

Public Document Pack



Meeting: EAP Service Delivery, Performance and Customers
Date: Thursday 12th May, 2022
Time: 3.30 pm
Venue: Lahnstein Room, Kettering Municipal Offices, Bowling Green Road, Kettering, NN15 7QX

To members of the EAP Service Delivery, Performance and Customers

Councillors Lloyd Bunday (Chair), Jean Addison, Bert Jackson, Ian Jelley, King Lawal and Richard Levell

Agenda			
Item	Subject	Presenting Officer	Page no.
01	Apologies for Absence		
02	Members' Declarations of Interest		
03	Minutes of the Meeting Held on 21st March 2022		5 - 10
Items for Discussion			
04	Enterprise Telephony including IT Infrastructure, Architecture and Contact Centre	Geoff Kent / Nana Barfi- Sarpong	11 - 22
05	Executive Forward Plan and Panel Work Programme	Lisa Hyde	23 - 32
06	Date of Next Meeting - 29th June 2022 To receive items relating to Service Delivery, Performance and Customers scheduled to be considered by Executive at its meeting on 14 th July 2022.		

This agenda has been published by Democratic Services.
Committee Administrator: David Pope
☎01536 535661
✉david.pope@northnorthants.gov.uk

Public Participation

Executive Advisory Panels are not subject to the full Local Government Act 1972 (as amended). Public meeting requirements do not apply for these meetings. If you wish to attend the meeting, please contact the named Democratic Services Officer or email democraticservices@northnorthants.gov.uk

Members' Declarations of Interest

Members are reminded of their duty to ensure they abide by the approved Member Code of Conduct whilst undertaking their role as a Councillor. Where a matter arises at a meeting which **relates to** a Disclosable Pecuniary Interest, you must declare the interest, not participate in any discussion or vote on the matter and must not remain in the room unless granted a dispensation.

Where a matter arises at a meeting which **relates to** other Registerable Interests, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but must not take part in any vote on the matter unless you have been granted a dispensation.

Where a matter arises at a meeting which **relates to** your own financial interest (and is not a Disclosable Pecuniary Interest) or **relates to** a financial interest of a relative, friend or close associate, you must disclose the interest and not vote on the matter unless granted a dispensation. You may speak on the matter only if members of the public are also allowed to speak at the meeting.

Members are reminded that they should continue to adhere to the Council's approved rules and protocols during the conduct of meetings. These are contained in the Council's approved Constitution.

If Members have any queries as to whether a Declaration of Interest should be made please contact the Monitoring Officer at – monitoringofficer@northnorthants.gov.uk

Press & Media Enquiries

Any press or media enquiries should be directed through the Council's Communications Team to NNU-Comms-Team@northnorthants.gov.uk

Public Enquiries

Public enquiries regarding the Authority's meetings can be made to democraticservices@northnorthants.gov.uk



Minutes of a meeting of the EAP Service Delivery, Performance and Customers

At 9.30 am on Monday 21st March, 2022 in the Lahnstein Room, Kettering Municipal Offices, Bowling Green Road, Kettering, NN15 7QX

Present:-

Members

Councillor Lloyd Bunday (Chair)
Councillor Ian Jelley
Councillor King Lawal

Officers

Lisa Hyde – Director of Transformation
Kerry Purnell - Assistant Director Housing and Communities
Rochelle Mathieson – Head of Transformation – Partnerships & Design
Katie Jones - Head of Transformation – Delivery
Anne Lovely – West Northamptonshire Council
Carl Dorney – Library Services Manager
Jack Pishorn – Business Development Manager
David Pope – Senior Committee Administrator

Also in attendance – Councillors Helen Howell and Elliot Prentice

54 Apologies for Absence

Apologies for absence were received from Councillors Jean Addison, Bert Jackson and Richard Levell.

55 Members' Declarations of Interest

No declarations were received.

56 Minutes of the Meeting Held on 6th December 2021

RESOLVED that: The Service Delivery, Performance and Customers Executive Advisory Panel agreed the minutes of the meeting held on 6th December 2021 as a true and accurate record of the meeting.

57 Transfer of Raunds Library to Become Fully Community Managed

Members of the panel received a report that sought consideration of the intention to seek approval from the Executive to progress with the transfer of Raunds Library to become Community Managed under the same financial conditions that were offered to

the other community managed libraries, specifically a 40% reduction in the market rent for the lease of library buildings.

The meeting heard that potential transfer of Raunds Library was part of a longstanding and complex transformation process begun by the former County Council in 2018 as those libraries not required as part of the authority's statutory library provision were transferred to be community managed by local groups. To date, seven libraries in North Northamptonshire had been successfully transferred to this model.

The Raunds Community Library Trust (RCLT) had been running the Raunds Library since October 2020 on the understanding that a viable business plan would need to be forthcoming to allow for the library to be transferred to be community managed. It was noted that while negotiations between the trust and Raunds Town Council had been ongoing, no viable business case had been received, progress having stalled as a result of the Covid-19 pandemic.

The meeting noted a very recent development with the partnering of the trust with an Academy Trust experienced in financing and operating Rothwell Library as a Community Managed Library. Together a business plan had been created and submitted to the Council, which upon review has been deemed viable.

Members welcomed the submission of a viable business plan for Raunds Library, noting the value of the facility to the community and the success of the Academy Trust in its operation at Rothwell Library. It was also noted that completing the Library Transformation programme was an important way of supporting communities in which these multi-purpose facilities were located.

It was **RESOLVED** that the Executive Advisory Panel:

- a) Noted the business plan and the request to be made to Executive at its meeting on 14th April 2022 to approve the transfer of Raunds Library to be community managed by the Academy Trust and Raunds Community Library Trust (RCLT)
- b) Noted the request to Executive at its meeting on 14th April 2022 to approve the 40% reduction in rent payable by the Academy Trust and Raunds Community Library Trust (RCLT) for the lease of the existing library building to preserve the integrity of the Library Transformation Programme and ensure parity between this community managed library and all other community managed libraries in Northamptonshire.

58 Chester House Estate - Revised Business Plan

The Panel received a presentation which sought to provide details of a refreshed Business Plan for Chester House Estate covering the period 2022/23 that would be submitted to the Executive at its meeting on 14th April . The meeting heard that the business plan was a fluid document that received weekly updates and had last been presented to Executive at its meeting in August 2021. Consequently, it was considered to be the appropriate point to resubmit it to Executive for consideration.

The vision for the Chester House project was provided to members who noted that the site had opened to the public on 23rd October 2021 following an intense capital development programme, the final phase of which had taken place between January and October 2021.

Members heard that the initial operating period had exceeded expectations, with the revised business plan taking into account new data and visitor feedback, with operation costs also now fully known. Due to the financial success of certain commercial generation departments, projected income for future financial years had been increased, including that relating to the catering offer, accommodation occupancy and events and programming.

An updated financial forecast was presented, the meeting noting that in the previous version of the plan an opening year loss of £114,000 had been projected. However, due to successes outlined above, a £25,000 budgetary surplus was now forecast. The numbers presented as part of the forecast would continue to evolve and develop as the business continued to grow.

Details of the Council's marketing approach for the project were detailed, with members noting positive viewer figures for an online documentary regarding the project and positive engagement on the estate's social media platforms.

The meeting received details in relation to progress, achievements and maintenance of the site and noted the extensive list of events scheduled for the remainder of 2022 covering the main holiday periods and being a key part of income generation. The meeting also noted the extensive partnership work undertaken with a variety of organisations to promote local culture and tourism.

The meeting heard that any financial surpluses in the budget would be reinvested into the site and a number of future plans relating to the estate were outlined to the meeting including:

- Development of proposals for the empty building known as B17
- Restoration project for the 19th Century greenhouse
- Directional Signage
- Claudius Way entrance sign
- Landscape interpretation
- Facilities accommodation (long term option)
- History Garden Interpretation
- Greenway Link Footpath.

Members received details of learning points, challenges and additional costs identified during the initial stages of operation, noting the small core team employed at the project who had worked tirelessly alongside volunteers, students and interns. It was proposed to close the estate on Mondays during school term-time as soon as was practicable to relieve the burden on the staffing team. Details of proposed staffing requirements identified following the successful, yet busy opening were outlined as follows:

- Introduction of Business Operations Manager
- Current Operations Manager to move to commercial activities only
- Introduction of Events Assistant to support Commercial Operations Manager

- Business Development Intern to move to Business, Retail and Finance Assistant role following completion of Nenescape funded Internship
- Introduction of Volunteer Officer (Funded via Nenescape) 3-5 days per week

Members thanked officers for the comprehensive presentation and asked questions in relation to:

- Sufficient staffing capacities
- Footfall and car parking and site facility capacities
- Enhanced connectivity to the site on foot, by bicycle and by river with bridge connectivity to Wellingborough
- Engagement with schools, colleges and universities
- Volunteer roles and numbers
- Local produce being available from the onsite shop

59 Draft Transformation Prioritised Plan 2022-25 - Inspiring Improvement

The Panel received for comment a draft copy of the Transformation Plan 2022-25 Inspiring Improvement that was set to be presented to the Executive for approval at its meeting on 14th April 2022. It was noted that the plan provided an update to members on transformation progress made to date following the endorsement of the draft Transformation Project Proposal Plan 2022 – 25 at Executive on 23rd December 2021.

It was heard that the document before members was the cumulation of a significant piece of work cocreated with the service areas, to contribute to the ongoing transformation and financial sustainability of North Northamptonshire Council.

Since December, the Transformation Team had worked closely with service areas to review, define, and prioritise the projects in consideration with the Council-wide resources, disaggregation requirements and critical business need.

Following the prioritisation exercise, member workshops had been held on 9th and 10th March 2022 to review the draft Plan focussing on the benefits the projects and activity would deliver. In addition, the plan took into account the output of the Scrutiny Conference which took place on 9th October 2021 and subsequent Work Programme which was approved by the Scrutiny Commission on 23rd November 2021. Where projects noted on the Transformation Plan were referenced within the Scrutiny Work Programme, relevant service areas would proactively utilise the progress, learning and development of the specific projects to update and inform the Scrutiny Commission.

The plan had also taken into account the Medium Term Financial Plan position, which was approved by Council in February.

It was heard that in Year 1 of the plan, a total of 45 projects were set for delivery, a significant proportion of these being related to disaggregation. These projects would be staggered across 2022/23, and once approved by Executive resources could be aligned across this period to allow for effective delivery. It was noted that the plan needed to remain flexible and that robust governance processes were in place to ensure resources were working effectively. Members were advised that service areas could only take on so much of the plan at any one time given the resources available to them

Members noted the purpose and contents of the plan and asked questions in relation to:

- Efficiencies and profitability
- Support function of the Transformation Team in assisting service areas in realising efficiencies
- Seeing change as a positive
- Key Performance Indicators for directorates and project milestones
- Housing services restructure
- Beneficial involvement of members in the process

60 Executive Forward Plan and Panel Work Programme

Members received the Executive Forward Plan and the work programme for the panel and noted upcoming items for both.

Chair

Date

The meeting closed at 10.55 am

This page is intentionally left blank

Executive Advisory Panel

Enterprise Telephony including IT Infrastructure, Architecture and Contact Centre

Page 9

Agenda Item 4



North
Northamptonshire
Council

What do we mean by telephony system?

- Telephony is used by our residents, staff and colleagues to communicate with the council with circa 4000 calls being received by the council each day.
- In simple terms, our telephony system is the technology that allows us to connect using audio. It requires infrastructure, hardware and platforms from which to operate.

Page 10

Traditional analogue telephone systems and handsets that utilise the nation's copper line infrastructure, are gradually being replaced with digital telephone systems. These solutions provide greater flexibility and don't rely on traditional handsets. Examples include the making calls via Microsoft Teams or handsets that connect via the internet.

Why do customers contact us?

Page 11



Calling for advice



Calling to complain



Calling to speak with an individual or specific team



Calling to pay for something

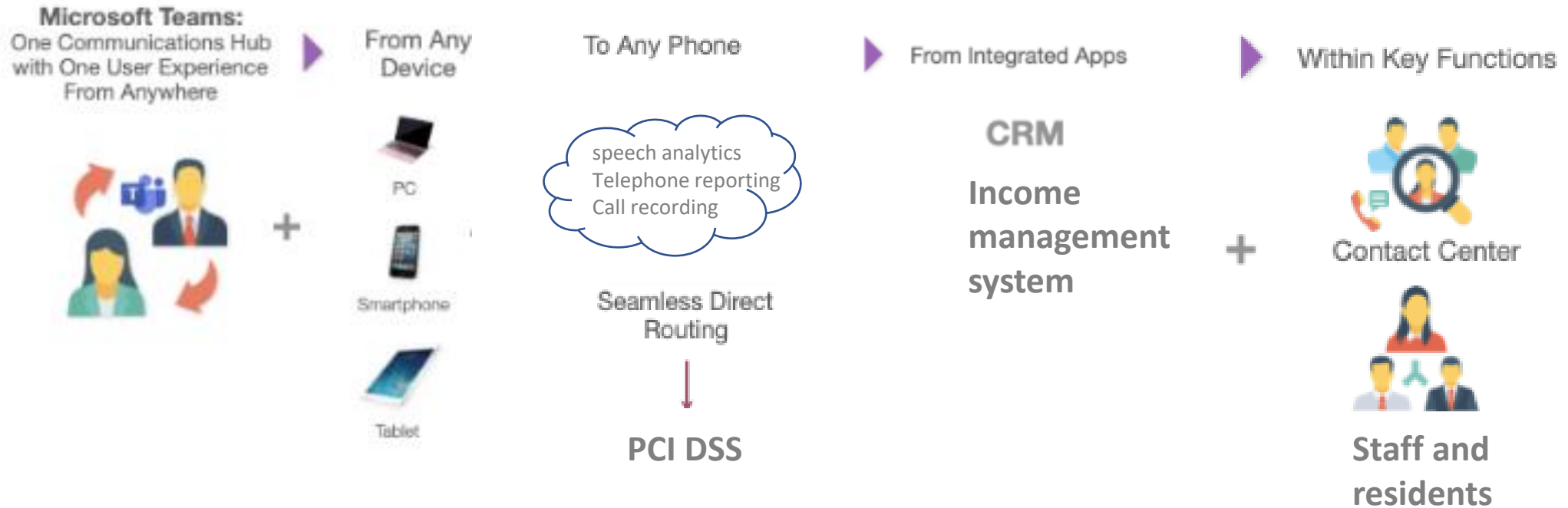


Calling to make a request



Enterprise Telephony including IT Infrastructure, Architecture and Contact Centre

Page 12



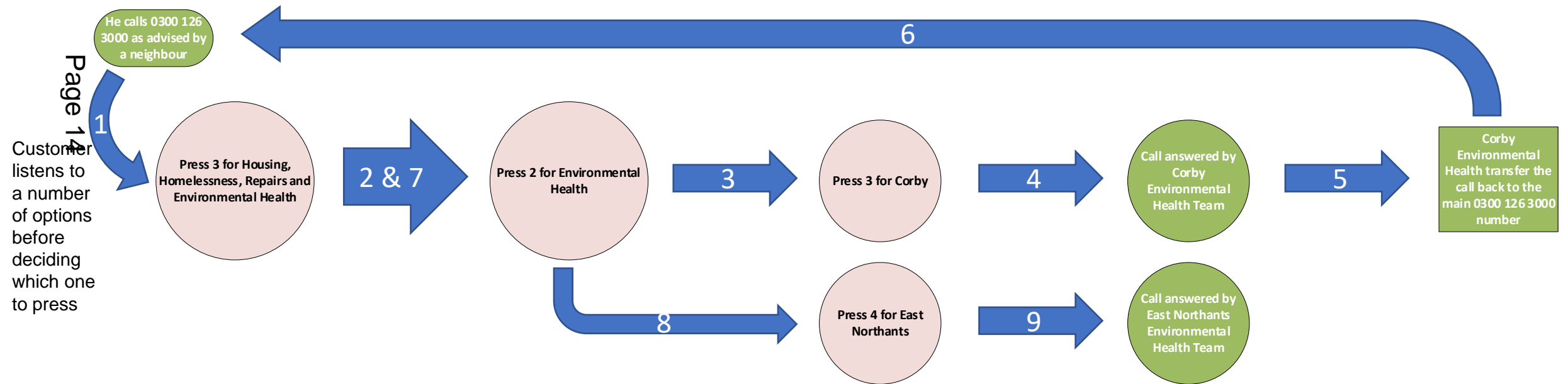
What are we trying to solve?

- Multiple legacy telephony solutions, not joined up and all imminently going out of contract / support
- Legacy technology – mainly using traditional telephone hardware, meaning hybrid working for staff using telephony is not easy
- Customer Services can at times struggle to connect customers with people in the back office who can help with customer queries
- A lack of reporting on call volumes outside contact centres
- Difficulty in diverting lines when employees are away or busy
- Effective monitoring of staff availability to take calls
- The amount of time it takes for customers to navigate options and reach the correct line
- Unnecessary handovers between customer service agents in different teams
- The current capacity issues and limitations on some sites makes it difficult for customers to get through at busy times



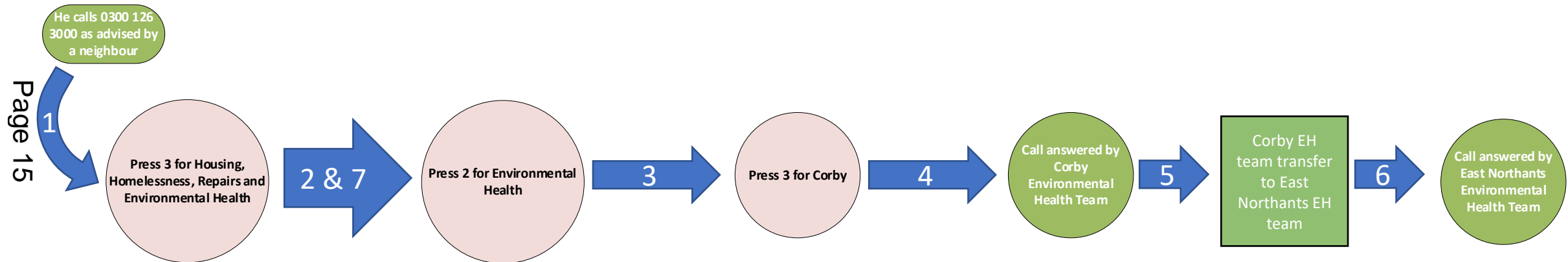
Customer journeys (as-is)

As an example, here is the journey a customer from Blatherwycke looking to make a noise complaint. In this scenario, the customer moved into North Northants after NNC was formed, and has no association with the former District and Borough areas



Customer journeys (to-be after the project)

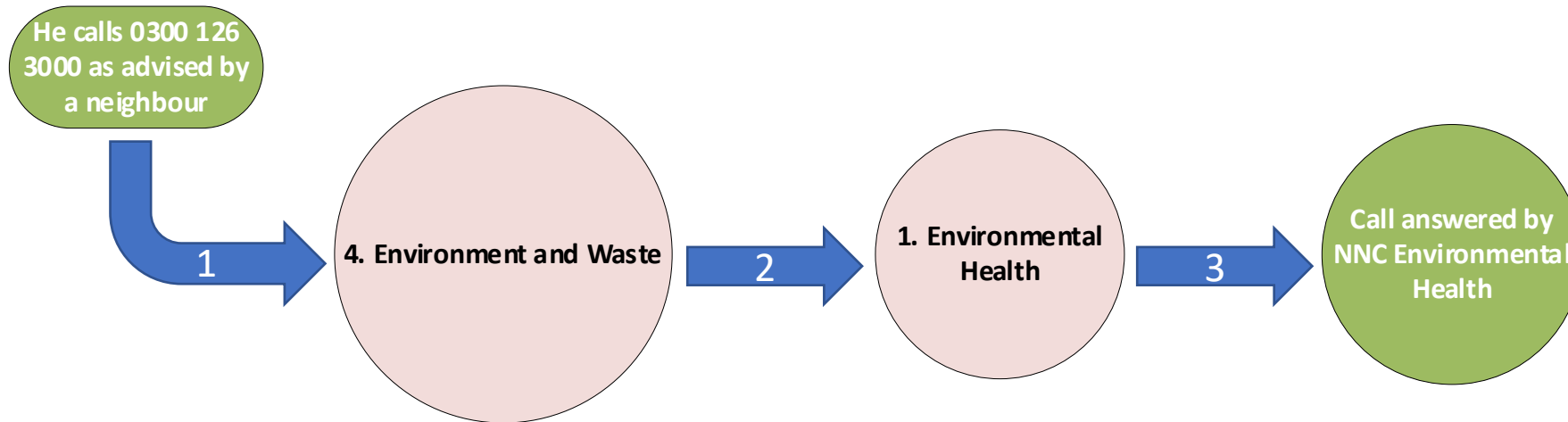
The first to-be journey after implementation of the new Telephony solution, based on the same scenario, sees no change unless the service has aligned fully or agreed a central point of contact. However, there will be opportunity to re-design the menus and messages that customers navigate.



Customer journeys (Final to be journey)

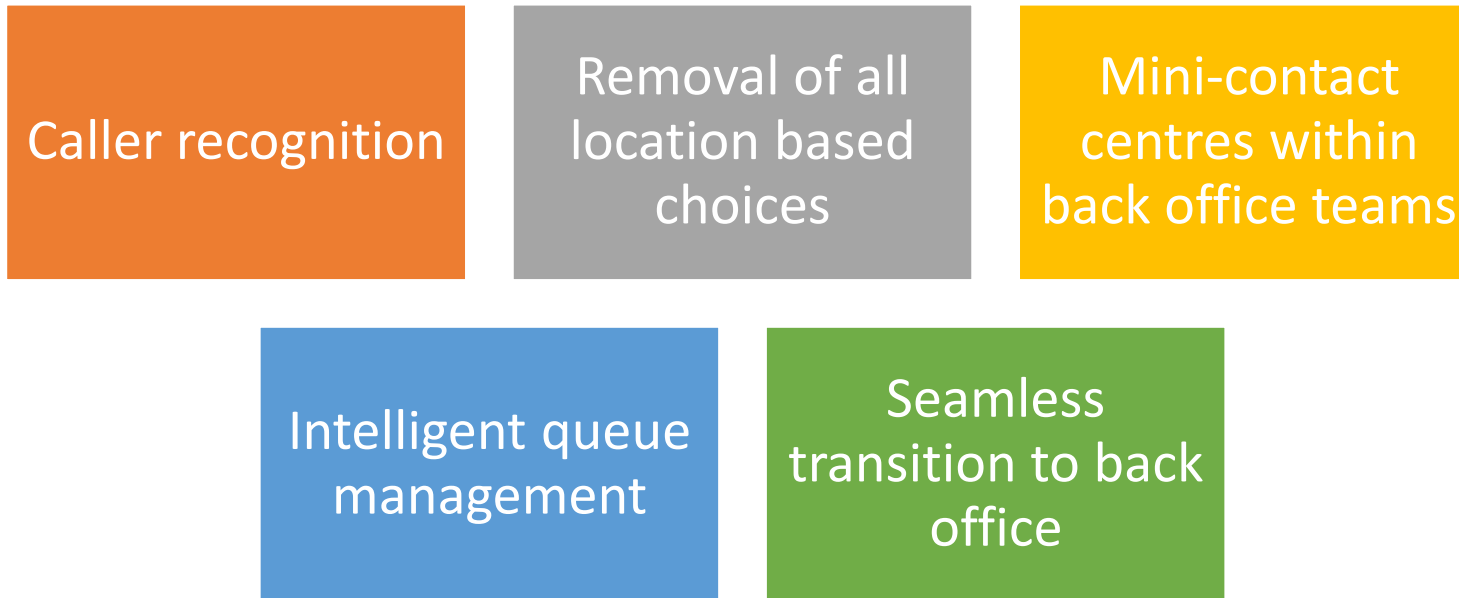
In the Noise Complaint scenario, the final to be journey could look like this:

Page 16



Customer journeys (Final to-be journey)

Once the new technology has been embedded, and when services have been aligned and centralised, there will be many options we can use to improve the customer journey, dependent on the functionality of our chosen solution. For example:



Telephony fit for the future

Staff are now used to using MS Teams for internal calls

Telephony on the go – hybrid working

Different working styles identified through persona work

Cloud solution – reliance

Insightful reporting to drive MI for improvement and transformation

What will our new telephony system not do?

Improve customer service issues caused by service structures or back-office functions

Guarantee the removal of a geographical choice that customers currently hear when calling the Council

Not a short term fix – long term, complex project

Drive a change in organisational customer service culture

Change organisational structures

What will our new telephony system fix?

Page 20

Helping Customer Services achieve planned financial savings - MTFP

Improved customer journey by enabling smarter service design

Standardisation of telephony systems across NNC

Supporting peoples' way of working after the pandemic

Aligns with the green agenda

Gives us the tools to create better user journeys as services are aligned



EAP Service Delivery, Performance and Customers

Chair: Councillor Lloyd Bunday

Committee Officer: David Pope

Decision/Item	Summary of Item	Report Author	Exempt Item	12 May 2022	29 Jun 2022
Enterprise Telephony including IT Infrastructure, Architecture and Contact Centre	To seek comment on a proposal to start a procurement process for a new unified telephony system taking into account the infrastructure, architecture and user areas such as contact centres for the Council	Geoff Kent / Nana Barfi-Sarpong	N		
Forward Plan for Executive	To receive the Forward Plan for Executive	Lisa Hyde	N		
Levelling-up of Garden Waste Collections	To consider and make recommendations to the Executive in respect of garden waste collections	George Candler	N		
Parking Enforcement/Strategy	To receive information on the current situation regarding parking enforcement and future parking strategy in North Northamptonshire	George Candler	N		

Decision/Item	Summary of Item	Report Author	Exempt Item	12 May 2022	29 Jun 2022
Dumped Vehicle Strategy	To receive an update on the current strategy for the removal of dumped vehicles	George Candler	N		

North Northamptonshire Council

1 MAY 2022 TO 31 AUGUST 2022

Published by: Democratic Services

Leader of North Northamptonshire Council: Councillor Jason Smithers

INTRODUCTION

This is the North Northamptonshire Council's Forward Plan. It is published pursuant to The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. Its purpose is to provide the required 28 days notice of the Council's intention to take 'key decisions' and to hold meetings or parts of meetings in private. It gives advance notice of all the "key decisions" and "exempt decisions" which the Executive or another body or officer so authorised are likely to take over a four-month period. The Plan is updated on a rolling monthly basis.

The Members of the Executive are:	
Councillor Jason Smithers	Leader of North Northamptonshire Council
Councillor Helen Howell	Deputy Leader of North Northamptonshire Council Sport, Leisure, Culture and Tourism
Councillor Helen Harrison	Adults, Health and Wellbeing
Councillor Scott Edwards	Children, Families, Education and Skills
Councillor Harriet Pentland	Climate and Green Environment
Councillor Lloyd Bunday	Finance and Transformation
Councillor David Brackenbury	Growth and Regeneration
Councillor Graham Lawman	Highways, Travel and Assets
Councillor Andy Mercer	Housing and Community
Councillor David Howes	Rural Communities and Localism

The concept of a "key decision" is intended to capture the most important or significant decisions. "Key decisions" will normally be made at meetings open to the press and public. The press and public will only be excluded from such meetings as and when the Council's Monitoring Officer considers that this is necessary in order to avoid the public disclosure of confidential or exempt information.

The authority has decided that a Key Decision is one which is likely:-

- (a) to result in the authority incurring expenditure of which is, or the making of savings which are, significant; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more electoral wards in the area of the authority."

The Council has decided that significant expenditure or savings are those amounting to above £500,000.

In determining the meaning of "*significant*" for these purposes North Northamptonshire Council will also have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the Local Government Act 2000.

At times it may be necessary for the North Northamptonshire Council to give consideration to items where the public may be excluded from the meeting. Members of the public are excluded from meetings whenever it is likely that, in the view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed. This includes exclusion from access to any pertinent documents. Details of the exemption categories can be found in the 'Access to Information Procedure Rules' section in the Council's [Constitution](#). This plan provides advance notice of any items which may be held in private.

Paragraph 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 provides for members of the public to make representations to the Council on why an exempt item should be considered in public, rather than in private. Persons wishing to make such representations and/or obtain further details in respect of any issues referred to in the Plan should contact the undermentioned officer.

The Monitoring Officer may also include in the Forward Plan references to such other decisions, which are to be taken by the Council or any of its Committees or Sub-Committee or officers as they consider appropriate. These will be those decisions that are considered to be significant or sufficiently important and/or sensitive so that it is reasonable for a member of the public to expect it to be recorded and published.

All general questions or queries about the contents of this Forward Plan or about the arrangements for taking key decisions should be raised with David Pope, Democratic Services.

Please email: democraticservices@northnorthants.gov.uk

May 2022

Subject of the Decision:	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author	Support documents (if any)
Capital Programme Update 2021/22	Executive	Yes	No		19 May 2022	Executive Director of Finance	
Housing Development - Former Grange Methodist Church Site, Kettering	Executive	Yes	Part exempt; para 3		19 May 2022	Executive Director - Adults, Communities and Wellbeing	
Priors Hall Golf Course	Executive	Yes	No		19 May 2022	Executive Director - Adults, Communities and Wellbeing	
Towns Fund – Train Station to Town Centre Link Road & Smart and Connected Corby Combined Projects	Executive	Yes	No		19 May 2022	Executive Director – Place & Economy	
Community Asset Transfer Policy	Executive	Yes	No		19 May 2022	Executive Director – Place & Economy	

Asset of Community Value Policy	Executive	Yes	No		19 May 2022	Executive Director – Place & Economy	
Stanton Cross Development of Governance Arrangements	Executive	Yes	No		19 May 2022	Executive Director – Place & Economy	
Council Housing Policy Update Report	Executive	Yes	No		19 May 2022	Executive Director - Adults, Communities and Wellbeing	
Continuation of the Community Library Transfer Programme	Executive	Yes	No		19 May 2022	Executive Director - Adults, Communities and Wellbeing	
Enterprise Telephony	Executive	Yes	No		19 May 2022	Director of Transformation	
Loan Book Disaggregation	Executive	Yes	No		19 May 2022	Executive Director of Finance	
Suicide Prevention Strategy	Executive	Yes	No		19 May 2022	Director of Public Health	
Highways Contract	Executive	Yes	No		19 May 2022	Executive Director – Place & Economy	

June 2022

Subject of the Decision:	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author	Support documents (if any)
Capital Programme Update 2021/22	Executive	Yes	No		16 Jun 2022	Executive Director of Finance	
Budget Forecast Update 2021/22	Executive	Yes	No		16 Jun 2022	Executive Director of Finance	
Income Management Solution	Executive	Yes	Part exempt; para 3		16 Jun 2022	Director of Transformation	
Hackney Carriage Fares Tariff	Executive	Yes	No		16 Jun 2022	Executive Director – Place & Economy	
UK Shared Prosperity Fund	Executive	Yes	No		16 Jun 2022	Executive Director – Place & Economy	

UK Levelling Up Fund	Executive	Yes	No		16 Jun 2022	Executive Director – Place & Economy	
Tree Strategy and Policy	Executive	Yes	No		16 Jun 2022	Executive Director – Place & Economy	
Pollinator Strategy	Executive	Yes	No		16 Jun 2022	Executive Director – Place & Economy	
Rough Sleeping Initiative 2022-2025	Executive	Yes	No		16 Jun 2022	Executive Director - Adults, Communities and Wellbeing	

July 2022

Subject of the Decision:	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author	Support documents (if any)
Capital Programme Update 2021/22	Executive	Yes	No		14 Jul 2022	Executive Director of Finance	
Budget Forecast Update 2021/22	Executive	Yes	No		14 Jul 2022	Executive Director of Finance	
Garden Waste: Future Service Provision	Executive	Yes	No		14 Jul 2022	Executive Director – Place & Economy	

August 2022

Subject of the Decision:	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author	Support documents (if any)
--------------------------	----------------	-----------------------	--	-------------------------	-------------------------------	---------------	----------------------------

There are currently no reports scheduled for August

This page is intentionally left blank