Town council is due be completed by the summer of 2020. All of these moves have cut costs, created community hubs and involved joint working with key partners.

Our premises & service costs will have reduced from £70k in 2017/18 to £54k for 2020/21, a 23% reduction in costs. The inclusion of VAT on our rent and service charge at Lymington Town Hall has meant that savings have been less than anticipated but please note we now pay our rent and service charges back to NFDC rather than a private landlord in Lymington.

Core service costs

We anticipate with the cuts identified above that our core service will cost £232k in 2021/22. Based on the NFDC grant for that year, the parish council grants and an increase in public fund raising we expect to make a loss of £13k for that year. For the 2022/23 year we will be looking to project contributions and an increase in our fund raising to cover this ongoing short fall, if we are unsuccessful in this we will need to reduce our service and withdraw face to face services for one location in the Forest. If NFDC were to further cut our grant for 22/23 we will need to cut our services to clients by withdrawing face to face services from at least one, possible two locations in the Forest.

Restricted Income and Contribution to Core Costs

One off grant applications to various corporates and foundations have been successful raising £38k in the past eighteen months when associated with a project such as the office moves and IT streamlining and refreshing projects and we will continue to pursue these with targeted asks where possible.

Our restricted income from projects has increased significantly over the past two years from £53k for 2017/18 to £136k for 2019/20. This increase in income is due to the introduction of larger projects such as Help to Claim and Money & Pensions Service. The financial contribution (i.e. income less direct costs of delivery) from Projects to our total surplus/deficit has varied from £13k for 2017/18 to £6k the following year and is likely to be in the region of £37k for 2019/20. The budget for 2020/21 is a contribution of £15k and for 2021/22 - £8k. The variation in project contributions is due to funders renewal of projects, our ability to deliver projects to the standard required, our capability to hire quality staff at short notice, train staff, cover project work from existing staff and with volunteer time and the varying willingness of funders to pay for any overheads. All our projects are on 12 month contracts, they incur significant time and expenditure to deliver and are therefore uncertain sources of income. We continue to be committed to pursuing projects that complement our core service, make a contribution to core costs and are deliverable within our management and team capacity. Whilst projects complement the services we deliver they are not a replacement for our core service in that they are typically limited to single issue advice where most of our clients have complex multiple problems all of which we are able to assist with as part of our core service offering, we need therefore to be careful to balance projects with core service income and delivery.

Conclusion

The 35% real cut in our grant from NFDC has been, and continues to be, a challenge which we have worked hard to meet whilst maintaining our service quality and reach and the moral and goodwill of our extensive volunteer community.

We feel strongly that we are at a limit and any further reduction will inevitably lead to a loss of our service in parts of the Forest and be detrimental to its residents and therefore is likely to impact demand for NFDC services. We offer significant value for money and if we didn't offer our service someone else will pick up the problems when things have most likely escalated and become more serious and costly to resolve. We will also lose our expert advice manager expertise which will reduce quality and breadth of advice and lessen our ability to bid for project work and other grant funding.

We would like to do more not less, more outreach, more debt advice, more partnership working to identify issues and share best practice and knowledge to better serve our community. More support from NFDC would make this possible.

If the NFDC continues down the trajectory of cutting our core 'unrestricted grant' by a further 10% we will have no option but to close one or two offices and make redundancies.

To maintain our service, we ask that the NFDC maintain the grant at the 2021/22 amount of £186,000

To improve our service, we ask that NFDC consider a grant of £200,000 for 2022/23.

Citizens Advice New Forest

Strategy 2018-2023 – Summary Achievements & Priorities

Strategic Objectives	What we achieved in 2019	Our priorities for 2020	Our ambitions for 2021-2023
<p>Service delivery: Centralise management, information, communication & technology.</p> <p>Divest leasehold premises and secure community supported facilities at locations where the service is needed on an outreach basis to meet a growing demand.</p>	<p>We opened our new Advicehub in Lymington Town Hall on the 1st Oct 2019. The hub provides a base for Adviceline and webchat services as well as being our management, training and project base.</p> <p>We introduced GSuite and moved our data to a Cloud based system.</p> <p>In Dec 2019 we moved out of our last privately rented office and into New Milton library, developing our ‘office in a cupboard’ model.</p> <p>We set up two outreach models in Fordingbridge and Ashley Hub.</p>	<p>To complete our restructure to deliver our services via a central Advicehub, 4 Community venues and 2 pilot weekly outreach advice sessions.</p> <p>To sign a renegotiated lease for our office in Hythe at ‘The Grove’.</p> <p>To develop our office in Totton into a community venue co-locating with It’s Your Choice (an advice organisation for young people).</p> <p>To introduce new working practices (making use of technology) that make our service more efficient and effective.</p>	<p>By 2021 we will have a more flexible, agile service delivery model that will be able to deliver advice services to more people in more different ways.</p> <p>We will have reduced our premises and core staffing costs by 35% to create a more sustainable long-term future for the organisation in order that our core services reflect the NFDC grant.</p>

<p>Finance: Secure long-term grantaid arrangements, increasing funded project activities and local fund-raising, to sustain and develop the service to meet client needs.</p>	<p>In March 2019 we signed a 3-year funding agreement with NFDC.</p> <p>We have raised our profile with local parish & town councils and maintained our funding stream from this source to £20,000.</p> <p>We have secured one off grants to set against incurred additional project expenditure, office moves and IT.</p>	<p>To negotiate a Year 4 funding agreement with NFDC which covers the core costs of running our service (revised premises costs, national membership of CA and core staff costs).</p> <p>To secure ongoing support from New Forest Town and Parish Councils (and move their support from annual grants to main spending programmes).</p>	<p>By 2021 CANF will have a secure funding base to cover all of its core operations.</p> <p>We will have other supporters and partners who trust us to deliver projects to meet specific needs across the forest.</p> <p>We will remain a free service to clients who need our help.</p>
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Strategic Objectives	What we achieved in 2019	Our priorities for 2020	Our ambitions for 2021-2023
	<p>We have introduced new project income streams into our service delivery model:</p> <ul style="list-style-type: none"> Help to Claim Money & Pensions service Energy Advice Programme Sovereign Housing. 	<p>To attract funding from high net worth individuals by setting up a supporters group who commit to ongoing support of CANF. To introduce working practices across the service to make 'donating to CANF' an easy, comfortable and seamless process.</p>	

<p>People: Recruit and retain volunteers and provide them with high quality training and supervision for delivering the service. Employ skilled staff and develop them for the roles required to manage a high-quality service.</p>	<p>In September 2019 we celebrated 80 years of Citizens Advice with an event at Palace House, Beaulieu hosted by our patron.</p> <p>We held a series of events for volunteers and staff to have an input into developing the strategic direction of CANF.</p> <p>We introduced monthly subject based training at our Advicehub.</p> <p>Four of our volunteers have progressed to paid employment with CA.</p>	<p>To develop a set of working values to embed across the teams to develop a New Forest focus.</p> <p>To set up a centralised recruitment and training programme for new volunteers based at the Advicehub.</p> <p>To create a forest wide forum for ASSs and experienced volunteers to support and develop their roles.</p> <p>To work with ASM team to introduce new working practices and specialisms to develop the team to work across the forest to support the volunteers.</p>	<p>By 2021 CANF will have an experienced team of staff and volunteers who are able to work flexibly to deliver high quality advice across the New Forest.</p>
<p>Research & Campaigns: Expand research and campaigning activities to identify and address social and economic issues impacting upon the lives of New Forest residents.</p>	<p>We recruited our first dedicated R&C volunteer based in our Hythe office.</p> <p>We ran 4 campaigns which increased our profile around R&C work (Scams, Energy, Get Online, Cut costs at Christmas).</p> <p>We ran a local survey on local post office closures and got local press coverage.</p>	<p>To recruit 1 additional R&C volunteer to create forest wide coverage.</p> <p>To run 2 campaigns in 2020 linked to locally relevant issues.</p> <p>To build links with local media outlets to get regular coverage on R&C issues.</p>	<p>By 2021 CANF will have a confident voice in the local community to highlight issues and concerns that face our clients across the New Forest.</p>

Strategic Objectives	What we achieved in 2019	Our priorities for 2020	Our ambitions for 2021-2023
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	<p>We gathered evidence around digital exclusion and use of foodbanks in the New Forest.</p>	<p>To use our tableau reporting and casebook data to highlight local issues.</p> <p>To develop a team of local champions who will help to highlight issues of concern to CANF and let people know how we can help.</p>	
<p>Partnership: Work collaboratively with others to improve the client experience and their access to the best advice and support outcomes</p>	<p>In 2019 we developed a number of new partnerships to deliver key projects.</p> <p>We were awarded funding via national CA from the Money and Pensions Service to develop our debt advice service. We now work collaboratively with the debt quality team at CA and have a local partnership with Portsmouth CA</p> <p>We deliver 2 projects under the national Help to Claim project. We work closely with the DWP Partnership manager and have close links with the New Forest job centres.</p> <p>In March we organised a stakeholder event for over 50 local organisations on Universal Credit.</p> <p>We work in partnership with Rushmore CA to deliver Pensionwise services in the New Forest.</p> <p>We set up a Money Partners initiative with Sovereign Housing.</p>	<p>To maintain and further develop existing partnership arrangements and ensure we are delivering projects to a high standard meeting funder requirements.</p> <p>To further develop our debt advice work to expand the activities of specialist debt case workers across the New Forest.</p> <p>To explore opportunities for further partnership work with NFAN partners, local health services, foodbanks and neighbouring CAs.</p>	<p>By 2021 we will have established key partnerships with a broad range of agencies who are concerned about the wellbeing of New Forest residents.</p>
Strategic Objectives	What we achieved in 2019	Our priorities for 2020	Our ambitions for 2021-2023

<p>Publicity: Increase the awareness of our services in the New Forest through improvements to public information resources, and use of social media.</p>	<p>In 2019 we have done the following to improve our marketing and communications: We linked with the national 80th birthday to raise our profile in the local community.</p> <p>We now have an active Twitter profile broadcasting topical weekly news and updates.</p> <p>We have set up a Facebook page.</p> <p>We have developed good relations with local media and get regular coverage of news stories.</p> <p>We have a bi-monthly newsletter sent out via mail chimp to our mail distribution list.</p> <p>The CO produces monthly newsletters and we have a weekly brief to all volunteers.</p>	<p>We will refresh our website to focus on people being able to:</p> <ul style="list-style-type: none"> Donate to us Volunteer with us or Get in contact for advice. <p>It will be streamlined and simplified.</p> <p>We will run monthly advice columns for local media and our Facebook page.</p> <p>We will recruit a PR and fundraising volunteer.</p>	<p>By 2021 people across the New Forest will be aware that we are a local charity, the key services we offer and the projects we run.</p>

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COMMUNITY & LEISURE OVERVIEW AND SCRUTINY PANEL – 17 MARCH 2020

DEVELOPMENT OF THE PERFORMANCE MANAGEMENT FRAMEWORK

1. RECOMMENDATION

- 1.1 That the Panel consider the principles and design of the performance management framework in support of the delivery of the Corporate Plan 'Community Matters' and continuous improvement across the organisation.

2. INTRODUCTION & PURPOSE

- 2.1 Effective performance management is a positive tool in the successful delivery of the corporate plan. It involves understanding the objectives of the organisation, monitoring performance against those objectives and enabling improvement where necessary.

The benefits include:

- Ensuring corporate objectives are prioritised and that resources are allocated effectively;
- Improving service outcomes for local people;
- Motivating and engaging staff by ensuring that individuals are aware of their own targets and goals and how these contribute to achieving the Council's vision;
- Ensuring that significant risks to the achievement of objectives are identified and managed; and
- Providing early warning and rectification of poor performance.

- 2.2 A proportionate performance management framework needs to be developed; monitoring and reporting on specific actions and achievement indicators. The framework will be designed to provide an overview, and allow for scrutiny, of performance against each Portfolio Holder's priorities, with Portfolio Holders providing regular updates to the relevant Overview and Scrutiny Panel. In turn, priorities and actions will filter through to service planning and performance monitoring, sitting alongside the council's financial plans to ensure the resources are available and appropriately directed to deliver the plan.

- 2.3 The purpose of this report is to invite Panel comments on the design of the framework, including content and reporting frequencies, to support a consistent and robust approach to performance management and improvement.

3. PROPOSALS FOR DISCUSSION

- 3.1 Overview and Scrutiny Panels have a key role in driving performance and consequently in designing the new framework; advising on what information they would like to see, how often and in what format. The views of each panel will be canvassed, at their March meetings, to inform the design and reporting frequency of the new framework.

- 3.2 It is proposed that reporting is in the form of portfolio dashboards, structured around the role of the panel, and updating on relevant actions and the strategic achievement indicators contained within the Corporate Plan 'Community Matters'. Further performance information, in support of specific service or project performance, could also be provided at the request of the panel. An example will be shown to panels at the meeting for their consideration.
- 3.3 Updates on performance will be provided by Portfolio Holders as a standing item at Panel, with Portfolio Holders being accountable for their Portfolio's performance in the delivery of the corporate plan. In turn Portfolio Holders will be supported by Executive Heads through the provision of accurate and timely data and updates.
- 3.4 Performance will continue to be reported annually to Cabinet.

4. FINANCIAL AND OTHER IMPLICATIONS

- 4.1 None arising directly from this report.

For Further Information Please Contact: Background Papers

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