

**TRANSFORM**



# **Transformation Plan 2018**

**EMPOWER**



**NURTURE**



**SUCCEED**



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# Introduction



## **We face considerable challenges over the coming years, however with these challenges there will be opportunities too.**

The way in which local authorities are funded is changing. Since 2010 there has been a shift from central government funding to a system of locally generated funding designed to provide incentives for local growth including council tax, business rates and charges for services amongst others. These changes, along with both our current service provision means that in the coming years both North East Derbyshire District Council and ourselves face a substantial funding gap and an unsustainable financial position.

Many partner agencies and organisations funding has also reduced and continues to do so including public health, adult social care and children's services to name a few. When coupled with an ageing and growing population, along with increased social, health and economic pressures faced by many within these communities, the challenge we face becomes compounded – greater need and less resources.

The people that we serve - our customers and residents, have changing needs too with greater expectation in relation to the services that we provide and how and when the customers access them. The general public these days are far more inclined to find information, access services and buy goods online than ever before. There is an expectation that we keep up with the pace of digital and technological change. Entrenched behaviour and beliefs within the public sector can prevent services from responding to the outside world in the way that they should – we have to be ready to respond to the changing needs.

Although these changes present challenges, they also present an opportunity for us to have greater control of our finances and be better connected and have a greater impact upon the local communities and local economy. By recognising that we and our partners serve the same population improvements can be made by working together on a 'whole place' or 'big picture' perspective.

There is no doubt that the scale of change is challenging. So far, both Councils have risen to the challenge and been 'ahead of the curve', recognised as front runners with regard to the strategic alliance, joint services, joint ventures, invest to save, income generation and other initiatives which are now becoming more common place in the local government arena. However, this is only the beginning, this document charts the direction of the total transformation – in how we work, how we organise ourselves and how we serve our community.

These continued pressures do however mean that we need to think more differently about what we do and how we do it. We need to embrace innovation, creativity, new ideas and new ways of working to ensure we reach a sustainable position.

If we are to be successful in this 'time of change' we need to be brave enough to challenge functional barriers, challenge our beliefs and think differently. We need to embrace innovation, encourage, coach and empower colleagues to engage, harvest ideas and energy from within, create an environment where people want to be successful and most importantly act as ONE TEAM.....

## **The vision is simple 'SUSTAINABILITY'**

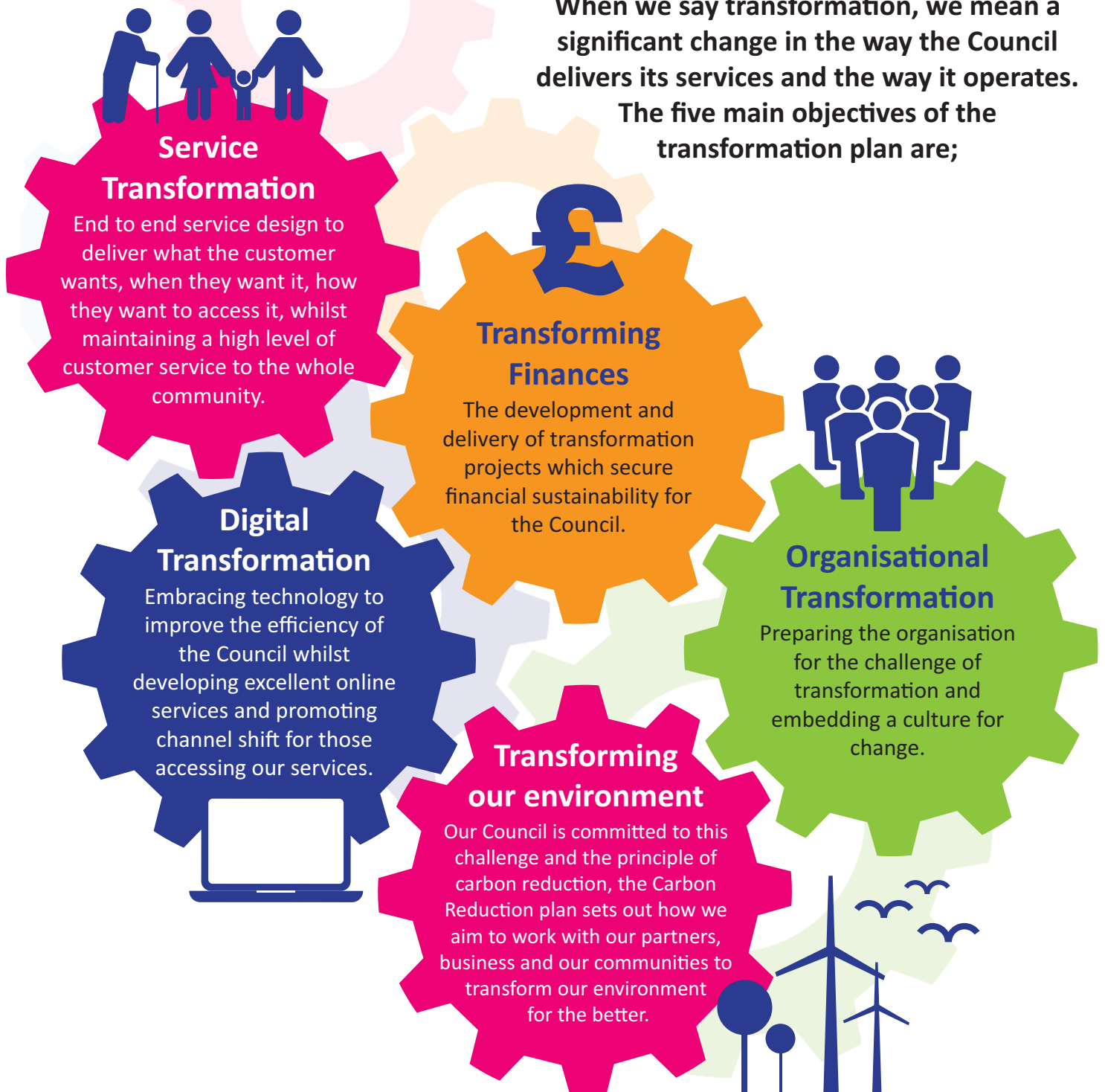
# The vision



***A self-sustaining Council, delivering excellent services to the community, when and how they want them.***

When we say transformation, we mean a significant change in the way the Council delivers its services and the way it operates.

The five main objectives of the transformation plan are;





# Service transformation



**W**hilst the case for change is powerful, this needed to be understood by all in order to initiate real and lasting change. The commitment to change had to be made 'top down' and 'bottom up' with everyone 'buying in' and feeling that they are part of the change and that everyone

has the opportunity to influence it. This should not become something that's happening to them.

With this approach becoming a key driver for the future, we have embarked upon a Programme for Change.



## Sowing the seeds

Promoting the concept and vision for the programme.

*September 2017 to November 2017*



## Cultivating the ideas

Shaping the programme, putting the people and pieces together.

*December 2017 to February 2018*



## Harvesting the rewards

'Transformation Plan' presentation, programme implementation and execution.

*March 2018 - ongoing*

# Service transformation



## Sowing the seeds - promoting the concept and vision for the programme

**P**romoting the concept and vision for change was recognised as a fundamental step in the upcoming programme. Imagery, branding and promotional material was developed to support the programmes strategy of involving everyone within both organisations whilst providing guidance for teams and individuals on how to engage and get involved.

Presentations, staff briefing sessions, team meetings, 1:1's, ideas templates and a dedicated email address for ideas are amongst the methods utilised over recent weeks to inform, assist, encourage and enthuse everyone to engage in the process.

The cornerstone of the programme was promoting and encouraging the right behaviours. These behaviours are particularly important within the management culture if the best results are to be achieved.

- A One Team approach.
- Insight.
- Open mindedness.
- Courage to think differently.
- Inspiration of others.
- Encouragement, support and praise of others.
- Ownership and accountability.
- Collaboration.
- Innovation and creative thinking.
- Perseverance.

Effective change management is more complicated than simply altering the way something is done or introducing

new technology. Change management in a process sense will produce results, however this approach will usually relate to a specific action, task or initiative. Valid though these changes may be, approaching this change management programme from a process position only would have limited its success and would limit the improvements to more of 'one offs' rather than sustained transformational success.



The programme needed to ensure that it promotes, develops and supports the right 'behaviours' throughout both organisations so that they shape the day to day decisions and harness ideas, energy, enthusiasm and 'buy in' from everyone within.

An understanding that strategic transformation is driven by competencies, capabilities and enthusiasm was key. Along with training and development in a traditional sense, this programme focusses on coaching by building skill sets, behaviours and approaches that are needed to ensure future success – the creation of an environment in which people want to be successful.

Along with supporting and developing the right behaviours for transformation, emphasis was placed throughout on the steps to take – a guide for managers, teams and individuals when approaching change;

- Articulate and 'sell' the vision and need for change.
- Take an 'outside in' perspective.
- Take an 'inside out' perspective.
- Consider the findings.
- Establish the future state - where do we need to be?
- Identify the opportunities.

# Service transformation



- Identify the roles and responsibilities.
- Identify the How? What? When?
- Define the measures and roadmap.
- Seek approval and implement the change.

Understanding what stakeholders, end users and customers actually want and need from an organisation and service (outside in perspective) is paramount if we are to effectively change from within. Once there is an understanding of the current need and purpose of the service, close analysis of the delivery of the product/service, existing or new, (inside out perspective) can be undertaken to ensure the most efficient and effective model is being used. Once armed with the knowledge of what we need to be doing, and knowing what we are currently doing, the 'future state' can be established or in other words - what the offer needs to be.

By promoting, embedding and developing the right behaviours and being honest and courageous enough to ask the right questions, the solutions to achieving the broader vision will emerge. The questions that have been asked of staff and teams include, but are not limited to;

- Are the goals still the right goals?
- What's working well and what isn't?
- What would we like to change?
- What do we need to start doing, keep doing and stop doing?
- Could we benefit from service re-design?
- Could we benefit from greater use of technology?
- What is our base budget – why is this so?
- What costs can we reduce?
- Can we generate income/more income?
- What are we going to do about it?

Throughout the promotion of the concept and vision for change, it was acknowledged that the future Transformation Plan needed to include major initiatives. The ability, environment and confidence to 'think big' will be critical, no one individual within either organisation has a corner on the 'major initiative' ideas market – good

ideas can come from anywhere and should be encouraged.

Coaching managers, teams and individuals to think in this way and not to be afraid to bring 'big ideas' forward has been a key message throughout – challenging the status quo can be scary, this needs to be changed by promoting a 'think big' culture without fear or inhibition at any level.

Whilst major initiatives are key to transformation, it has also been recognised that smaller ideas add up. Some ideas may be relatively minor when viewed in isolation however they will cumulatively 'stack up' to result in big transformational reward.

Effective partnership working, both public and private, will be critical in terms of Service Transformation if we are going to meet the needs and expectations of customers in the future. The potential for fully integrated services with our partners needs to be fully explored and executed where possible. Mechanisms to enable effective but secure and legislatively compliant data sharing is an area of great potential to improve service design and delivery.

All ideas have been encouraged with a focus on; cost reduction and efficiencies, service re-design and income generation.

## What we will have achieved by 2021:

- Undertaken customer/service user reviews for all service areas
- Undertaken gap analysis in service provision for all service areas
- Developed service re-design and departmental transformation plans to meet the needs and expectations of our customers and service users
- Maximised opportunities for working in partnership in the delivery of our services

# Transforming finances



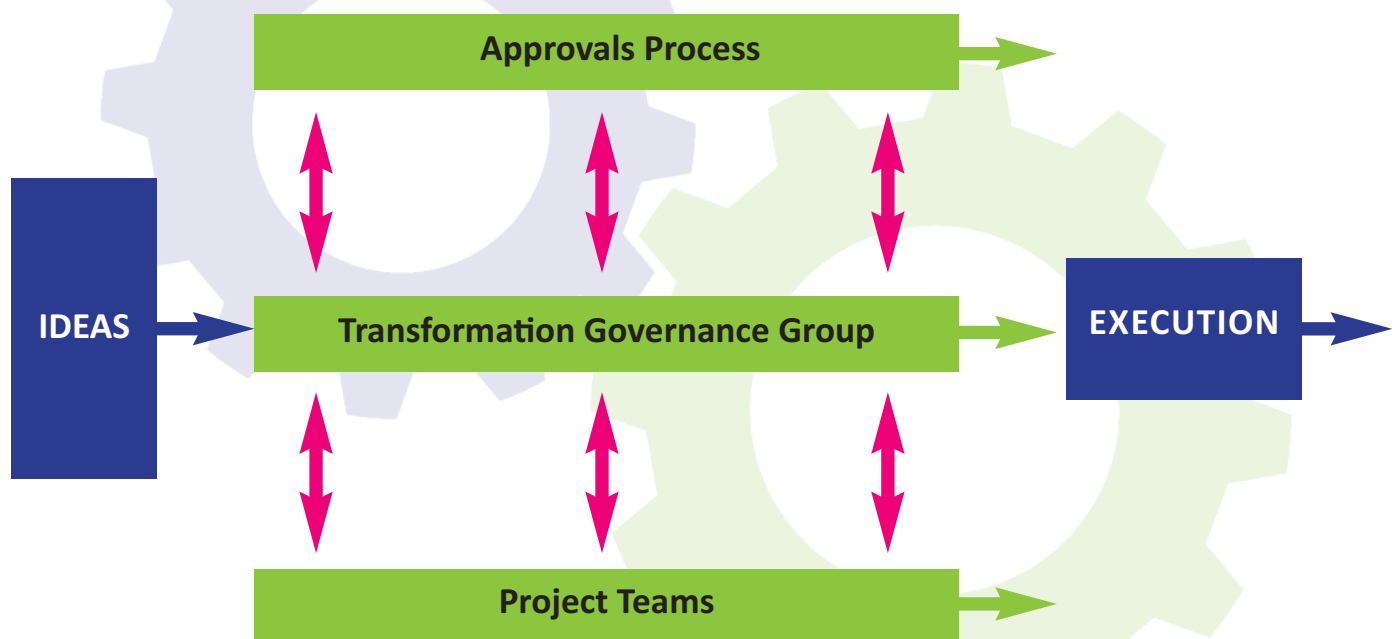
## Harvesting the rewards - implementation of the transformation plan

**A**lthough sustainable transformation is more about the culture of an organisation than a list of activities, a framework or mechanism is required to ensure we can manage change and put ideas into action. Managing ideas, the production of business cases, the identification of resources required, the approvals process and the support that the idea will require to develop and bring to fruition – are all important elements of a change management programme.

Having successfully communicated the need, concept and vision for a Programme for Change resulting in an impressive staff appetite for transformation, it is important that colleagues see progress being made. If the process of consideration and implementation is not clear, not explained or is allowed to drift, staff could feel as though their ideas are falling into a black hole never to be seen again resulting in disengagement and failure of the sustainable transformation vision.

There needs to be a clear process in place which sets out how ideas, once put forward, will be considered and by who? All staff need to be aware of the process and how it works, feedback should be offered on both unsuccessful ideas and those which are to be progressed. Additionally the process needs to engage, where appropriate, with staff who wish to be involved or to put themselves forward as support, especially if they have a particular knowledge or skill in a particular area.

### The illustration details the 'what happens next?'



*The establishment of a Transformation Governance Group will enable both Councils to manage, monitor and review the ideas being generated.*



# Transforming finances



The transformation Ideas process is now understood, embedded and working well – this needs to be maintained. All ideas generated to date and the future ideas that will continue to follow will all be administered and processed through the Ideas Bank.

The establishment of a Transformation Governance Team will enable us to manage, monitor and review the ideas being generated utilising a consistent and 'common' methodology. The team will consist of; Joint Strategic Director, Joint Head of Finance, Revenues and Benefits, Joint Head of Partnerships and Transformation, ICT Manager and relevant portfolio holder for each Council. The role of this team will be to;

- Process ideas.
- Working with the idea proposer, relevant Joint Head of Service and other members of SAMT where required, undertake initial assessment of the proposal regarding its viability to proceed to the next stage.
- Establish the next steps;
  - Include the idea in the Transformation Plan (see Appendix A) for further consideration, potential approval and subsequent monitoring of progress against targets and milestones.
  - If it is a minor change and appropriate to do so, implement via the operational management process.
  - If it is of a larger scale, requires a greater level of analysis or it is appropriate to do so;
- Establish working group to explore the idea further.
- Assist with the development of a business case where appropriate.
- Establish approvals process if appropriate.
- Working with the relevant Joint Head of Service, develop the report necessary for the appropriate consideration and approval process.

- If approved, establish a project team and necessary support to implement the idea utilising a common project management process.
- Support the project team to ensure the necessary Project Management resources and documentation are utilised and completed (see Appendix B).
- Monitor progress, track, capture, evaluate, review and report outcomes via the Transformation Plan and Financial Management System.
- Liaise with the person/team that generated the idea providing the necessary feedback and keeping them informed.

## What we will have achieved by 2021:

- Engaged all stakeholders to develop (and continue to do so) transformation ideas to maximise the potential of the programme
- Identified transformation projects and initiatives which forecast to deliver £1m of revenue efficiencies or additional income by 2022.

# Digital transformation



## Providing the tools to deliver

**C**ustomer needs and expectations are changing. Technology capability is exponentially increasing and it is essential that we exceed the evolving demands through the adoption and exploitation of technology; both existing and emergent.

Led by the private sector, retail in particular, the expectations of tech-savvy service users has evolved, will shape the future of public sector demand. The first generation to be completely immersed in digital life from birth, Generation Y (Born 1977-1994), has expectations of local government and the services it provides, that are distinctly different from Generation X (Born 1966-1976) and the baby boomers that preceded them. Generation Y is the self-service generation comfortable conducting all aspect of their life online and are currently enjoying digital services through their banks, retailers and central government service such as vehicle tax and voter registration.

71% of UK adults now carry a smart phone (Pocket supercomputer) add to this that fast internet connectivity enables the use of smart phones anywhere, at any time.

The development of a 'digital first' approach to public services is has been championed by central government for a number of years. The Council have an opportunity to 'piggy bag' on some of the platforms developed such as GOV.UK to ensure data security, etc.

Whilst digital services are demanded by customers, the channel shift that follows will create more capacity for customer facing services to improve the service offer, for example allowing more time for diagnostic discussion which in turn, is likely to save officer time in responding to a query.

Digital services, when registration is required, allows for targeted communication to improve customer service, for

example emailing planning notices to customers in the locality or targeted marketing, promoting the local successes of the Council or up and coming events.

## What we will have achieved by 2021:

- Created access to all services wherever internet access is available, irrespective of the type of device or time of day.
- An organisation where digital channels are the primary gateway to access council services.
- Investment in digital infrastructure to rationalise systems, reduce paper usage, maximise staff flexibility to improve efficiency and reduce travel related costs.
- Digital inclusivity for our customers and service users by ensuring ease of access and supporting the development of skills, motivation and trust to confidently go online.



# Organisational transformation



## Change makers programme

**A**s highlighted previously, sustainable change management is more about behaviours than process. Sustainable transformational success is achieved once transformation becomes normal, it has no end, it is simply the way we approach every day.

Beyond this initial transformation plan and launch of 'A programme for change' the development of a longer term plan of sustained innovation, entrepreneurial spirit and attitude will be required.

Local authorities have traditionally been thought to look inward and stand still, often treating symptoms rather than causes and fire fighting in response to issues rather than driving change. There is simply no room for this in local government these days.

Along with 'nurturing the right behaviours', for the longer term we need to develop and embed a coaching and training programme that reflects what is being asked of the organisations, teams and individuals. A programme of learning is currently being developed to sit alongside the equally necessary regulatory and more traditional training and development programme. This programme will have a different focus however, more closely aligned to commerciality and business improvement and will equip managers and staff with the knowledge and skills that will be necessary for sustainable transformation to be achieved, these include;

**Business diagnostics** - This is similar to the medical diagnosis of human beings, it can be undertaken after symptoms emerge or as a routine check up to identify problems before they develop or to reassure that all is ok. Effective business diagnostics training will support managers and teams to; check the effectiveness of strategies and procedures, understand business performance better, identify weaknesses and strengths, identify threats, take opportunities, develop goals,

identify skills and knowledge gaps and improve staff motivation and engagement.

**Systems thinking techniques** - We operate many individual systems which form an interconnecting network of elements that ultimately work together when viewed as a whole. Within each system there are many other systems – departments and procedures for instance. Systems thinking techniques encourages wider thinking and creates a better understanding of how all elements connect in some way. For example; a bicycle is made up of many parts which all have their own intricacies, areas of specialism and purpose, all of which can be improved, changed and re-designed - however each has to relate effectively to the other parts in order for the system to be effective and the bicycle to work.

**Ideation** - The facilitation of ideation that is truly fruitful is more complex than simply brainstorming. Managers and teams who have received ideation training will understand the right questions to ask themselves and their teams and know that it's not only ok to ask seemingly 'stupid' questions about what we do and how we do it, but that it is necessary. The obvious is not always so obvious to those entrenched in the 'day to day' – common beliefs and practice become embedded and can restrict thinking and ideas.





# Organisational transformation



**Change design thinking** - This is a methodology used to solve problems and improve the way things are done. This training enables managers and staff to be solutions focused rather than problem focused when reviewing service areas and functions provided by the organisation. The training enables managers and staff to draw upon logic, imagination, intuition and systemic reasoning to explore possibilities of what could be. When coupled with ideation and systems thinking techniques, change design thinking has the potential to offer a structured framework and process for effective change.


**Project management** - Projects are separate from 'business as usual' activities requiring people to come together temporarily to focus on specific objectives. Projects have a final outcome and a finite timespan, require teamwork and management which is unlike the 'everyday'. Managers and teams who have received effective project management training will be better placed to ensure that the core components of a successful project are in place. The Transformation programme will undoubtedly bring forward many project opportunities. These projects will rely upon people who are, by definition, doing something new – therefore this carries a level of risk and uncertainty. However equipping our managers and staff with training that provides a structured 'tried and tested' approach to project management, will undoubtedly reduce that risk and support the vision for sustainable transformation. Both Councils have extensive Project Management Resource materials and guidance available on the intranet – however appropriate managers and staff need a level of support and training in order for this to be fully utilised.

However, arguably more important than these, a system of coaching for entrepreneurial spirit, innovation and enterprising attitude will be a key element of the programme – this is not common place in local authorities. There are few examples of this being truly achieved within the public sector – this will require a Pioneering approach with both Councils placing themselves 'ahead of the curve' once more.

Sustained innovation, entrepreneurial spirit and attitude are largely products of mind-set and beliefs and should become the modus operandi. Any organisation that fails to have an innovative attitude will continually be at the mercy of change instead of driving and embracing change, being in control and having the power, energy and skills to deal with the changing landscape and challenges.

We have invested in 'A programme for change' because it is understood that staff have the potential to make the difference – from improving customer service to new product and service development. Coaching entrepreneurial spirit, innovation and an enterprising attitude supports a sense of being involved in the solutions and being able to impact on the direction of the organisation and quality of the products and services provided which contributes heavily towards job satisfaction.

Developing an innovative and enterprising culture and environment where staff are engaged and involved creates diversity of thought and empowerment that stretches staff outside of their comfort zones and contributes to the vision of sustainable transformation becoming the 'norm'.



***Successful organisations share a common trait – the ability to change when change is required.***



# Organisational transformation



By creating a culture and environment that promotes entrepreneurial spirit, innovation and enterprising attitude and new ways of working, staff will develop and grow. Ideas will be brought forward, cultivated and flourish in a supportive environment resulting in opportunities for the organisations to continually improve. Establishing such a culture that is continually evolving drives advocacy and ensures staff innovation and enterprise is a natural activity that they should take part in.

Such an environment will help to improve staff connection to the organisations and increase their confidence in their skills supporting the feeling of being empowered and valued. By developing and implementing such an approach and culture effectively, we can expect to see greater performance levels, organisational growth and efficiency along with staff loyalty.

We are off to a great start and are leading the way in some areas, however there is more work to do to make the links between innovation, enterprising attitude, products, front facing services, back office functions, budgets and delivering more of what communities need and want to see.

## What we will have achieved by 2021:

- Established a workplace talent management programme which identifies, supports and develops potential leaders of the future
- Established a 'Change makers' learning and development programme with a focus on commerciality and business improvement
- Maximised opportunities for working in partnership with regard to staff and organisational development
- Investment in and promotion of the organisational 'offer' to attract and retain the best and brightest candidates



# Transforming our environment



## Carbon reduction plan

**C**arbon footprint is the overall amount of greenhouse gas emissions, consisting of primarily carbon dioxide, associated with an organisation, event or production, it is one of the most common measures of our effect on the environment. An increase in greenhouse gas emissions, and therefore rising carbon footprint, is the primary cause associated with climate change and its negative impacts.

Rising temperatures are changing the growing patterns of plants and crops, sea levels are rising too with polar ice caps melting resulting in coastal erosion and the destruction of ecosystems. As vegetation growth patterns change and sea temperatures rise, wildlife that depends upon these will become threatened having a profound effect on the feeding patterns of many animals, birds, mammals, fish, insects and other organisms around the world creating a devastating imbalance to the natural order of life.

There is growing global awareness of the effect of our carbon footprint on the planet, along with a growing appetite to reduce it. A reversal of these negative effects upon our planet requires a global effort, however, global change can only happen if individuals, communities and countries are prepared to change and have the opportunity to change.

Local authorities are well placed to influence change in our areas by being community leaders, raising awareness about the potential to reduce emissions and by working collaboratively with others to reduce emissions. Through the services that we deliver, by being a major employer and through our regulatory and strategic functions, our organisation can and should be at the forefront and leading on the changes that are required to protect our present and future communities, countries and planet.

Local authorities have influence across a range of sectors, including waste collection and disposal, housing, environment and transport. We have a large stock of buildings and workplaces and we are the custodians of many parks, open spaces and semi-rural land. Local authorities are also responsible for the production of local development plans and play a major role in driving economic growth and local regeneration.

By exercising these functions and having influence in these areas in a way that results in emissions reductions, there is the potential for a range of economic and social benefits for our organisation and our communities - our Council is committed to this challenge and the principle of carbon reduction.

We will transform our environment by producing a carbon reduction plan that will focus upon 9 thematic areas to reduce our carbon emissions over the next decade or so:

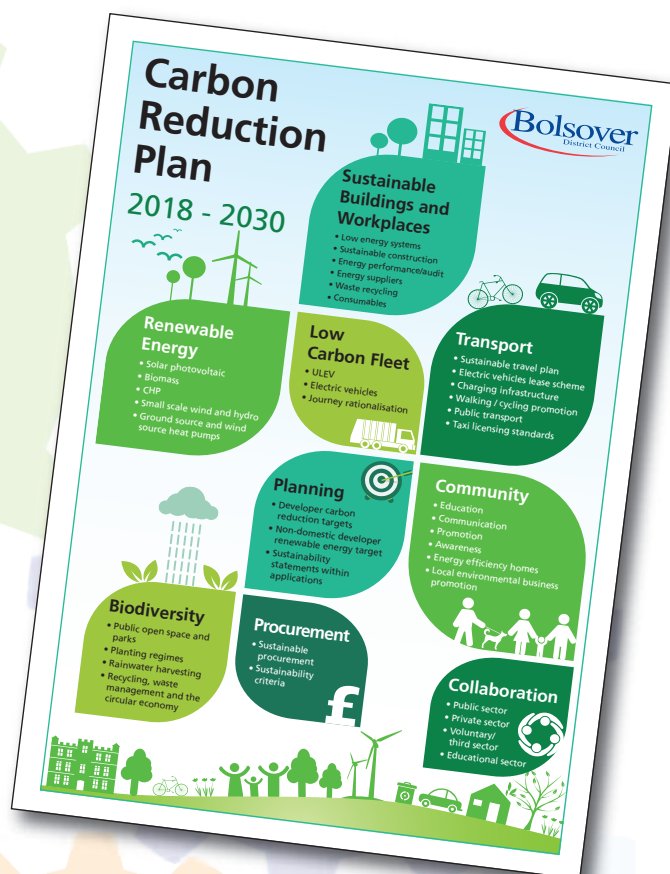
- Theme 1 – Sustainable Buildings and Workplaces
- Theme 2 – Renewable Energy
- Theme 3 – Low Carbon Fleet
- Theme 4 – Transport
- Theme 5 – Planning
- Theme 6 – Community
- Theme 7 – Biodiversity
- Theme 8 – Procurement
- Theme 9 – Collaboration

# Transforming our environment



## What we will have achieved by 2021:

- Reduction in fuel poverty and improved energy affordability through energy efficiency improvements in the residential sector
- Cost savings and environmental improvement through energy efficient and sustainable buildings and workplaces
- Cost savings and environmental improvement through use of renewable energy
- Cost savings and environmental improvement through waste reduction, increased recycling and use of lower carbon fleet
- Infrastructure improvements through planning which support sustainable travel and living
- Environments which have improved biodiversity value including; parks, open spaces and areas of semi natural status
- Development and support of local skills and job creation through economic development and sustainable procurement



# Bolsover District Council Transformation Plan - Appendix A

Idea / initiative	Details / comments	Implement / business case Immediately	In the short term 2 Years	In the medium term 3 years	Longer term 5+ years
<b>Procurement</b>					
Create in-house team/ service.	Employ 2.0 FTE procurement officers and provide service to others.	X			
<b>Leisure</b>					
3G pitch at the Arc.	Replace 1 grass pitch with full size 3G for football - reuse existing for either car parking or tennis.	X			
Install CHP unit at Arc.	Replace conventional boilers with CHP unit.		X		
Swimming Lesson increase.	Increase by 30 lessons classes per week.	X			
Install pool covers.	To save on heating and power.	X			
One to one swimming lessons.	Based on 15 half hour slots per week @ £15 each.	X			
Swimming club link.	Additional income beyond stage 6 of lesson programme into swimming club we retain a fee.	X			
Asset transfer.	Save money on running smaller facilities and resources.	X			
Co-locate NHS services .	Physio, rehabilitation etc - rental/fee paid to BDC.	X	X		
365 for Public Health.	50 x £365 memberships for targeted families.		X		
Junior gym.	Offer packages to schools etc.	X			
PV minibus hire.	Hire out along commercial lines.	X			
Refreshments reduction.	Only provide for meetings longer than 2 hours.	X			
Replace lighting in sports hall.	More energy efficient options and easier to change etc.	X			
Replace floor in sports hall.	Better flooring would mean we dont have to cover for events etc which would save staff time.		X		
Review contributions.	Active Derbyshire etc each year	X			
PV centre development.	Re-locate existing near to pond or in mill 1 and add high ropes, accommodation, cycle hire etc.	X			
Expand MTB trail at Glapwell.	Create cycling hub and visitor centre with parking, cafe, accommodation (pods) etc.				X



## Bolsover District Council Transformation Plan - Appendix A

Idea / initiative	Details / comments	Implement / business case Immediately	In the short term 2 Years	In the medium term 3 years	Longer term 5+ years
<b>Leisure</b>					
Create cycling strategy.	S106, planning gain and conditions, increased visitor economy, tourism spend.	X			
District cycle map.	To be developed with the above to generate income from visitors and improve access to infrastructure etc.	X			
Expansion of BCP to NEDDC.	Countryside partnership to include NEDDC = better site management and leverage of investment into infrastructure.				
<b>Property and Estates</b>					
Investment Plan BDC/NEDDC.	To invest in property related investments which are considered low risk, medium/long-term and deliver a target yield of between 5% and 6.5%.	X			
Joint Venture Open Space/SUDs/Private Drive management company BDC.	BDC/NEDDC have existing skills, equipment and resource to be the management company and gain the service charge income. Inc and exp shown BD only.	X			
Re-Tender Facilities Contract BDC/NEDDC.	Tender due out towards end of 2018 - BDC/NEDDC.	X			
Investment in BDC Crematorium.	Invest capital in building and running a Crematorium.	X			
Invest more working capital in Dragonfly and Northwood BDC/NEDDC.	Will enable the Joint Venture companies to work on additional schemes quicker, generating more capital receipts.	X			
Sell professional expertise BDC/NEDDC.	Sell professional expertise to other organisations such as the Town and Parish Councils etc.	X			
LED Lights - Replace existing light fittings with LED and install intelligent lighting controls.		X			
Minor land sale target BDC/NEDDC.	Set a capital receipt sales income target for under utilised land. Receipt used to pay off borrowing or top up transformation fund.		X		
Upgrade CCTV at Pleasley and reduce annual security costs.	Already funded.	X			

## Bolsover District Council Transformation Plan - Appendix A

Idea / initiative	Details / comments	Implement / business case Immediately	In the short term 2 Years	In the medium term 3 years	Longer term 5+ years
<b>Property and Estates</b>					
Explore whether Spot Buying Energy produces savings BDC/NEDDC.	Savings could be made on energy procurement with a return to spot buying.		X		
Install Electric Vehicle charging points and introducing an Electric pool car BDC/NEDDC.	Install Electric Vehicle charging points (Good green PR), and set charges to make a profit.		X		
Ensure License Fees are Consistently Applied for Access Over Council Owned Land i.e. Garage Sites (NEDDC/BDC).	Actively pursuing those who create their own access to give greater legal control of rights of access etc.	X			
Carry out bill validation on Utilities - Gas, Electricity, Water (NEDDC/BDC).	Bill validation in part has already been carried out at NEDDC yielding savings year on year. Further in depth historic validation by specialist consultants on a no win no fee basis could yield further significant savings across NEDDC/BDC.	X			
<b>Street Scene</b>					
Joint kerbside recycling contract.	New contract commencing 17/18.	X			
Commercial waste income.	Harmonisation of BDC to align with NEDDC.	X			
Commercial waste growth.	5% targeted increase via promotion of commercial waste service.	X			
Green bin extra sales.	For those who require a second bin due to larger properties.	X			
Green bin enhanced.	Charge for service through Jane and Feb @ £20.	X			
<b>Payroll</b>					
Take on other orgs payroll.	Take on other LA payroll -	X			
Create online payslips.	Cease with paper versions.	X			
Postage reduction.	Move to digital wherever possible - average cost per letter = 70p .	X			
Recycle archive boxes.	Re-use rather than destroy.	X			

## Bolsover District Council Transformation Plan - Appendix A

Idea / initiative	Details / comments	Implement / business case Immediately	In the short term 2 Years	In the medium term 3 years	Longer term 5+ years
<b>Planning and Environmental Health</b>					
Charging for pre app advice.	Charged at £45 per hour.	X			
Reduce duty officer cover.	Currently 9-5 every day.	X			
Maximise value of garage sites.	Provide sites with permission in principle for sale.	X			
Review fees and charges.	40 types - review all and increase income.	X			
Pest control charging.	Charge in BD as in NEDDC.	X			
Reduce postage.		X			
Better maximisation of space.		X			
<b>HR</b>					
Further develop Chris/HR 21.	Improve service provision, self service, reports etc.	X			
Assist service reviews.	Some have never been reviewed.	X			
JE and pay and grading review.	Harmonisation across both councils.		X		
Offer HR support to others.	Parishes, small businesses - training for recruitment, sickness management, HR advice, contractual matters.	X			
Offer HR function to other LA's.	To provide full HR service to other LA,s - would need to possibly increase staffing by 1 per other org.	X			
Re-structure.	Team restructure following resignation.		X		
Intranet review.	Filing, scanning, record keeping - streamline.	X			
Database development.	Learning and Dev - dates, names etc - produce intelligent forms.	X			
Leadership/ management training.	Create additional resources for this.	X			
More remote working.	Less mileage, less office space, less utilities, but need to better use technology to do this.	X			
Work with College/uni.	Establish better links with colleges and universities to develop our workforce	X			
Greater vacant post scrutiny	Do we need it? Could it be an apprentice?	X			

## Bolsover District Council Transformation Plan - Appendix A

Idea / initiative	Details / comments	Implement / business case Immediately	In the short term 2 Years	In the medium term 3 years	Longer term 5+ years
<b>Finance, Revenues and Benefits</b>					
Stationary review.	Cease with paper diaries and reduce overall paper budget - target 15%.	X			
Replace paper forms with e-forms.	Expenses, mileage, annual leave etc etc.	X			
The way we manage debt.	Sundry debtors - example we get a lot of debts for rechargeable repairs which we never get back - could we charge upfront or % up front?	X			
IT systems.	Upgrades and maintenance and initial outlay all very costly - could we collaborate with a County approach and have one system for all districts in each aspect of the business?	X			
Virtual meetings.	Re-invigorate the virtual meeting kit and save money on travel and down time travelling	X			
Abolish TV license refunds.	Takes a lot of admin time.		X		
Time taken to provide performance info.	It takes a lot of time to provide figures etc - time taken could be better spent.	X			
<b>Economic Development</b>					
Coalite redevelopment - joint venture	JV to build innovation centre and other business units to generate income.	X			
Property and estates dev income	Redevelopment of the public estate.		X		
Commercialisation of horticultural services	Tree maintenance/grass cutting etc.	X			
<b>Contact Centres</b>					
Fully hosted cash collection service	Security plus offer a full service to manage kiosks - this will cost but save us money on staff time and cash handling via JE.	X			
Digital transformation team	In order to achieve channel shift and make savings we need to develop our online capability - systems are in place but lack of developer time in ICT.		X		
Develop telephony system further	To include webchat, emails, - centralise and streamline management of access channels to one system - help with channel shift via online chat etc - average online cost of contact = 15p average telephone contact = £2.80.		X		



## Bolsover District Council Transformation Plan - Appendix A

Idea / initiative	Details / comments	Implement / business case Immediately	In the short term 2 Years	In the medium term 3 years	Longer term 5+ years
<b>Contact Centres</b>					
Stop taking cheques.				X	
Joint working with others.	Improve joint working with other orgs to utilise each others services ie DWP, job centre etc.	X			
Introduce credit card payments.	For certain services.	X			
Invest in ICT resources.	Ongoing issues with incompatibility of systems and lack of developer time etc. Invest in website - simplify and make easier to use, most services could be made self serve.	X			
Work with carers and support workers.	Encourage and support those previously unable to access services easily to use online services.	X			
<b>Customer Service and Improvement</b>					
To charge for Con29 requests submitted as Environmental Information Requests (EIRS).	Currently no charge is made for these requests.	X			
Mandatory refresh of data protection training every 2 years.	Make this online.	X			
Employee HR self serve	Change of details form ie search for form, print off form, fill out form, get manager to sign, scan and email back etc etc - could do away with much of this.	X			
Introduce a 'what we do' page.	Every dept to have one of these on the new extranet.	X			
Hidden skills.	Do staff have other hidden skills which could be utilised.	X			
Utilise infographical info.	Extranet, employee forums, drop in sessions to break down information silo's.	X			
Published info.	Make sure its accessible - large enough print, using plain English - reduce number of requests for additional info and large print etc.	X			
Housekeeping.	Outlook contains old staff details - ask departments to purge.	X			
Outlook.	Confusing that the two councils have different naming conventions ie first name BD and surname NED.	X			

## Bolsover District Council Transformation Plan - Appendix A

Idea / initiative	Details / comments	Implement / business case Immediately	In the short term 2 Years	In the medium term 3 years	Longer term 5+ years
<b>Customer Service and Improvement</b>					
Service reviews.	Use critical friends and staff from other teams to offer outsider perspective and development opportunity.	X			
More virtual meetings.		X			
<b>Communications</b>					
Sell our services to others	Small businesses, parish councils etc - either as a whole service or single entities ie print and design, marketing and communications etc.		X		
Advertising and sponsorship	Review the potential and review the media pack to review rates etc to make us more attractive - sponsor vehicles, dog bins, litter bins etc etc Also consider companies such as Publitas to undertake opportunities audit.		X		
Sell surplus equipment.	Items we no longer use - sell via ebay etc - furniture, electrical goods etc - sold as seen.		X		
Painting and decorating service.	Can we offer this to tenants at a cost?		X		
Review the publications we receive.	There are many publications - MJ etc which are received many times by many depts/individuals - does anyone know if all of these are free? If not how much are we potentially wasting.		X		
Invest in digital media.	More online and transactional capacity.	X			
Virtual meetings.	Make use of virtual systems compulsory ie conference calls, screens and camera etc.		X		
Sell small pieces of land.	To reduce the maintenance costs etc.	X			.
Get blanket planning permission.	For signs and adverts etc so that more income can be generated.		X		
Reduce photocopying costs.	Incentivise this ie highest % reduction by team wins a prize or award.	X			
Can we buy empty properties?	To house the homeless or those in dire need rather than using B&B.	X			
Rent out more unused space.	There appears to be unused space across the authority.	X			
Invest in energy saving ideas.	Light sensors, solar panels, LED etc.	X			
Promote MOT more.	Promote what we can do more commercially ie mot, vehicle repairs etc.	X			

## Bolsover District Council Transformation Plan - Appendix A

Idea / initiative	Details / comments	Implement / business case Immediately	In the short term 2 Years	In the medium term 3 years	Longer term 5+ years
<b>Communications</b>					
Stop placing ads in phone books.		X			
Lunches on holiday programme.	Offer packed lunches to provide us extra income and marketing benefits such as hiding a golden ticket etc.	X			
<b>Legal and Governance</b>					
Sell services to others.	Sell services to Parish Councils and SME's.	X			
Stop printing encyclopedias.	We currently have to print and update around 20 encyclopedias for planning, legal, elections and others on probably a quarterly basis when all of this is available online.	X			
Introduce governance software.	Committee software exists such as Modern.gov which would support a paperless environment whilst ensuring the correct permissions and controls - £10k across both ie £5k each cost + £3k license PA.	X			
Create a video to support members ipads use.	Simple how to guides.	X			
Corporate buffets.	Via cafe rather than commercial external provider.	X			
Online requisitions.	For stationary requests - no need to purchase requisition books and save officer time.	X			
<b>ICT</b>					
Undertake service reviews all services from ICT needs perspective.		X			
Adopt common sense software solutions.	eg R&B DMS, Payment systems.	X			
Remote access via windows 10/open VPN.	Will reduce VM ware remote access licenses.	X			
Enforce project management methods.	Avoid project over runs.	X			
Revisit LEAN reviews.	Proven methodology.	X			

## Bolsover District Council Transformation Plan - Appendix A

Idea / initiative	Details / comments	Implement / business case Immediately	In the short term 2 Years	In the medium term 3 years	Longer term 5+ years
<b>Partnerships</b>					
Data mapping.		X			
Commissioning.		X			
New performance management tools.			X		
Social corporate responsibility.		X			
HACT social return on investment approach.		X			
<b>Housing and Community Safety</b>					
Introduce service charges for non-property costs.	The rent charge is designed to cover bricks and mortar and the cost of management. However, BDC also includes a number of other services such as grass cutting that could be met from a service charge.	X			
Marketing Support Services.	TO increase number of self funding clients who use both the warden and alarm monitoring service (this can be funded form an 'unexpected' contract extension from DCC).	X			
Update to Academy Housing Managed System.	Already agreed by exec.	X			
Private Rents.	To consider setting up a wholly owned company to let properties as private sector (i.e. increase rent, shorter tenancies, need deposits etc). Repairs and management service to be provided by Housing staff - aim for 7% yield.	X			
Void review.	The void review has commenced, and will procure action to improve the efficiency of service and ensure that properties remain empty for less time.	X			
Review Sundry Debtors.	Currently sundry debtors (e.g. rechargeable repairs) are dealt with by Revenues. However they are often the same people who are being chased by the FTA officer. Bringing these together avoid duplication, and minimises the risk of overlooking cases.		X		
Sale of garage sites.		X			
Training venue.	Look to hosting popular courses to get free places.	X			



## Bolsover District Council Transformation Plan - Appendix A

Idea / initiative	Details / comments	Implement / business case Immediately	In the short term 2 Years	In the medium term 3 years	Longer term 5+ years
<b>Others</b>					
Set up a leisure trust.	Savings on VAT and NNDR	X			
Create a new digital strategy.	Need a 'whole organisation' perspective of all systems and software detailing 'where are we now' and 'where can we be' and 'how do we get there' document which sets out our digital/technological aspirations - very important in terms of transformation.	X			
Set up camping sites.	PV, Castle LP - generate income via rental + visitor economy via overnight stays etc - align with events listings etc and packages with English Heritage, National Trust, Creswell Heritage Trust etc.	X			
Develop hotel offer.	Visitor economy via overnight stays etc - align with events listings etc and packages with English Heritage, National Trust, Creswell Heritage Trust etc - run with 50% students via hospitality at Chesterfield College - reduced operational costs - better business case.	X			
Complete programme of service reviews.	Undertake a comprehensive programme of reviews with common project team.	X			
Set up major income generating events.	EG 'cycling Sportive', music festival, gaming events, large craft shows, work with major events organisers and present as a venue - we take a cut of the profits.	X			
Set up portfolio of services package to sell to others.	Even District Councils are buying in services from each other - not to mention parishes and town councils - could we create a sales portfolio of services that we could then market and promote?	X			
5% budget challenge.	Challenge to reduce all service area budgets by 5%.			X	
Develop e-training.	Establish all regular ongoing training requirements ie manual handling, risk assessments, COSHH, safeguarding, data protection etc - save on deliverer time and make more efficient with regard to training day costs for staff.	X			
Create a velo rail system.	Utilising old railway routes to bring together the various tourist destinations across the district.			X	
Create a cable car from Castle to Castle leisure park.	Create an 'event courtyard' on castle leisure park for various activities/events including start/stop for cable car ride.			X	
Buy dilapidated property 'do up' and sell.	Buy properties via auction etc across district and wider - use staff/resources to refurbish and put back on open market for profit - homes under the hammer approach.	X			
Sell advertising on our website		X			

# Appendix B



## Project Management Documentation

ID	Title	Description
PPM010	Project Brief	Required for all projects - contains sufficient information for SAMT to decide whether to approve the initiation of the project.
PPM020	Business Case	For more complex projects, supplements PPM010 with more detailed information. Maintained throughout the project.
PPM030	Project Initiation Form (PIF)	For simple projects, gives detailed information about costs, timescales and expected outputs, outcomes and benefits.
PPM040	Project Initiation Document (PID)	For more complex projects gives detailed information about costs, timescales, risks, outputs, outcomes and benefits.
PPM050	Risk Log	Identifies risks and any mitigation agreed. Often managed as a separate document from the PID in complex projects.
PPM060	Issue Log	Records issues and remedial actions agreed. Often managed as a separate document from the PID in complex projects.
PPM070	Progress Report	Used to report progress to the Project Board using Red / Amber / Green to indicate the health of the project. The same form can be used to report sub-project or stage progress to the Project Manager.
PPM080	End of Stage	Used to confirm that the stage has delivered the required outputs. Forms the basis for agreeing to progress to the next stage.
PPM090	Project Closure (Simple)	Provides a brief summary of the project outlining what has been achieved, whether there are any shortfalls or learning points, budget outturn, and any residual work.
PPM100	Project Closure (Moderate/Complex)	A more detailed summary of the project outlining what has been achieved, whether there are any shortfalls or learning points, budget outturn, and any residual work.
PPM110	Post Project Review	After an agreed period, an assessment of the success of the project in meeting its benefits targets and delivering against the business case.
PPM120	Communication Plan	Identifies who needs to be communicated with, the purpose of the communication, the method, the timing, and the type of content.
PPM130	Benefits Realisation Plan	Records expected benefits, how they will be measured, who is responsible for achieving them and the timescale. Often managed as a separate document from the PID in complex projects, especially if the benefit period extends beyond closure of the project.
PPM140	Project / Stage Plan	Records the activities to be undertaken and key milestones, together with their timing, dependencies and likely resource allocation (especially staff time).

TRANSFORM



EMPOWER



NURTURE



SUCCEED

