

CORPORATE OVERVIEW AND SCRUTINY PANEL – 18 JANUARY 2018

KEY ACTIONS AND SERVICE REVIEW PROGRAMME – UPDATE REPORT

1. INTRODUCTION & PURPOSE

- 1.1 The corporate plan included a delivery plan which set out a number of key actions and reviews to help contribute to the priorities set. This delivery plan was set out against the background of continued funding reductions and was updated to include reviews for 2017/18
- 1.2 This report provides an update on the work being undertaken as part of the regular monitoring of the delivery plan.

2. KEY DELIVERY ACTIONS AND SERVICE REVIEWS

- 2.1 The tables set out key delivery actions and service reviews pertinent to the Corporate Overview & Scrutiny Panel.

CORPORATE OVERVIEW & SCRUTINY PANEL

Service Review		Progress Update – January 2018
GR.1	Financial Strategy <i>To develop a strategic financial plan that is sustainable for the long term</i>	<p>Updates to the Council's MTFP have been published, with the latest being presented to Cabinet in December. This report shows a balanced budget position for 2018/19, but still a significant challenge over the medium term period. Work is ongoing to establish a strategy to deal with the on-coming budget deficit.</p> <p>Feb Cabinet and Council will formally agree the budget for 2018/19. The reports into 2018/19 will focus again on the medium term period.</p> <p>The financial strategy will be based on the reduction of the current budget gap over the medium term to a balanced position. Further savings and improved income generation will be required.</p>

GR.2	<p>Income Generation Strategy <i>Delivery of income generation strategy including commercial investment</i></p>	<p>The Commercial Property Investment strategy was approved by Council earlier in the year, and will look to invest £30M in commercial property investment assets over the next three years, with a focus on securing such assets within the District. This strategy is planned to be implemented through the Council itself rather than through a wholly owned holding company.</p> <p>The Council has just completed its first commercial investment property purchase. The property that has been acquired is New Milton Health Centre in Spencer Road and is subject to a lease (with a further 13.5 years to run) to a well-established GP Practice. The price paid by the Council was based upon an initial annual return of 5.75%. Annual rent will be in the region of £140,000 pa. There is also an added advantage of the property being located immediately adjacent to one of the Council's car parks.</p> <p>The Residential Property Investment strategy is was approved by Cabinet on 6 December and full Council on 11 December. The strategy will involve the Council investing an initial £10M in the purchase of residential property investment asserts and the development of its own land for residential property purposes. The strategy will be implemented through a new wholly owned company with the Council as sole shareholder.</p>
GR.3	<p>Member Support <i>To review the current democratic process to ensure that the links between the Council and local communities meet the needs of local people</i></p>	<p>There was a lower-than-expected response to the survey with only 15 members (one-quarter of the Council) completing it. A large majority of the members responding were content with the current operational arrangements and felt that they were able to make meaningful contributions to the democratic process. The T&F Group agreed to encourage more members to complete the survey. They also wish to visit an authority that has reverted to the Committee system of decision-making, which will hopefully take place in the New Year. The T&F Group will meet again in January.</p>
O.4	<p>Accommodation Strategy <i>Develop an accommodation strategy to include operational sites to meet the future needs of the Council</i></p>	<p>Requirements of the strategy are being scoped.</p>

PH.2	<p>Tax & Benefits <i>Review in light of changes arising from Universal Credit implementation</i></p>	<p>Whilst Universal Credit is now live in the Totton area, recent announcements confirm that rollout of the full service in the rest of the New Forest has been put back from May/June to September 2018. Migration of existing benefits to Universal Credit is still scheduled for 2019 with completion by 2022. A verbal update was given to EMT and Corporate Overview and Scrutiny Panel to report on the current issues and challenges ahead. This includes the impact on rent collection and potential homelessness.</p> <p>The service continues to work closely with those claiming and receiving Universal Credit and will continue to host the Digital Champions project, budgeting advice provision and partnership working which includes training. The service is reviewing computer systems and processes with tenants in order to assist those on Universal Credit.</p> <p>Service delivery and provision will also need to be reviewed as funding reduces. This includes monitoring staff and resources within the business unit as caseloads decrease, however consideration will need to be given as the unit continues to administer claims until migration.</p>
R.1	<p>Performance Management <i>Review of Performance Management framework</i></p>	<p>A review of the current arrangements is underway. Future arrangements will need to be aligned to the Organisational Strategy as it develops, and EMT will be consulted on proposals in the new year.</p>
R.2	<p>Digital Service Delivery <i>Improved service delivery through modernised working</i></p>	<p>The ICT strategy is built around two goals: to enable smarter working, and to fix the legacy.</p> <p>A number of activities have taken place since publishing the initial strategy, covering visible impacts, stability and security improvements, and future proofing. These have included:</p> <ul style="list-style-type: none"> • Conference room wifi • Personal devices for EMT & Service Managers • Stabilisation of server farm • ATC wifi designed and contracted, and installation has commenced • Future server farm procurement started • Future personal devices selected and rollout started <p>Strategic decisions that will define the future of the organisation have been made, and will deliver benefits across NFDC over the next few years. These include:</p> <ul style="list-style-type: none"> • Renewal of infrastructure with a new on-premise server farm for our centralised computing capacity until 2022 • Explore and use 'cloud' when upgrading or replacing corporate applications • Renew personal devices of all staff with mobile Dell equipment (including ultra-wide screen and dock) • Support smarter working with policies, connectivity, systems, infrastructure and renewing/upgrading/replacing applications so that they work remotely • Upgrade, simplify, rationalise and replace our business applications over time • Participate in the replacement of HPSN2 and use HPSN3 as the source of solutions for connectivity, telephony etc.

R.3	Pay & Reward <i>To determine a fit for purpose pay & reward strategy.</i>	<p>The second phase of changes to bands 1-4 comes into effect from 1 April 2018.</p> <p>The organisational strategy has now been to EEP, Cabinet and Corporate Overview and Scrutiny Panel, and elements of this may deliver savings in the longer term.</p>
R.4	Building Works <i>Service delivery review to challenge existing model and maximise outcomes for the council and the customer, including optimising revenue potential and ensuring efficiency and effectiveness of the department</i>	<p>The Building Works Service Management review (phase 2) has now been completed, with post holders transitioning into new roles by 31 March 2018. The review report was presented to EMT in May 2017, with a post-consultation report presented to EMT on 4 September. Phase 2 savings of £18k have been reflected in the base 18/19 budget.</p> <p>The Operational review (phase 3) has been undertaken, with the report presented to EMT on 4 September. Early consultations of the operational review have taken place with both local and full time employee-side representatives. Whilst early feedback is being considered, the wider employee consultation is on hold until 2018.</p> <p>Along with external contractors, the Building Works department are 'contracted' by the HRA to carry out various maintenance tasks, and are resourced and structured according to this work. The completion of the current HRA 'contracted' outsourced arrangements for Kitchens and Bathrooms provided an opportunity to review procurement arrangements to achieve the planned maintenance programmes from 2018/19 and beyond. A HRA Maintenance Plan procurement report was presented to EMT in October which set out the performance data for existing insourced/outsourced arrangements, and it considered a number of options for future arrangements. It was agreed that existing in-house and external volume 'contracted' arrangements best supported the Council's strategic priorities.</p>
R.5	Customer Strategy <i>To transform the way customers access our services, through the better use of digital service delivery.</i>	<p>Direction of Travel and the procurement of a solution are being developed in line with the organisational strategy. In the meantime, consideration is being given to modernising the website, and this will be discussed with EMT in January 2018.</p>

ENVIRONMENT OVERVIEW & SCRUTINY PANEL

Review		Progress Update – December 2018
E.1	Local Plan <i>Local plan consultation and draft submission for adoption</i>	<p>Good progress has been made towards the preparation of the Local Plan for submission.</p> <p>A joint meeting of the Planning and Development Control Committee and Environmental Overview and Scrutiny Panel took place in September which considered the strategic direction of the emerging Local Plan, and member workshops were held in early November to consider specific site allocations in more detail.</p> <p>The submission document will be considered by Cabinet and Council in Spring, with submission to the Secretary of State likely in June/July 2018.</p>

E.4	Building Control <i>Service delivery review of the Building Control service.</i>	<p>The review is still in the early stages, however, a report has been written on short term actions to keep the Building Control service running. In terms of the long term plans for Building Control, options include the possibility of bringing in an external resource to conduct a detailed review of the service and how it should be set up in the future.</p>
O.1	Waste & Recycling <i>Determine strategy including outcomes of the county wide Project Integra review</i>	<p>As previously identified, the review of Refuse and Recycling has been delayed, due in the main to the Hampshire-wide review on materials and the knock-on effect that it could have on the district council's collection methods. The Hampshire Partnership Waste review is progressing well, and the approach has been agreed with Hampshire Chief Executives. A countrywide director-level working party has been established with the aim to move the project forward.</p> <p>Within the service, the recycling bank review has now concluded, and 107 recycling centres/bring banks have been reduced down to 20, reducing costs. Residents are now using kerbside facilities, and recycling tonnage has increased as a result. In addition to this, the Remind Me text message service went live in January 2017. So far, over 15,500 residents have signed up to receive the glass collection reminders. We are now also utilising the text service to inform residents of changes to their Christmas collections, and to help promote additional digital platforms such as e-news.</p> <p>From a resource perspective, the service has coped with a shortage of drivers during the year, which is a national problem. However, we have recently recruited 9 drivers to fill available vacancies.</p> <p>A new Service Manager has been appointed, and will be starting in February 2018.</p>
O.3	Enforcement Activity (Streetscene) <i>Identify opportunities for joining up enforcement activities of visible officers</i>	<p>The revised enforcement officer structure continues to work well. Enforcement officers are now multiskilled and are able to handle different types of reports depending on what the requirements are in the locality at the time.</p> <p>Positive outcomes include:</p> <ul style="list-style-type: none"> • Increased visible presence throughout the district, 7 days a week • Savings in vet fees by providing weekend "dog cover" with trained staff • Increased levels of education and enforcement of enviro-crime, with trained staff already out on patrol able to respond • Improved handling and removal of abandoned vehicles • Continuing to provide high visibility car parking patrols 7 days a week, maintaining high levels of compliance from drivers throughout the district • Improved multi-agency partnership working <p>In addition to the above benefits, a £35k saving has been realised this financial year through the changes made to the management structure of the service.</p>

O.5	Coastal <i>Ongoing identification and review of coastal schemes and funding arrangements</i>	<p>The objective of the Hurst Spit Recharge project is to determine the preferred option to be taken forward for scheme development. The scope has been expanded by the EA to extend the study area through to Lymington and the lead for this project will now be taken by the EA via their appointed programme delivery unit consultant.</p> <p>A number of meetings and telecons have taken place between NFDC, EA and JBA (likely consultant) to further develop the business case, and we are currently awaiting formal appointment of JBA and approval of funding by the EA to commence the project. This is anticipated to be in the New Year at which point the project will commence. The outcome of the project is expected to be known in 2019.</p> <p>With regards to other coastal schemes, the Task and Finish group are continuing in their efforts to identify alternative future funding arrangements.</p>
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COMMUNITY OVERVIEW & SCRUTINY PANEL

Review		Progress Update – January 2018
PH.2	Housing Strategy <i>Review the Councils policy for the provision of all types of housing in the context of the Local Plan review, the recent Housing White Paper, the Councils role as a social landlord and the needs of all residents of the District.</i>	<p>The housing strategy outlines the way in which affordable housing will be delivered and supported over the next 5 years. The draft strategy was presented to Cabinet on 4 October, and an update was provided to COSP on 14 November on the consultation process and feedback received. The revised final housing strategy will be presented to Cabinet in Spring 2018.</p> <p>For further information, please see the consultation feedback report.</p>
O.2	Health & Leisure Centres <i>Service delivery review to challenge existing arrangements and maximise outcomes for the council and the customer in the longer term</i>	<p>With reference to the previous progress update, the August Task and Finish group meeting was postponed as a result of the Peer Review. However, there remains a need to consider whether our existing provision will meet current and future needs. A report is being written for cabinet which will outline the context and background, and set out options, including the potential to appoint an external specialist to support the review.</p>

2.2 Savings arising from the reviews will directly contribute to the funding shortfall identified in the medium term financial plan. These have not yet been quantified for 2017/18.

2.3 Reviews will continue to be monitored and reported upon to ensure they are progressing and that objectives of the review are being met. Future reporting, however, is likely to be more closely aligned to the new corporate framework that is being developed, further information on which will be brought to the March panel.

3. FINANCIAL IMPLICATIONS

3.1 A clear focus of the reviews is continued financial responsibility with a view to easing funding pressures.

4. RECOMMENDATIONS

4.1 That the panel:

a) Note the progress updates contained within this report.

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Background Papers

Annual Performance and Provisional Outturn
Report 2016/17 – Cabinet July 2017
Our corporate plan 2016-2020 Delivery Plan
Cabinet Report Feb 2016