



To: Chair & Members of the Customer  
Service & Transformation Scrutiny  
Committee

The Arc  
High Street  
Clowne  
S43 4JY

Contact: Alison Bluff  
Telephone: 01246 242528  
Email: [alison.bluff@bolsover.gov.uk](mailto:alison.bluff@bolsover.gov.uk)

Friday, 24 January 2020

Dear Councillor

**CUSTOMER SERVICE & TRANSFORMATION SCRUTINY COMMITTEE**

You are hereby summoned to attend a meeting of the Customer Service & Transformation Scrutiny Committee of the Bolsover District Council to be held in the Council Chamber, The Arc, Clowne on Monday, 3rd February, 2020 at 10:00.

Register of Members' Interests - Members are reminded that a Member must within 28 days of becoming aware of any changes to their Disclosable Pecuniary Interests provide written notification to the Authority's Monitoring Officer.

You will find the contents of the agenda itemised from page 2 onwards.

Yours faithfully

A handwritten signature in black ink that reads "Sarah Steenberg".

Joint Head of Corporate Governance & Monitoring Officer



**We speak your language**  
Polish **Mówimy Twoim językiem**  
Slovak **Rozprávame Vaším jazykom**  
Chinese **我们会说你的语言**

**If you require this agenda in large print  
or another format please call us on 01246 217753**

If you require an adjustment to enable you to participate in or access the meeting please contact the Governance Team at least 72 hours before the meeting starts.

# CUSTOMER SERVICE & TRANSFORMATION SCRUTINY COMMITTEE AGENDA

*Monday, 3 February 2020 at 10:00 hours in the Council Chamber, The Arc, Clowne*

Item No.	PART 1 – OPEN ITEMS	Page No.(s)
	<b><u>PART A - FORMAL</u></b>	
1.	<b>Apologies for absence</b>	
2.	<b>Urgent Items of Business</b>  To note any urgent items of business which the Chairman has consented to being considered under the provisions of Section 100(B) 4(b) of the Local Government Act 1972.	
3.	<b>Declarations of interest</b>  Members should declare the existence and nature of any Disclosable Pecuniary Interest and Non Statutory Interest as defined by the Members' Code of Conduct in respect of:  a) any business on the agenda b) any urgent additional items to be considered c) any matters arising out of those items and if appropriate, withdraw from the meeting at the relevant time.	
4.	<b>Minutes - 2nd December 2019</b>	4 - 9
5.	<b>List of Key Decisions &amp; Items to be Considered in Private</b>  <i>(Members should contact the officer whose name appears on the List of Key Decisions for any further information. NB: If Members wish to discuss an exempt report under this item, the meeting will need to move into exempt business and exclude the public in accordance with the Local Government (Access to Information) Act 1985 and Local Government Act 1972, Part 1, Schedule 12a for that part of the meeting only).</i>	10 - 14
6.	<b>Corporate Plan Targets Performance Update - October to December 2019 (Quarter 3 - 2019/20).</b>	15 - 20
7.	<b>Development of new Performance Framework to support the vision for 2019-2023.</b>	21 - 48
8.	<b>Transformation Governance Group Progress Update.</b>	49 - 92

- |            |   |         |
|------------|---|---------|
| <b>9.</b>  | <b>Scrutiny Committee Work Programme 2019/20.</b> | 93 - 99 |
| <b>10.</b> | <b>Exclusion of the public.</b>                   |         |

To move:-

“That under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the stated Part 1 of Schedule 12A of the Act and it is not in the public interest for that to be revealed.” [The category of exempt information is stated after each item].

**PART 2 - EXEMPT ITEMS**

- |            |   |           |
|------------|---|-----------|
| <b>11.</b> | <b>Post Scrutiny Monitoring - Review of Delivery of Environmental Health &amp; Licensing - Progress Update.</b> | 100 - 112 |
|------------|---|-----------|

**PART B - INFORMAL**

- |            |  |  |
|------------|--|--|
| <b>12.</b> | <b>Review Work - Review of Reletting of Council Properties.</b>                                  |  |
| <b>13.</b> | <b>Review Work - Review of New Bolsover New Beginnings - Evaluating the Customer Experience.</b> |  |

### **CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE**

Minutes of a meeting of the Customer Service and Transformation Scrutiny Committee of the Bolsover District Council held in the Council Chamber, The Arc, Clowne on Monday 2<sup>nd</sup> December 2019 at 1000 hours.

#### **PRESENT:-**

Members:-

Councillor Rose Bowler in the Chair

Councillors Jane Bryson, Ann Clarke, Tricia Clough, Paul Cooper, David Dixon, Ray Heffer, Rita Turner and Andrew Joesbury.

Officers:- Karen Hanson (Strategic Director – Place) (to Minute No. 0497), Matt Broughton (Head of Partnerships and Transformation) Ann Bedford (Customer Standards and Complaints Officer) (to Minute No.0495), Di Bonsor (Housing Needs Manager) (to Minute No. 0497), Di Parker (Housing Policy & Intelligence Officer) (to Minute No. 0497), Pam Coogan (Housing Innovation Officer) (to Minute No. 0497) and Alison Bluff (Governance Officer)

Also in attendance at the meeting were Councillors Mary Dooley (Portfolio Holder for Partnerships and Transformation) and Sandra Peake (Portfolio Holder for Housing and Community Safety).

#### **0489. APOLOGIES**

There were no apologies for absence received.

#### **0490. URGENT ITEMS OF BUSINESS**

There were no urgent items of business.

#### **0491. DECLARATIONS OF INTEREST**

There were no declarations of interest made.

#### **0492. MINUTES – 4<sup>TH</sup> NOVEMBER 2019**

Moved by Councillor Ray Heffer and seconded by Councillor Rita Turner

**RESOLVED** that the Minutes of a Customer Service and Transformation Scrutiny Committee held on 4<sup>th</sup> November 2019 be approved as a correct record.

#### **0493. LIST OF KEY DECISIONS AND ITEMS TO BE CONSIDERED IN PRIVATE**

Moved by Councillor Ray Heffer and seconded by Councillor Andrew Joesbury

**RESOLVED** that the List of Key Decisions and items to be considered in private document be noted.



## CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE

### **0494. CUSTOMER SERVICE STANDARDS AND COMPLIMENTS, COMMENTS AND COMPLAINTS 2019/20 – 1<sup>ST</sup> APRIL 2019 TO 30<sup>TH</sup> SEPTEMBER 2019**

Committee considered a report which provided detailed information on the Council's performance in relation to its customer service standards and management of complaints for the period 1<sup>st</sup> April 2019 to 30<sup>th</sup> September 2019.

#### Telephones – Target - 93% to be answered within 20 seconds

The report identified that 98% of incoming calls were being answered corporately within 20 seconds cumulatively. Only Streetscene Services narrowly missed the target in Q1 (92%).

#### E-mails - Target 1 - 100% to be acknowledged within 1 working day and Target 2 - 100% to be replied to within 8 working days

7,459 email enquiries (3,750 in Q1 and 3,709 in Q2) from the public were received through [enquiries@bolsover.gov.uk](mailto:enquiries@bolsover.gov.uk) and all were acknowledged within one working day with 99% replied to in full within 8 working days.

#### Face to face monitoring - Target – 99% not kept waiting longer than 20 minutes at a Contact Centre

Waiting times were monitored during week commencing 15th July 2019 were 813 customers called into the Contact Centres, 812 of which (99.88%) waited less than 20 minutes to be served. During the same period, 199 callers were served on Meet & Greet at The Arc, Clowne, bringing the total number of callers served during week commencing 15<sup>th</sup> July 2019 to 1,012.

#### Compliments

In total, 111 written compliments were received (this was a slight decrease on the same period in 2018/19 where 123 compliments were received). A good cross section of compliments were received from customers appreciating excellent service, including 23 for Housing, 22 for Streetscene Services, 18 for Leisure, 16 for Planning and 14 for Customer Services (Contact Centres). As there were some compliments which cross cut departments, the total did not correspond with the total above when viewed in this way.

Members were asked to note that where exceptional praise was received for a member of staff, or a team/department, these were highlighted on the Council's Extranet. Where a member of staff, or a team/department had gone over and above the call of duty, the Customer Standards and Complaints Officer would discuss with their relevant manager to nominate them for an employee award.

#### Comments

Sixteen comments were acknowledged and passed to the respective department within the target time of 3 working days. Some comments raised valid issues and cross cut departments, as such they were responded to corporately and as previously stated, the total did not correspond with the total above when viewed in this way.

#### Complaints

##### Frontline resolution (stage one)

## CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE

Frontline resolution complaints received by the Contact Centre were recorded on the Customer Information System (Firmstep) and other Contact Centre systems, by department. The customer service standard for responding to these complaints was 3 working days.

### Formal Investigation (stage two)

98 Formal Investigation complaints were received during the period. 97 (99%) were responded to within the customer service standard of 15 working days, the remaining 1 was partly regarding a service provided by another organisation and was responded to within 19 working days. As some complaints cross cut departments, the total did not correspond with the total above when viewed in this way. The Customer Standards and Complaints Officer noted that very few formal complaints had been received with regard to the New Bolsover regeneration work but she would like to see any future complaints come via the formal corporate complaint route.

### Internal Review (stage three)

Stage three complainants were complainants who had made a stage two complaint but still felt dissatisfied. During this period, 28 stage three complaints were received, 93% (26) of which were responded to within standard. As some complaints cross cut departments, the total did not correspond with the total above when viewed in this way.

### Ombudsman

During the period and up to 18<sup>th</sup> November 2019, 8 decisions were received from the Local Government and Social Care Ombudsman of 'closed after initial enquiries', 1 of 'not upheld, no maladministration' and 1 of 'upheld, maladministration and injustice'. This last complaint was complex and the criticism related to a delay in putting the person back on the housing waiting list. One decision of 'close the case' from the Housing Ombudsman (HO) and another of 'close the case' for a review of the same complaint, was also received.

A Member commented that she and another Member had witnessed a customer being served at the Clowne Contact Centre and was concerned at the lack of privacy for customers, especially when dealing with delicate matters. The Customer Standards and Complaints Officer replied that signs were displayed in all Contact Centres that any customer wishing to speak in privacy could request this with the Customer Service Advisor. The Head of Partnerships and Transformation added that he would look at improving the promotion of privacy for customers in all Contact Centres. Another Member commented that if a customer needed more than 20 minutes to be served, then they should be allocated the time that they needed.

Moved by Councillor Ray Heffer and seconded by Councillor Andrew Joesbury  
**RESOLVED** that the overall performance on compliments/comments and complaints and customer service standards be noted.

The Customer Standards and Complaints Officer left the meeting.

## **CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE**

### **0495. DEVELOPMENT OF NEW PERFORMANCE FRAMEWORK TO SUPPORT THE VISION FOR 2019-2023**

Committee considered a draft paper which set out the Leader's vision for the Authority over the next 4 years.

The Council's current Corporate Plan 2015-2019 was ready for review, however, the Leader of the Council did not want to create the normal Corporate Plan for 2019-2023 but wanted the Authority to be more dynamic, self-sufficient and flexible in its approach and not limited by targets. A Council that delivered excellent services, whilst adapting to local aspirations and acting as the economic and environmental driver for Bolsover District.

The vision would be followed by annual reports of what had been achieved and what was aimed to be achieved in the forthcoming year. It would have the scope for new projects to be delivered to address uncertainties such as reduction in funding and income the Council received, changes in legislation that affected the Council's services or influences that affected the local communities and their way of life.

Projects implemented to help achieve this vision would be subject to revision as the Council continued to respond to the changing needs of the District.

The Leader wanted Scrutiny Committees to play a bigger part in helping out with his 4 year vision and a workshop would be held in early 2020.

The 4 year vision would be presented to Executive in December for approval to enable the development of the framework.

Members welcomed the Leader's vision as set out in the draft paper.

Moved by Councillor Ray Heffer and seconded by Councillor David Dixon

**RESOLVED** that the draft paper which set out the Leader's vision for the Authority over the next four years be noted.

### **0496. DRAFT HOUSING ALLOCATIONS POLICY CONSULTATION AND PROGRESS UPDATE**

Committee's views were sought with regard to the Council's Housing Allocations Policy, which was currently being reviewed.

The Housing Allocations Policy provided a framework on how the Council allocated its housing stock. It applied to both new applicants and existing council/social housing tenants who wished to transfer to another property.

The Policy worked in line with other relevant Council policies including the Mutual Exchange Policy and the Succession Policy and had due regard to current legislation and any subsequent amendments. The Housing Needs Manager added that the current bands and points system in the Choice Based Lettings Policy would also need amending. This was currently being worked on and would be presented to a future meeting of Committee.

Two key areas in the Policy which had been reviewed related to Care Leavers and the Armed Forces. With regard to Care Leavers, although this was a Derbyshire County Council (DCC) function, a Care Leavers Offer was now in the Policy, however, DCC would

## **CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE**

need to liaise with the Council on each case. With regard to the Armed Forces, the Armed Forces Covenant was now more prominent in the Policy and worked to let ex-service personnel and their families access the Housing list.

In response to a Member's question regarding landlord references, the Housing Needs Manager noted that if for any reason a prospective tenant could not provide a reference from a previous landlord, there were other checks that Housing officers could carry out, for example, bank statement checks to see if their rent had been paid each month. The Housing Policy & Intelligence Officer added that bank statements were also used as proof of identification as living at an address.

In relation to rent affordability checks, the Housing Innovation Officer added that the Housing application form had been amended to include a breakdown of a prospective tenants' income and expenditure.

In response to a Member's query, the Housing Needs Manager advised Committee that all stakeholders, including people on the housing waiting list, would be consulted on the revised Policy throughout December 2019 and January 2020. Feedback from the consultation exercise would be presented to Members at a future Scrutiny meeting along with the final version of the Policy.

Moved by Councillor Rose Bowler and seconded by Councillor Andrew Joesbury  
**RESOLVED** that the draft Housing Allocations policy be noted.

The Strategic Director – Place, the Housing Needs Manager, the Housing Policy & Intelligence Officer, the Housing Innovation Officer, Councillors Dooley and Peake, left the meeting.

### **0497. SCRUTINY COMMITTEE WORK PROGRAMME 2019/20**

Committee considered their Work Programme 2019/20.

The Scrutiny & Elections Officer noted that the new framework in relation to the Leader's vision for the Authority over the next 4 years would be discussed in more detail at the February 2020 meeting of Committee, via a workshop style session.

The draft reports in relation to the Committee's reviews would be considered in the New Year.

Moved by Councillor Ray Heffer and seconded by Councillor Andrew Joesbury  
**RESOLVED** that the Work Programme be noted.

### **0498. EXCLUSION OF PUBLIC**

Moved by Councillor Rose Bowler and seconded by Councillor Ray Heffer  
**RESOLVED** that the public be excluded from the meeting during the discussion of the following item of business to avoid the disclosure to them of exempt information as defined in Paragraph 3, Part I of Schedule 12A to the Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006).

## CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE

### 0499. SUBMISSIONS TO TRANSFORMATION GOVERNANCE GROUP EXEMPT PARAGRAPH 3

Committee considered a report which set out a proposal for a scheme which would help the Council meet its climate change strategies whilst also generating an income for the Authority.

The project cost could be either funded by the Council, part funded, or the accommodation required in relation to the project, rented out on a commercial basis.

The staff for installation would be sourced by the nominated contractor and any maintenance would also be managed by them. Once installed, the project would need little to no staffing as it would be monitored remotely.

Members asked questions to which the Head of Partnerships and Transformation replied.

Moved by Councillor Rose Bowler and seconded by Councillor Rita Turner  
**RESOLVED** that the report be noted.

As this was the last formal meeting of the Committee in 2019, the Chair and Vice Chair wished everyone a happy Christmas and prosperous New Year.

The formal meeting concluded at 1100 hours and Members then met as a working party to continue their review work. The working party concluded at 1125 hours.



The Arc  
High Street  
Clowne  
Derbyshire  
S43 4JY

10

## **Key Decisions & Items to be Considered in Private**

**To be made under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012**

**Published on: 13<sup>th</sup> January 2020**

## INTRODUCTION

The list attached sets out decisions that are termed as “Key Decisions” at least 28 calendar days before they are due to be taken by the Executive or an officer under delegated powers.

Preparation of the list helps Executive to programme its work. The purpose of the list is to give notice and provide an opportunity for consultation on the issues to be discussed. The list is updated each month with the period of the list being rolled forward by one month and republished. The list is available for public inspection at The Arc, High Street, Clowne, S43 4JY. Copies of the list can be obtained from Sarah Sternberg, Joint Head of Service for Corporate Governance, Solicitor to the Council & Monitoring Officer at this address or by email to [sarah.sternberg@bolsover.gov.uk](mailto:sarah.sternberg@bolsover.gov.uk). The list can also be accessed from the Council’s website at [www.bolsover.gov.uk](http://www.bolsover.gov.uk).

The Executive is allowed to make urgent decisions which do not appear in the list, however, a notice will be published at The Arc and on the Council’s website explaining the reasons for the urgent decisions. Please note that the decision dates are indicative and are subject to change.

Members of Executive are as follows:

- Councillor Steve Fritchley - Leader and Portfolio Holder - Policy, Strategy, Resources and Media
- Councillor Duncan McGregor - Deputy Leader and Portfolio Holder - Corporate Governance
- Councillor Mary Dooley - Portfolio Holder - Partnerships and Transformation
- Councillor Clive Moesby - Portfolio Holder - Finance and Resources
- Councillor Sandra Peake Portfolio Holder - Housing and Community Safety
- Councillor Nick Clarke - Portfolio Holder - Environmental Impact
- Councillor Deborah Watson - Portfolio Holder – Street Scene and Environmental Health
- Councillor Liz Smyth - Portfolio Holder – Economic Development

The Executive agenda and reports are available for inspection by the public five clear days prior to the meeting of the Executive. The papers can be seen at The Arc at the above address. The papers are also available on the Council’s website referred to above. Background papers are listed on each report submitted to the Executive and members of the public are entitled to see these documents unless they contain exempt or confidential information. The report also contains the name and telephone number of a contact officer.

Meetings of the Executive are open to the public and usually take place in the Council Chamber at The Arc. Occasionally there are items included on the agenda which are exempt and for those items the public will be asked to leave the meeting. This list also shows the reports intended to be dealt with in private and the reason why the reports are exempt or confidential. Members of the public may make representations to the Joint Head of Corporate Governance & Monitoring Officer about any particular item being considered in exempt and why they think it should be dealt with in public.

The list does not detail *all* decisions which have to be taken by the Executive, only “Key Decisions” and “Exempt Reports”. In these Rules a “Key Decision” means an Executive decision, which is likely:

(1) **REVENUE**

- (a) Results in the Council making Revenue Savings of £75,000 or more; or
- (b) Results in the Council incurring Revenue Expenditure of £75,000 or more

(2) **CAPITAL**

- (a) Results in the Council making Capital Income of £150,000 or more; or
- (b) Results in the Council incurring Capital Expenditure of £150,000 or more

(3) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the District.

12 In determining the meaning of “significant” the Council must have regard to any guidance for the time being issued by the Secretary of State. The Council has decided that revenue income or expenditure of £75,000 or more and capital income or expenditure of £150,000 or more is significant.

**The dates for meetings of Executive for 2019/20 are as follows:**

Monday 20th January 2020  
Monday 10th February 2020  
Monday 24th February 2020  
Monday 9th March 2020  
Monday 30th March 2020  
Monday 27th April 2020  
Tuesday 26th May 2020

The Council hereby gives notice of its intention to make the following Key Decisions and/or decisions to be considered in private:



<b>Matter in respect of which a decision will be taken</b>	<b>Decision Maker</b>	<b>Date of Decision</b>	<b>Documents to be considered</b>	<b>Contact Officer</b>	<b>Is this decision a Key Decision?</b>	<b>Is this key decision to be heard in public or private session</b>
<b>Appointment of a contractor to the 4 year New Build framework – Bolsover Homes</b>	Exec	24 <sup>th</sup> February 2020	Report of the Portfolio Holder – Housing & Community Safety	Property Services Manager	Yes involves revenue expenditure of £75,000 or more and/or capital expenditure of £150,000 or more.	Exempt – paragraph 3

**SCHEDULE 12A**  
**ACCESS TO INFORMATION: EXEMPT INFORMATION**

**PART 1**  
**DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND**

1. Information relating to any individual.
  2. Information which is likely to reveal the identity of an individual.
  3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
  4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
  5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
  6. Information which reveals that the authority proposes –
    - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
    - (b) To make an order or direction under any enactment.
  7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.
-

**Bolsover District Council**

**Customer Service and Transformation Scrutiny Committee**

**3<sup>rd</sup> February 2020**

<p><b>Corporate Plan Targets Performance Update – October to December 2019 (Q3 – 2019/20)</b></p>
---

**Report of the Information, Engagement & Performance Manager**

This report is public

**Purpose of the Report**

- To report the quarter 3 outturns for the Corporate Plan 2019-2020 targets.

**1 Report Details**

1.1 The attached contains the performance outturn for those targets which sit under 'providing our customers with excellent service' and 'transforming our organisation' aims as of 31<sup>st</sup> December 2019. (Information compiled on 15<sup>th</sup> January 2020)

1.2 A summary by corporate plan aim is provided below:

**1.3 Providing our Customers with Excellent Service**

- 10 targets in total
- 8 targets On Track
- 2 targets on Alert i.e. they may not achieved their intended outcome
  - **C 10** - *Carry out 300 disability adaptations to Council houses each year.* 200 welfare adaptations completed. The works completed to date are larger, complex works i.e. wet rooms, ramps etc. A large schedule of smaller works (grab rails/handrails etc.) is currently being ordered. The demand for adaptations remains high and work planning will accommodate this. The lead officer expects this target to be met.
  - **C 13** - *Reduce average relet times of Council properties (not including sheltered accommodation) to 20 days by March 2020.* The outturn is 25 days which is the same as Q2. The standard was achieved in Q1 at 20 days.

**1.4 Transforming our Organisation**

- 1 target in total and on track

**2 Conclusions and Reasons for Recommendation**

2.1 Out of the 11 targets 9 (82%) are on track and 2 (18%) are on alert.

- 2.2 This is an information report to keep Members informed of progress against the corporate plan targets noting achievements and any areas of concern.

### **3 Consultation and Equality Impact**

- 3.1 Not applicable to this report as consultation was carried out on the original Corporate Plan.

### **4 Alternative Options and Reasons for Rejection**

- 4.1 Not applicable to this report as providing an overview of performance against agreed targets.

### **5 Implications**

#### **5.1 Finance and Risk Implications**

No finance or risk implications within this performance report.

#### **5.2 Legal Implications including Data Protection**

No legal implications within this performance report.

#### **5.3 Human Resources Implications**

No human resource implications within this performance report.

### **6 Recommendations**

- 6.1 That progress against the Corporate Plan 2019-2020 targets be noted.

### **7 Decision Information**

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <i>BDC:       Revenue - £75,000   <input type="checkbox"/></i> <i>Capital - £150,000   <input type="checkbox"/></i> <i>NEDDC:   Revenue - £100,000 <input type="checkbox"/></i> <i>Capital - £250,000   <input type="checkbox"/></i> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>Has the relevant Portfolio Holder been informed</b>	Yes
<b>District Wards Affected</b>	N/A
<b>Links to Corporate Plan priorities or Policy Framework</b>	All

## 8 Document Information

Appendix No	Title	
1.	Corporate Plan Performance Update – Q3 October to December 2019	
Background Papers		
All details on PERFORM system		
Report Author		Contact Number
Kath Drury, Information, Engagement and Performance Manager		01246 242280

**Bolsover District Council**  
**Corporate Plan Targets Update – Q3 – October to December 2019**

**Status key**

<b>Target Status</b>	Usage
<span style="background-color: yellow;"> </span> On Track	The target is progressing well against the intended outcomes and intended date.
<span style="background-color: orange;"> </span> Alert	The target is six months off the intended completion date and the required outcome may not be achieved.

**Aim – Providing our Customers with Excellent Service**

18

<b>Key Corporate Target</b>	<b>Directorate</b>	<b>Status</b>			<b>Target Date</b>
C 06 - Prevent homelessness for more than 50% of people who are facing homelessness each year.	Place	On track	<span style="background-color: yellow;"> </span>	April - December 2019 146 approaches from people facing homelessness. 95 cases prevented from becoming homeless (this included 6 cases still open and receiving support. (65% in total )	Mar-20
C 07 - Install 150 new lifelines within the community each year.	Place	On track	<span style="background-color: yellow;"> </span>	April - December 2019 109 units of equipment provided to older vulnerable people. (Q3 Target 113 – within target)	Mar-20
C 08 - Process all new Housing Benefit and Council Tax Support claims within an average of 20 days.	People	On track	<span style="background-color: yellow;"> </span>	Q3 2019/20- Data not available until the end of Jan 20. The data is obtained from an extract of the system. The data extraction date is determined by The Department for Work and Pensions  Quarter 2 2019/20 = 17.39 days	Mar-20
C 09 - Process changes to Housing Benefit and Council Tax Support within an average of 10 days.	People	On track	<span style="background-color: yellow;"> </span>	Quarter 3 2019/20 -Data not available until the end of January 2020. Data extraction date is determined by the Department for Work and Pensions.  Quarter 2 2019/20 = 4.08 days	Mar-20
C 10 - Carry out 300 disability adaptations to Council houses each year.	Place	Alert	<span style="background-color: orange;"> </span>	April - December 2019 - 200 adaptations completed. These include larger complex works e.g. wet rooms. There are currently a large number of smaller works scheduled and these will be completed during this quarter. Lead officer expects target to be met by March 2020. (Q3 Target 225)	Mar-20

C 11 - Monitor performance against the corporate equality objectives and publish information annually	People	On track		<p>Q3 - The following corporate documents have been reviewed, issued and published - the reasonable adjustments form and guidance, and the Equality Impact Assessment (EIA) form and guidance. A light touch review of the Joint Equality Policy for Service Delivery has been undertaken too. The last Equality Panel meeting for 2019 was held on 20/11/19 with group members enjoying the revised format and presentations/discussions with service managers.</p> <p>Corporate equalities training was delivered on 10/12/19 to new members of staff from both Councils in addition to existing staff who were attending in a 'refresher' capacity. The Council also adopted the Anti-Semitism definition at Council on 13/11/19.</p>	Mar-20
C12 - Ensure a minimum of 50% of clients experiencing Domestic Violence each year are satisfied with the support they received.	Place	On track		<p>Q3: A total of 44 new referrals were received during Q3, 28 of which were high risk.</p> <p>A total of 4 did not engage with the service and 7 feedback forms have not been completed yet.</p> <p>Positive responses (100%) were received from 33 service users</p>	Mar-20
C 13 - Reduce average relet times of Council properties (not including sheltered accommodation) to 20 days by March 2020.	Place	Alert		<p>Q3 2019/20 the average relet time for the quarter is 25 days (including sheltered housing the overall average was 44 days). Spreadsheets showing how these figures have been calculated and also a breakdown of the stages involved in the void stages will be issued.</p> <p>(Q1 actual 20 days, Q2 actual 25 days).</p>	Mar-20
C 14 - Attend 98% of repair emergencies within 6 working hours	Place	On track		<p>Q3 - 1028 emergencies attended Oct-Dec with 18 outside 6hr target achieved 98.28%</p>	Mar-20
C 15 - Ensure a minimum of 50% of clients receiving parenting support each year express a positive outcome.	Place	On track		<p>Q3 no courses have been delivered this quarter however a Living with Teenagers course will be held in Quarter 4. One positive exit questionnaire received for support received on a one to one basis.</p>	Mar-20

## Aim – Transforming our Organisation

Key Corporate Target	Directorate	Status	Progress	Target Date
<p>20</p> <p>T 13 - Increase on-line self-service transactions dealt with by the Contact Centre by 20% each year.</p>	People	On Track	<p>Q3 - Online transactions = 1666 (882 Online/Self Service &amp; 784 Webchats) to date 4898 online transactions. This is 22% above the annual target (4003).</p> <p>Q3 - 534 new SELF accounts created, to date 3409 accounts created in total.</p> <p>Ongoing promotion is being delivered by customer advisors, signposting customers to the website Self facility via Webchat by updating the webchat templates to incorporate weblinks to SELF. Staff are proactive with face to face and telephony promoting the online channels to customers regarding the convenience and availability of forms available via the website - Self, Repairs, payments etc. Internal staff Quality Monitoring form has been updated with online promotion as an indicator.</p> <p>Target for on-line transactions for 2019/20 is 4003 (this is 20% increase on 3336 - all Online Self (2350) and Webchat (986) contact during 2018/19). From 01/04/19 baseline and target measurement to include webchats also to reflect all online activity.</p>	Mar-20



## BDC Performance Framework Scrutiny Workshops

<b>Purpose</b>	To engage with Members to give an opportunity to review the draft performance framework to support delivery of the Council vision for 2020-2024.
<b>Dates</b>	03/02/20 – Customer Service & Transformation Scrutiny Committee 07/02/20 – Healthier, Safer, Cleaner, Greener Communities Scrutiny Committee 26/02/20 – Growth Scrutiny Committee
<b>Facilitators</b>	Karen Hanson – Joint Strategic Director, Place Kath Drury – Information, Engagement & Performance Manager Amar Bashir – Improvement Officer Jo Wilson – Scrutiny and Elections Officer
<b>Documentation pack</b>	<ol style="list-style-type: none"> <li>1. Council vision/ambition statement</li> <li>2. Draft supporting council plan performance framework for 2020 – 2024</li> <li>3. Original corporate plan targets for 2015 -2019</li> <li>4. Delivery statement for the above (what we achieved)</li> <li>5. Status key for monitoring targets and indicators from 01/04/20</li> <li>6. Service indicator report extracts (current service indicators outturns at 31/12/19 reported under new aims to show Members what additional information they will be receiving from 01/04/20)</li> </ol> <p><b>Please read this documentation before the workshop</b></p>
<b>Format</b>	<p>At each workshop the committee will be split into 2 or 3 groups (depending on numbers) and the following discussions supported by the facilitator will be held:</p> <ol style="list-style-type: none"> <li>1. Any comments on the aims?</li> <li>2. Any comments on the priorities which sit under each aim? Anything missing?</li> <li>3. Any comments on the draft targets which sit under each aim? Anything missing? Any suggested amendments?</li> <li>4. <u>Prioritisation exercise</u> – spending 15 minutes on each aim which targets are the key ones? Ideally we would like to have around 10 targets per aim. Others can be monitored as service targets.</li> </ol> <p>The facilitator will take notes and these will be summarised for each committee.</p>
<b>Contact</b>	If you have any questions before the workshop please contact any of the facilitators.

## Together let's deliver Bolsover District's ambitious future

In a speech earlier this year I said "I am not a big believer in setting strict and time-limited targets that restrict what we can do as a Council. We have to be more flexible and adaptable in our approach and not be limited by far-off targets". I have also said "I want staff to be set free to approach some of our functions and projects in an imaginative and creative way".

For this reason, we are not creating the normal Council or Corporate Plan for 2020-2024 but a series of ambitions for the next four years. This will be supported by annual reports of what we have achieved and what we would aim to do in the forthcoming year.

That's why this ambition is flexible and adaptable. It has the scope for new projects to be delivered whilst having the preparedness to address uncertainties such as reductions in funding and income we receive, changes in legislation that affect our services or influences that affect our local communities and their way of life.

However, Bolsover District Council is a publicly funded bureaucracy and the projects we implement to help us achieve this ambition must and will be subject to revision, scrutiny and audit as we continue to respond to the changing needs of our district.

The first change came in May 2019, at the local elections. This marked a significant political change for the Council meaning there is a much more diverse skill set, with councillors from a variety of backgrounds, both professionally and personally.

I have also said "*we must strive to be masters of our own destiny*". To do this we need to invest. Invest in our staff, invest in our services and invest in our district so we can make a real difference in Bolsover District for all our communities.

So, what is our ambition?

***To become a dynamic, self-sufficient and flexible Council that delivers excellent services, whilst adapting to local aspirations and acting as the economic and environmental driver for Bolsover District.***

To do this we need to change. Change the way we operate. Challenge what has always been the norm. Be more flexible. Be bold in our decision-making. Provide services that not only meet but exceed the expectations of our residents'.

The following are just some areas we will be focusing on up to 2024 to help us achieve this ambition.

- We need to deliver the services we say we will and not hide behind red-tape or legislation. By acting, and acting fast to deal with problems we will save both time and money and deliver good quality services.
- Our Transformation Programme is looking at how we provide these services and can they be better managed which will generate efficiencies both in terms

of money and service provision that can then be redeployed into providing better services to our communities.

- We have created a dedicated team of officers whose main aim is income generation. This aim will be a clear direction and be unfettered by other demands on their time and purpose. A directorate wholly employed by Bolsover District Council to develop an investment strategy that includes asset creation with a continuous revenue income. Rental income directly from residential and commercial property, indirectly through asset conversion sales etc, delivered either directly or indirectly through joint venture companies. This will, if successful, help secure the authority's future and protect staff from the vagaries of economic fluctuation and government diktat.
- We need to become more business-friendly. Support development opportunities that will help provide new jobs and increase the wealth of our local communities. To do this, we need to get into a business mind-set and have a positive approach that Bolsover District is the best place for available land, is the best place for the skills business need and is the best place for businesses to be based.
- We have some of the best tourist attractions in the country and we will be focusing on increasing the number of visitors who come to Bolsover District. This will be through closer working with the attractions, helping to promote what we have on offer by producing various publications and by working with town centre businesses to improve the offer to tourists, visitors and our residents.
- I am a great believer in diversifying our services and working collaboratively for the benefit of residents and therefore want to build upon our excellent partnership working to date and enhance the offer to wider sectors and organisations
- We need to protect the quality of life for residents and businesses across Bolsover District from the environmental challenges that we currently face, including, but not limited to the effects of climate change.

To do all this we need to be approachable, innovative and be able to deliver what we say we will for the benefit of our residents', businesses and partners. I believe that investing in our staff, our services and our communities, we can build a bright future for Bolsover District.

Steve Fritchley

Council Leader

## Bolsover District Council Plan 2020-2024

<b>Our Vision</b>
To become a dynamic, self-sufficient and flexible Council that delivers excellent services, whilst adapting to local aspirations and acting as the economic and environmental driver for Bolsover District.
<b>Our Aims</b>
We will focus on: <ul style="list-style-type: none"><li>○ Our <b>Customers</b> by providing excellent services</li><li>○ Our <b>Economy</b> by driving growth, promoting the District and being business friendly</li><li>○ Our <b>Environment</b> by protecting the quality of life for residents and businesses and meeting environmental challenges</li></ul>
<b>Our Values</b>
We: <ul style="list-style-type: none"><li>○ Will show respect, honesty and openness in everything we do</li><li>○ Will challenge ourselves and change for the better</li><li>○ Are proud and passionate about what we do</li><li>○ Will work with partners to provide quality services.</li></ul>

**Note:** The Performance Team have reviewed the suggested targets and noted where they consider that the target is more a service level target than a corporate target.

- A **corporate target** is a high level target of strategic/organisational importance and critical for achieving the Council's ambition.
- A **service target** is an operational target which supports the achievement of the corporate targets.

All targets should be **Specific, Measurable, Achievable, Relevant, Time-bound**

## Aim - Customers

### Our Priorities

We are committed to:

- Increasing customer satisfaction with our services
- Improving customer contact and access to information
- Actively engaging with partners to benefit our customers
- Promoting equality and diversity and supporting vulnerable and disadvantaged people
- Providing good quality council housing where people choose to live
- Improving health and wellbeing and increasing participation in sport and leisure activities
- Transforming services through the use of technology

To deliver these priorities we will:

1. Prepare a Customer Satisfaction Survey for members of the public attending Planning Committee for implementation by May 2020 (RP) *Service target*
2. Achieve an overall biennial external satisfaction rate of 85% or above for services provided by the Contact Centre. (MB) *Service target*
3. Achieve an overall annual satisfaction rate of 80% or above for leisure, recreation and cultural activities and services.(MB) *Service target*
4. Improve the overall performance and usability of the website by achieving a maximum score of 4 on 'Better Connect website report' by Dec 2022. (MB)
5. Ensure that at least 50% of transactions are made through digital channels by Dec 2024 (MB)
6. Establish Service targets for first contact resolution and quality monitoring for all Contact Centre access channels (Telephony/Webchat/Email/Face to Face) by 31/03/21 and monitor thereafter. (MB) *Service target*
7. Provide an electronic Single Person Discount form for Council Tax by XX (date to be provided by TF) *Service target*
8. Provide an electronic Discretionary Housing Payment (DHP) form by December 2020. (TF) *Service target*
9. Process all new Housing Benefit and Council Tax Support claims within an average of 20 days. (TF) *Service target*
10. Process changes to Housing Benefit and Council Tax Support within an average of 14 days. (TF) *Service target*
11. Implement an agile working programme within Environmental Health to increase efficiency and effectiveness by 31<sup>st</sup> March 2021. (KE)
12. Develop mobile working and other digital solutions to enable new ways of working by 31<sup>st</sup> March 2021. (KE)
13. Develop fully integrated end-to-end online application processes for Environmental Health and Licensing enquiries and applications (including online payments) by 31<sup>st</sup> March 2022. (KE)

14. To mobile enable 18 field workers by 31/03/2021. (KE) *Service target*
15. Increase online self-service transactions for environmental and licensing services by 20% per year. (KE) *Service target*
16. Monitor performance against the corporate equality objectives and publish information annually (SS)
17. Prevent homelessness for more than 50% of people who are facing homelessness each year (GG)
18. Reduce average relet times for standard voids (council properties) to 20 calendar days by March 2021 and maintain thereafter (GG)
19. Reduce the % of current rent arrears against annual rent debit to 5% by March 2021 and maintain thereafter (GG)
20. Reduce the level of former tenants arrears by 5% through early intervention and effective monitoring (GG)

## Aim - Economy

### Our Priorities

We are committed to:

- *Supporting Enterprise: maintaining and growing the business base*
- *Unlocking Development Potential: unlocking the capacity of major employment sites*
- *Enabling Housing Growth: increasing the supply, quality and range of housing to meet the needs of the growing population and support economic growth*
- *Making the best use of our assets*
- *Ensuring financial sustainability and increasing revenue streams*
- *Promoting the District and working with partners to increase tourism*

To deliver these priorities we will: (task based targets need narrative updates / indicators need numerical updates)

1. Annually review housing delivery in the district and facilitate delivery to meet the annual target of 272 new homes (RP)
2. Work with partners to deliver an average of 20 units of affordable homes each year. (KA)
3. Working with D2N2 Growth Hub and partners to grow the business base by delivery of business engagement, support and funding programmes by March 2022. (KA)
4. Develop business relationship (CRM) with 50 local businesses each year. (KA) *Service target*
5. Through the Bolsover Business Growth Fund (BGF) support at least 18 businesses to grow by October 2021. (KA) *Service target*
6. Issue 12 'Business Bolsover' e-news bulletins each year. (KA) *Service target*
7. Working with partners to hold three business engagement events each year. (KA) *Service target*
8. Through the Derbyshire Business Rates Retention Pilot grant scheme improve 40 shops fronts in Shirebrook town centre by 2023. (KA)
9. Working with partners to bring forward employment and development opportunities at Coalite and Clowne Garden Village strategic sites by 2023. (KA)
10. Promote Coalite and Clowne Garden Village (and other emerging opportunities) for large-scale property and inward investment enquiries each year. (KA) *Service target*
11. Working with D2N2 and FE/HE partners to facilitate growth of the local skills base by 2023. (KA)
12. Promote use of local labour clause / employment scheme to secure jobs, skills and training opportunities for major commercial and residential developments each year. (KA) *Service target*
13. Working with partners to grow the visitor economy, the number of tourists and the amount of tourism spending in the District by 2023. (KA)

14. Prepare and adopt a Tourism Strategy by July 2020. (KA)
15. Develop business relationship (CRM) with 12 local visitor economy businesses each year. (KA) *Service target*
16. Each year increase the visitor economy business network (mailing list) by a minimum of 12 businesses and issue 6 visitor economy e-news bulletins. (KA) *Service target*
17. Renew the Tenancy Strategy by May 2021.(KA)
18. Prepare and adopt new Housing Strategy by January 2021. (KA)
19. To add minimum of 5 new names to the register each Custom Self Build year (from November to October) (KA) *Service target*
20. To offer at least 2 pieces of BDC land for sale in each Custom Self Build year (from November to October) (KA) *Service target*
21. Hold an annual Custom and Self Build event to publicise and inform current and prospective custom and self-builders. (KA) *Service target*
22. Identified transformation projects and initiatives which forecast to deliver £1m of revenue efficiencies or additional income by 2023.(MB)
23. Deliver service reviews of all service areas by Dec 2022 (MB)
24. Optimise business growth (as measured by gross Business Rates) by £2m by March 2023. (TF)
25. Develop business advice on regulatory matters within Environmental Health with free online advice and chargeable consultancy services to assist businesses with compliance by 31<sup>st</sup> March 2021. (KE)
26. (Once 19 established) Increase business advice online service transactions by 10% per year. (KE) *Service target*



## Aim - Environment

### Our Priorities

We are committed to:

- Reducing our carbon footprint and supporting residents and businesses to reduce their footprint
- Increasing recycling
- Ensuring a high standard of environmental maintenance and cleanliness
- Developing attractive neighbourhoods
- Working with partners to reduce crime and anti-social behaviour
- Actively engaging with partners to benefit our communities

To deliver these priorities we will: (task based targets need narrative updates / indicators need numerical updates)

1. Achieve a combined recycling and composting rate of 50% by March 2023. (SB)
2. Sustain standards of litter cleanliness to ensure 96% of streets each year meet an acceptable level as assessed by Local Environment Quality Surveys (LEQS). (SB) *Service target*
3. Sustain standards of dog fouling cleanliness to ensure 98% of streets each year meet an acceptable level as assessed by Local Environment Quality Surveys (LEQS). (SB) *Service target*
4. Remove 95% of non-hazardous Fly Tipping within 5 working days of being reported. (SB) *Service target*
5. Undertaking cleansing of all District estate roads at least 4 times per year. (SB) *Service target*
6. Provide 10 waste, recycling and environmental advice to schools and community events per year. (SB) *Service target*
7. Place 2 recycling promotions with In Touch annually. (SB) *Service target*
8. Prepare and adopt a new Empty Property Strategy by January 2021 to support the Council's vision to bring empty properties back into use. (KA)
9. Bring 5 empty properties back into use per year through assistance and enforcement measures. (KA)
10. Hold an annual event for landlords and empty property owners, to help promote a healthy private rented sector. (KA) *Service target*
11. Develop a climate change support and information pack for partners by March 2020 (MB)
12. Reduce the District Council's carbon emissions by - 100 tonnes CO2 in 20/21 - 125 tonnes CO2 in 21/22 - 200 tonnes CO2 in 22/23 - 300 tonnes CO2 in 23/24 (MB)
13. Complete an Environmental Health & Enforcement Review by 31<sup>st</sup> March 2020.
14. Develop and progress growth and efficiency proposals in line with the detailed improvement programme developed following the Environmental Health & Enforcement Review by *date to be inserted*. (KE)

15. Maximise opportunity to join-up and co-ordinate enforcement activity across the Council by maintaining monthly cross-service enforcement meetings and contribution to the Corporate Enforcement Group meeting. (KE) *Service target*
16. Co-ordinate and facilitate car parking patrols outside schools within the District, working with Derbyshire County Council, Police and Education partners by 31<sup>st</sup> June 2020. (KE) *Service target*
17. Implement Environmental Health and Licensing service improvement programme by 31/03/2021. (KE) *Service target*
18. Increase the number of fixed penalty notices issued for litter and dog fouling offences by 20% per year. (KE) *Service target*
19. Measure % of all reports of fly-tipping referred for investigation to be responded to within 3 working days (set baseline in 19/20 for 20/21 onwards) and set a baseline for assessment against in 2020/21 and beyond. (KE) *Service target*
20. Measure % of cases of waste crime (Duty of Care and fly-tipping) where sufficient evidence to prosecute has been identified, are progressed to legal services, with a prosecution file, within 60 days (set baseline in 19/20 for 20/21 onwards). *Service target*
21. Resolve successfully 60% of cases following the issuing of a Community Protection Warnings by *date to be inserted*. (GG)



31















## Unlocking our Growth Potential

### OUR PRIORITIES We are committed to:

-  **Supporting Enterprise:** maintaining and growing the business base
-  **Unlocking Development Potential:** unlocking the capacity of major employment sites
-  **Enabling Housing Growth:** increasing the supply, quality and range of housing to meet the needs of the growing population and support economic growth

**Please see our Growth Strategy at:**  
[www.bolsover.gov.uk/images/G/Growth\\_Strategy.pdf](http://www.bolsover.gov.uk/images/G/Growth_Strategy.pdf)

### TO DELIVER THESE PRIORITIES WE WILL:

-  Through the use of Key Account Management develop a relationship with a minimum of 50 local businesses by March 2019.
-  Establish business support programme by engaging with D2N2 (Local Enterprise Partnership for Derby, Derbyshire, Nottingham and Nottinghamshire) and SCR (Sheffield City Region) Growth Hub by March 2016.
-  Optimise business growth (as measured by gross NNDR) by £2.5m by March 2019.
-  Support 200 young people to raise their aspirations and provide them with relevant employability skills by December 2015.
-  Through the Bolsover North East Derbyshire LEADER Approach collectively support the creation of 65 sustainable jobs in the combined programme area by December 2020.
-  Undertake statutory public consultation on the Local Plan (Strategic Policies and Site Allocations) in line with the adopted Local Development Scheme timetable by July 2017.
-  Submit Local Plan (Strategic Policies and Site Allocations) for examination by the Planning Inspectorate by November 2017.
-  Process all major planning applications 10% better than the minimum for special measures per annum.
-  Deliver a minimum of 100 new Council properties by March 2019.
-  Enable the development of at least 1,000 new residential properties within the District by March 2019.
-  Through a programme of targeted refurbishment bring 15 empty private sector properties back into use per annum.
-  Achieve an increase of £850,000 in additional New Homes Bonus from the government by March 2019.
-  Work with partners to deliver an average of 20 units of affordable homes each year.
-  Identify with partners key actions and funding mechanisms to bring forward priority employment sites at Markham Vale, Shirebrook and former Coalite site by March 2016.



Providing Our **Customers** with  
Excellent Service

Supporting Our **Communities**  
to be Healthier, Safer,  
Cleaner and Greener

Transforming Our  
**Organisation**

## Providing Our **Customers** with Excellent Service

### **OUR PRIORITIES** We are committed to:

- ☞ Increasing customer confidence and satisfaction with our services
- ☞ Improving customer contact and access to information
- ☞ Promoting equality and diversity
- ☞ Supporting vulnerable and disadvantaged people
- ☞ Providing good quality council housing where people choose to live

### **TO DELIVER THESE PRIORITIES WE WILL:**

- ☞ Retain Customer Service excellence accreditation year on year.
- ☞ Achieve an overall biennial external satisfaction rate of 85% or above for services provided by the Contact Centre.
- ☞ Achieve an overall annual satisfaction rate of 80% or above for leisure, recreation and cultural activities and services.
- ☞ Promote the Council website and increase (unique) visitor numbers by 7% year on year.
- ☞ Implement the new EU Regulations on Data Protection within the timescales stipulated by the Information Commissioners Office.
- ☞ Prevent homelessness for more than 50% of people who are facing homelessness each year.
- ☞ Install 150 new lifelines within the community each year.
- ☞ Process all new Housing Benefit and Council Tax Support claims within an average of 20 days.
- ☞ Process changes to Housing Benefit and Council Tax Support within an average of 14 days.
- ☞ Carry out 300 disability adaptations to Council houses each year.
- ☞ Fully deliver the equality objectives identified in the Single Equality Scheme by March 2019.
- ☞ Aim for 50% of clients expressing a positive outcome from Domestic Violence Services each year.
- ☞ Reduce average relet times of Council properties (not including sheltered accommodation) to 20 days by March 2019.
- ☞ Carry out 99% of emergency repairs within 6 working hours.
- ☞ Ensure a minimum of 50% of clients receiving parenting support each year express a positive outcome.
- ☞ Agree a project with Derbyshire County Council and other stock retaining authorities to deliver alarm monitoring to 12,000 people county wide by April 2016.



**Supporting Our Communities**  
to be Healthier, Safer, Cleaner  
and Greener

**Transforming Our Organisation**

**Unlocking our Growth Potential**





## Supporting Our **Communities** to be Healthier, Safer, Cleaner and Greener

### OUR PRIORITIES We are committed to:

- ☞ Improving health and wellbeing by contributing to the delivery of Healthy Bolsover priorities
- ☞ Increasing participation in sport and leisure activities
- ☞ Working with partners to reduce crime and anti-social behaviour
- ☞ Increasing recycling
- ☞ Ensuring a high standard of environmental maintenance and cleanliness
- ☞ Developing attractive neighbourhoods

### TO DELIVER THESE PRIORITIES WE WILL:

- ☞ Deliver a minimum of 8000 hours of positive activity through community based culture and leisure engagement per year.
- ☞ Increase participation/attendances in leisure, sport, recreation, health, physical and cultural activity by 3,000 per year.
- ☞ Deliver a health intervention programme which provides 900 adults per year with a personal exercise plan via the exercise referral scheme.
- ☞ Tackle childhood obesity through the delivery of a child focused health intervention programme to all Key Stage 2 year groups by the end of each academic year.
- ☞ Support 417 inactive 16+ individuals per year increase their activity levels to more than 30 minutes of moderate intensity physical activity per week.
- ☞ Provide signposting and support for people who want to volunteer and recruit 150 new volunteers by February 2016.
- ☞ Assist partners in reducing crime by delivering 12 Crime Cracking events in the community each year.
- ☞ With partners organise 3 community cohesion events each year to bring communities together in identified areas.
- ☞ Achieve a combined recycling and composting rate of 49% by March 2019.
- ☞ Sustain standards of litter cleanliness to ensure 96% of streets each year meet an acceptable level as assessed by Local Environment Quality Surveys (LEQS).
- ☞ Sustain standards of dog fouling cleanliness to ensure 98% of streets each year meet an acceptable level as assessed by Local Environment Quality Surveys (LEQS).
- ☞ Annually undertake 10 local environmental enforcement and educational initiatives in targeted areas to deal with dog fouling, littering or fly tipping.
- ☞ Develop an action plan for the improvement of each of the four town centres by March 2019.
- ☞ Submit a detailed scheme for the repair and restoration of New Bolsover Model Village to Heritage Lottery Fund by September 2015.
- ☞ Reduce energy use in sheltered housing schemes by 10% by March 2019.
- ☞ Replace each year 200 gas fired back boilers in our Council houses with more efficient 'A' rated combi boilers.



Transforming Our  
**Organisation**

Unlocking our  
**Growth Potential**

Providing Our **Customers**  
with Excellent Service



34

## Transforming Our Organisation

### OUR PRIORITIES

#### We are committed to:

- ☞ Supporting and engaging with our employees
- ☞ Making the best use of our assets
- ☞ Demonstrating good governance
- ☞ Ensuring financial sustainability and increasing revenue streams
- ☞ Transforming services through the use of technology
- ☞ Actively engaging with partners to benefit our communities
- ☞ Maximising opportunities with North East Derbyshire District Council through the Strategic Alliance

### TO DELIVER THESE PRIORITIES WE WILL:

- ☞ Retain accreditation against the Investors in People (IIP) extended framework by July 2015 and full external assessment in 2018.
- ☞ Produce a Strategic Alliance People Strategy and action plan for 2016-2019 by December 2015 with Council specific objectives/ milestones as necessary.
- ☞ Establish interest from the market to work in partnership to develop a delivery method for the development and or refurbishment of key council-owned assets and report findings back to Members by October 2015.
- ☞ Assess the potential revenue impact and develop an action plan to address issues arising from the implementation of the Minimum Energy Standards on commercial properties by April 2018.
- ☞ Initiate a build programme for the new Clowne leisure facility by December 2015 and complete by December 2016.
- ☞ Introduce alternative uses to 20% of garage sites owned by the Council by March 2019.
- ☞ Produce a Procurement Strategy by March 2016.
- ☞ Fully deliver the electoral changes to District and Parish wards as a result of the Local Government Boundary Commission for England's electoral review by 1 December 2018.
- ☞ Reduce the percentage of rent arrears by 10% through early intervention and effective monitoring by 2019.
- ☞ Reduce the level of Former Tenants Arrears by 10% through early intervention and effective monitoring by 2019.
- ☞ Through successful delivery of projects within the Transformation programme achieve total income/savings of £600,000 by March 2019.
- ☞ Develop a series of strategies and plans to support the ambition of a sustainable leisure service by March 2016.
- ☞ Increase on-line self service transactions dealt with by the Contact Centre by 20% each year.
- ☞ Achieve the Member Development Charter by December 2018.



Unlocking our  
**Growth Potential**

Providing Our **Customers**  
with Excellent Service

Supporting Our **Communities**  
to be Healthier, Safer,  
Cleaner and Greener



# What we have achieved so far

35

## AT A GLANCE...



ENGAGED WITH  
121 BUSINESSES



SUPPORTED 458  
YOUNG PEOPLE



BOOSTED BUSINESS  
GROWTH BY £4.7M



DELIVERED 70  
AFFORDABLE HOMES



- Engaged with 121 businesses and helped develop their business and growth plans, apply for funding and general business support.
- Created a business support programme through the growth hub to help keep local businesses informed and up to date with any new initiatives and schemes.
- Boosted business growth by £4.7m (Gross business rates).
- 458 young people have been supported to raise their aspirations through gaining new skills, qualifications and employment opportunities.
- Continuing to process major planning applications above the minimum standards set by government.
- Built 76 new Council properties through our B@Home programme.
- We've bought back into use 20 empty private properties which have been converted into multiple dwellings.
- Our pro-active planning approach in dealing with developers has seen growth both in house and commercial property developments across the District.
- We are continuing to work with our partners to deliver affordable homes and have delivered 70 during the past three years.
- Submitted our local plan for examination.
- Through the Bolsover North East Derbyshire LEADER funding supported the creation of 44.5 jobs.
- Achieved additional new homes bonus payments of just under £1 million.

# What we have achieved so far

36

## AT A GLANCE...



**PREVENTED 61% OF HOMELESSNESS CASES**



**1047 DISABILITY ADAPTATIONS TO COUNCIL HOMES**

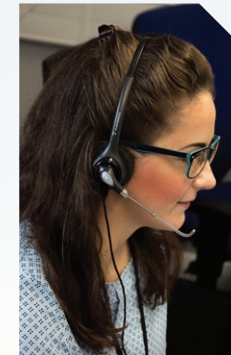


**667 NEW LIFELINES FOR THE VULNERABLE AND ELDERLY**



**93% SATISFIED WITH CONTACT CENTRES**

[www.bolsover.gov.uk](http://www.bolsover.gov.uk)



**CUSTOMER SERVICE EXCELLENCE**



- Retained the governments Customer Service accreditation for the 7th year running.
- We have prevented an average of 61% of homelessness cases for each of the past three years.
- 93.8% of people surveyed (in 2017/18) were satisfied with the services provided by our Contact Centres.
- Held an event to celebrate the centenary of the Votes for Women and supported Junction Arts on the Processions project that saw the creation of a banner as part of the celebrations.
- An average of 349 disability adaptations to council houses have been carried out.
- We take an average of 6.6 days to process changes to Housing Benefit and Council tax Support, well below our standard target of 10 days.
- We have installed on average 222 new lifelines per year over the last three years, giving vulnerable and elderly peace of mind if they need assistance.
- 80% of users surveyed were satisfied with the Go!Active leisure facilities and services.
- We continue to process all new Housing Benefit and Council Tax Support claims within our standard of 20 days.
- Received high levels of satisfaction from clients receiving domestic violence and parenting support.
- Attended 97.8% (2017/18) of repair emergencies (council properties) within 6 hours.



# What we have achieved so far

37

## AT A GLANCE...



**29,112 HOURS OF LEISURE DELIVERED**



**1,846 COUNCIL PROPERTY BOILERS UPGRADED**



**96% OF STREETS MEET CLEANLINESS STANDARD**



**81 COMMUNITY VOLUNTEERS RECRUITED**

[www.bolsover.gov.uk](http://www.bolsover.gov.uk)



- 29,112 hours of leisure activities and cultural engagement have been provided throughout the District, an average of 9,704 hours per year.
- An average of 96.7% of our streets meet the acceptable level of litter cleanliness.
- A £10million scheme to carry out essential repairs and restore original architectural features of the New Bolsover Model Village is nearing completion.
- 1,846 council properties have been upgraded with more efficient 'A' rated combi boilers.
- 36 environmental enforcement events have taken place over the last three years to deal with dog fouling, litter and fly tipping.
- Four frameworks that give ideas to develop our main towns of Bolsover, Clowne Shirebrook and South Normanton (including the surrounding villages and hamlets) have been produced and published on our website.
- 81 volunteers have been recruited from across the District to help within the local community.
- We delivered our Five:60 programme to all key stage 2 pupils within the 28 schools in the Bolsover Schools Sports Partnership to help tackle childhood obesity.
- Exceeded our targets for increasing participation in leisure activities (843,909 attendances over 3 years).
- Provided a personal exercise plan to 3155 clients through our health intervention programme.
- Assisted partners in reducing crime by supporting 47 crime cracking events (over 3 years).
- Brought communities together in Shirebrook and surrounding areas through our Building Resilience programme.
- Achieved a combined recycling and composting rate of 41% (over 3 years).

# What we have achieved so far

38

## AT A GLANCE...



**DRAGONFLY SET UP TO REFURBISH COUNCIL BUILDINGS**



**FORMER TENANTS' AREARS REDUCED BY £449,771**



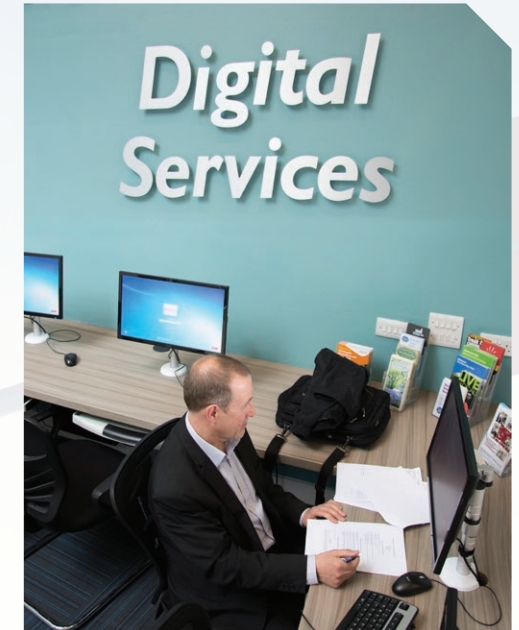
**BUILT AND OPENED GO! ACTIVE LEISURE FACILITY**



**3,707 SELF-SERVICE TRANSACTIONS BY MARCH 2018**



- We have set up a company called Dragonfly to develop and refurbish council owned buildings and assets.
- We built and opened our new Go! Active leisure facility in January 2017 to improve local communities' access to leisure activities and increase income.
- A new Procurement Strategy was approved that provides us with better buying power and realises efficiencies and savings in our services.
- Self-service transactions have increased year-on-year for the last three years and have totalled 3,707.
- The previous transformation strategy has saved £260k



to date, with more projects currently being implemented to help make council services more efficient and save money.

- Former tenants' arrears have been reduced by £449,771 (up to March 2018).
- By March 2018 rent arrears had been reduced by 10%.
- 14 garage sites owned by the Council have been or are in the process of being developed.

## Bolsover District Council Corporate Plan targets for 2019/20

### Unlocking Our Growth Potential

Description	Owner	Directorate
G 01 - Through the use of Key Account Management develop a relationship with a minimum of <b>25</b> local businesses by March <b>2020</b> .	HoS Economic Development	Place
G 05 - Through the Bolsover North East Derbyshire LEADER Approach collectively support the creation of <b>40</b> sustainable jobs in the combined programme area by <b>December 2020</b> .	HoS Partnerships & Transformation	People
G 08 - Process all major planning applications 10% better than the minimum for special measures per annum.	HoS Planning	Place
G 10 - Enable the development of at least <b>272</b> new residential properties within the district by March <b>2020</b> .	HoS Economic Development	Place
G 11 - Through a programme of targeted refurbishment bring <b>10</b> empty private sector properties back into use per annum.	HoS Economic Development	Place
G 13 - Work with partners to deliver an average of 20 units of affordable homes each year.	HoS Economic Development	Place
<b>New - Procure new partner for building next generation of council housing by 2020</b>	HoS Housing & Community Safety	Place

### Providing Our Customers with Excellent Service

Description	Owner	Directorate
C 03 - Achieve an overall annual satisfaction rate of 80% or above for leisure, recreation and cultural activities and services.	HoS Partnerships & Transformation	People
C 06 - Prevent homelessness for more than 50% of people who are facing homelessness each year.	HoS Housing & Community Safety	Place
C 07 - Install 150 new lifelines within the community each year.	HoS Housing & Community Safety	Place
C 08 - Process all new Housing Benefit and Council Tax Support claims within an average of 20 days.	HoS Finance & Resources	People
C 09 - Process changes to Housing Benefit and Council Tax Support within an average of 10 days.	HoS Finance & Resources	People
C 10 - Carry out 300 disability adaptations to Council houses each year.	HoS Housing & Community Safety	Place
C 12 - Ensure a minimum of 50% of clients experiencing Domestic Violence each year are satisfied with the support they received.	HoS Housing & Community Safety	Place



Description	Owner	Directorate
C 13 - Reduce average relet times of Council properties (not including sheltered accommodation) to 20 days by March <b>2020</b> .	HoS Housing & Community Safety	Place
C 14 - Attend 99% of repair emergencies within 6 working hours	HoS Housing & Community Safety	Place
C 15 - Ensure a minimum of 50% of clients receiving parenting support each year express a positive outcome.	HoS Housing & Community Safety	Place
<b>Reworded (C11) – Monitor performance against the corporate equality objectives and publish information annually</b>	HoS Corporate Governance	People

### Supporting Our Communities to be Healthier, Safer, Cleaner and Greener

Description	Owner	Directorate
H 01 – Deliver a programme of positive activity through community based culture and leisure engagement to a minimum of 8000 participants per year.	HoS Partnerships & Transformation	People
H 02 - Increase participation/attendances in leisure, sport, recreation, health, physical and cultural activity by 3,000 per year.	HoS Partnerships & Transformation	People
H 03 - Deliver a health intervention programme which provides <b>485</b> adults per year with a personal exercise plan via the exercise referral scheme.	HoS Partnerships & Transformation	People
H 09 - Achieve a combined recycling and composting rate of <b>47%</b> by March 2020.	HoS Streetscene	People
H 10 - Sustain standards of litter cleanliness to ensure 96% of streets each year meet an acceptable level as assessed by Local Environment Quality Surveys (LEQS).	HoS Streetscene	People
H 11 - Sustain standards of dog fouling cleanliness to ensure 98% of streets each year meet an acceptable level as assessed by Local Environment Quality Surveys (LEQS).	HoS Streetscene	People
H 12 - Annually undertake <b>15</b> local environmental enforcement and educational initiatives in targeted areas to deal with dog fouling, littering or fly tipping.	HoS Housing & Community Safety	Place

### Transforming Our Organisation

Description	Owner	Directorate
T 13 - Increase on-line self service transactions dealt with by the Contact Centre by 20% each year.	HoS Partnerships & Transformation	People

## BDC PERFORM (Performance Management System) Status Key 2020 – 2024

### Applicable to Council and Service Plan Targets

Status		Usage	Who Can Apply
	Not Started	The target has yet to be started but is well within the date for completion.	Target owner and lead officers
	On Track	The target is progressing well against the intended outcomes and intended date.	Target owner and lead officers
	Alert	<ul style="list-style-type: none"> <li>The target is six months off the intended completion date and the required outcome may not be achieved.</li> <li>To flag annual indicators within a council plan period that may not be met.</li> <li>To reflect any indicator that does not meet the expected outturn for the reporting period (quarterly).</li> </ul>	Target owner and lead officers Performance Team
	Achieved	The target has been successfully completed within the target date. Success to be celebrated.	Target owner and lead officers Confirmed by Performance Team
	Extended	The date for completion of this target has been formally extended by a Director and/or Members.	Performance Team
	Achieved (behind target)	The target has been completed but outside the intended target date. Success to be celebrated but reason for late delivery should be acknowledged.	Target owner and lead officers Confirmed by Performance Team
	Overdue	The target has passed its due date for completion. Lead Officers need to give an explanation and seek an extension at the quarterly performance meeting.	Target owner and lead officers Performance Team
	Suspended	The target has been temporarily suspended by a Director and/or Members due to an unforeseen issue. Recommendation needs to be made and discussed at a quarterly performance meeting.	Performance Team
	Withdrawn	The target has been recommended for withdrawal and discussed at a quarterly performance meeting. Council Plan targets require Member approval to withdraw.	Performance Team
	Failed	The target has failed to achieve what it set out to accomplish within the intended target date.	Target owner and lead officers Performance Team

### Applicable to Service Indicators

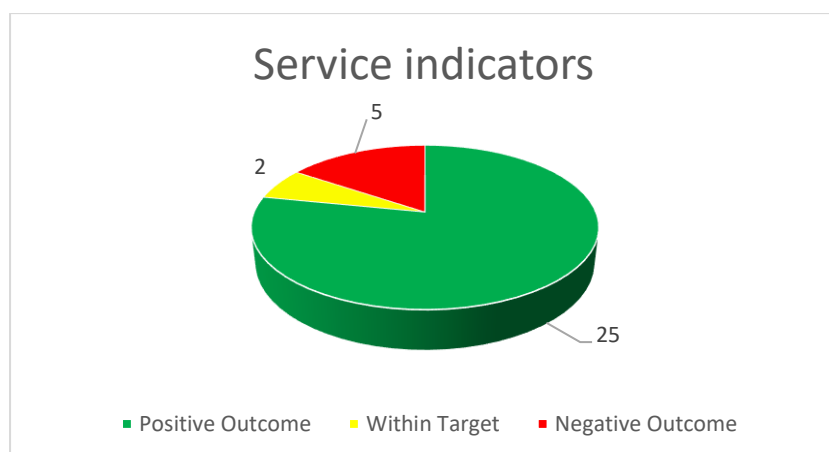
Status		Usage	Who Can Apply
	Positive outturn	The outturn is above target or positive (for some targets a positive outturn requires the result to be below the target set).	Indicator owner and lead officers
	Within target	The outturn is within 10% of the target set.	Indicator owner and lead officers
	Negative outturn	The outturn is below target or negative (for some targets exceeding the target results in a negative outturn).	Indicator owner and lead officers

### Applicable to Policies

Status		Usage	Who Can Apply
	Current	Policy is current and up to date	Policy owner / Performance Team
	Due	Policy is within three months of its review date	Policy owner / Performance Team
	Overdue	Policy is now overdue for review	Policy owner / Performance Team

Note: Policy review dates are usually set at three years from approval date

## Service Indicators for Q3 by new aims (for illustration purposes)



Target Status	
<span style="color: green;">■</span>	Positive Outcome
<span style="color: yellow;">■</span>	Within Target
<span style="color: red;">■</span>	Negative Outcome

## Aim – Our Customers

### Finance and Resources

Revenues and Benefits	Q3 Target	Q3 Outturn	Status
% Council Tax arrears collected (Quarterly)	30%	30.3%	On / Above Target
% NNDR arrears collected (Quarterly)	40%	61.5%	On / Above Target
% Council Tax Collected (Quarterly)	97.8%	95.40%	Below Target
% Non-domestic Rates Collected (Quarterly)	98.5.%	94.80%	Below Target
Benefit overpayments as a % of benefit awarded (Quarterly)	6%	4.19%	Below Target (Positive)
% Recovery of overpayments within the benefits system (Quarterly)	17%	36.14%	On / Above Target
% Telephone Abandonment: Revenues (Quarterly)	12%	4.9%	Below Target (Positive)
% Calls answered within 20 seconds: Revenues (Quarterly)	70%	75.8%	On/Above Target
% Telephone Abandonment: Benefits (Quarterly)	3%	1.2%	Below Target (Positive)
% Calls answered within 20 seconds: Benefits (Quarterly)	78%	95.3%	On / Above Target

Revenues and Benefits	Q3 Target	Q3 Outturn	Status
Finance	Q3 Target	Q3 Outturn	Status
FIN008 - % Invoices paid within 30 days (Monthly)	95%	100%	On / Above Target

## Exceptions

### % Council Tax Collected (Quarterly)

Quarter	Value	Target		Commentary
Q3	95.40%	97.80%		Issue with bank payments not coming through until January 2020 due to Christmas period. Third quarter is always affected in this way.
Q2	96.10%	97.80%		

### % Non-domestic Rates Collected (Quarterly)

Quarter	Value	Target		Commentary
Q3	94.80%	98.50%		Issue with bank payments not coming through until January 2020 due to Christmas period. Third quarter is always affected in this way.
Q2	98.70%	98.50%		

## Partnerships & Transformation

Customer Services	Q3 Target	Q3 Outturn	Status
CC4 Telephone Abandonment: Contact Centre	10%	2%	Below Target (Positive)
CUS01 % of calls answered within 20 seconds	80	80%	On / Above Target
ICT	Q3 Target	Q3 Outturn	Status
IT 01/11 - Incidents and service requests resolved within target time (Quarterly)	80%	87%	On / Above Target
IT 02/11 - Fix at first point of contact (Quarterly)	40%	54%	On / Above Target



## Corporate Governance

Performance	Q3 Target	Q3 Outturn	Status
CSI 19 % FOI/EIR requests responded to in 20 working days (Quarterly)	95%	100%	On or Above Target
Governance	Q3 Target	Q3 Outturn	Status
CSP 11 % of Telephone calls answered within 20 seconds: Corporate (Quarterly)	93%	98%	On / Above Target
CSP 12 % E-mails acknowledged within 1 working day: Enquiries email address (Quarterly)	100%	100%	On / Above Target
CSP 13 % E-mails replied to within 8 working days: Enquiries email address (Quarterly)	100%	99%	Within Target
CSP 16 % written complaints responded to in 15 working days (Quarterly)	97%	96%	Within Target
CSP 20 % written comments acknowledged within 3 working days (Quarterly)	100%	100%	On / Above Target
CSP 21 % Stage 3 complaints responded to in 20 working days (Quarterly)	100%	100%	On / Above Target
CSP 22 Number of formal complaints (Stage 2) received (Quarterly)	36	54	Above Target (Negative)
CSP 23 Number of formal complaints (Stage 2) received per 10,000 population (Quarterly)	19	7.1	Below Target (Positive)

## Exceptions

### CSP 22 Number of formal complaints (Stage 2) received (Quarterly)

Quarter	Value	Target	Commentary
Q3	54	36	<p>54 complaints were received this quarter.</p> <p>The Ombudsman recognises that a higher number of complaints received can be more indicative of an open and transparent authority whilst a low figure can demonstrate that an authority is not receptive to feedback from its customers.</p> <p>A more meaningful figure is the number of justified complaints (2 this quarter - this is 3.7% of complaints received) where we have needed to apologise, or partially</p>

				justified complaints (these are where something has gone wrong but the customer's behaviour has contributed to the matter or something has gone wrong and the Council has not yet had the opportunity to put it right). There were 3 partially justified complaints this quarter (5.55% of all complaints received).
Q2	56	36		

## Planning

Planning	Q3 Target	Q3 Outturn	Status
PLA 157a Determining "Major" applications within target deadlines (Quarterly)	70%	100%	Above target
PLA 157b Determining "Minor" applications within target deadlines (Quarterly)	80%	100%	Above target
PLA 157c Determining "Other" applications within target deadlines (Quarterly)	80%	100%	Above target
PLA204 Quality of decision making - Appeals (special measures target) Number of appeals on "major" applications overturned on appeal as a proportion of "major" applications determined during the relevant two year period (quarterly).	10%	4%	Below target (Positive)
PLA204A Quality of decision making - Appeals (special measures target) Number of appeals on "non-major" applications overturned on appeal as a proportion of "non-major" applications determined during the relevant two year period (quarterly).	10%	0%	Below target (Positive)

## Environment Health

Environmental Health	Q3 Target	Q3 Outturn	Status
EH 01 - Percentage of noise complaints responded to within 3 working days. (Quarterly)	90%	97%	Above target
EH02 - Percentage of complaints about licensable activities responded to within 3 working days. (Quarterly)	90%	96%	Above target

Environmental Health	Q3 Target	Q3 Outturn	Status
EH04 - Percentage of business enquiries responded to within 3 working days. (Quarterly)	90%	83%	<div></div> Below target

### Exceptions

EH04 - Percentage of business enquiries responded to within 3 working days. (Quarterly)

Quarter	Value	Target		Commentary
Q3	83%	90%	<div></div>	January 2020 - Of the 67 enquiries received for BDC area, 56 were responded to within the target time (83%)  Note: Of the 58 enquiries received for NEDDC area, 47 were responded to within the target time (81%)  Overall performance for joint service = 82
Q2	72%	90%	<div></div>	

### Aim – Our Economy

Note: currently no quarterly service indicators

### Aim – Our Environment

#### Environmental Health

Environmental Health	Q3 Target	Q3 Outturn	Status
EH03 - Percentage of high risk food interventions undertaken against programme (A, B and C rated premises) (Quarterly)	100%	86%	<div></div> Below target
EH07 - Percentage of LA-IPPC(A20/LAPPC(Part B) processes inspected in accordance with risk rated inspection programme (Quarterly)	100%	100%	<div></div> Above target

## Exceptions

EH03 - Percentage of high risk food interventions undertaken against programme (A, B and C rated premises) (Quarterly)

Quarter	Value	Target		Commentary
<b>Q3</b>	86%	100%		<p>January 2020 - 38 of the 44 interventions that were programmed in the third quarter were completed. Therefore 86% were achieved.</p> <p>The remaining 6 interventions could not be completed as the premises were temporarily closed or we were unable to gain access. These will now be programmed for completion in quarter 4.</p> <p>There is an improvement in performance this quarter as anticipated. We continue to manage vacancies and aim to achieve the target by the end of the year.</p>
<b>Q2</b>	33%	100%		

## Streetscene

Streetscene	Q3 Target	Q3 Outturn	Status
SS 01 Remove 95% of hazardous Fly Tipping within 24 hours of being reported (Quarterly)	95%	<b>100%</b>	On / Above Target
SS 02 Remove 95% of non-hazardous Fly Tipping within 5 working days of being reported (Quarterly)	95%	<b>96%</b>	On / Above Target
SS 03 Undertake Local Environmental Quality Surveys Detritus (Quarterly)	12%	<b>4%</b>	Below target (Positive)
SS 04 Undertake Local Environmental Quality Surveys Weeds (Quarterly)	14%	<b>3%</b>	On/Above Target
SS 05 Amount of residual household waste disposed of by way of landfill (Quarterly)	135kg	<b>130kg</b>	Below target (Positive)

### **Bolsover District Council**

### **Customer Service & Transformation Scrutiny Committee**

**3<sup>rd</sup> February 2020**

<b>Transformation Governance Group Update</b>
---

### **Report of the Joint Head of Partnership & Transformation**

This report is public

#### **Purpose of the Report**

- To provide members of the Scrutiny Committee with an update on the work of the Transformation Governance Group, progress of the Transformation Plan 2018; and Executive's decision of the 20<sup>th</sup> January 2020.

#### **1 Report Details**

- 1.1 The main purpose of the report is to provide members with a progress update on the Transformation Plan 2018, as submitted to Executive on the 20<sup>th</sup> January 2020. (Appendix 1).

#### **2 Conclusions and Reasons for Recommendation**

- 2.1 Following the report to Executive on 20<sup>th</sup> January, Scrutiny is required to consider the attached report as part of its routine monitoring of the Transformation Plan 2018.
- 2.2 This report forms part of the routine progress monitoring by Scrutiny, as part of the governance structure for the Transformation Plan 2018.

#### **3 Consultation and Equality Impact**

- 3.1 None from this report. See detail in attached appendices for consultation and equalities impacts of the Executive report.

#### **4 Alternative Options and Reasons for Rejection**

- 4.1 There is no option to reject the report as the Committee must considered the report as part of Recommendation 6.2(iii) within Appendix 1.

#### **5 Implications**

##### **5.1 Finance and Risk Implications**

- 5.1.1 None from this report. See detail in attached appendices.

## 5.2 Legal Implications including Data Protection

5.2.1 None from this report.

## 5.3 Human Resources Implications

5.3.1 None from this report.

## 6 Recommendations

6.1 That Members note the report attached at Appendix 1 and its associated appendices 2-4.

6.2 That Members review the Digital Transformation Strategy (Appendix 4) and provide any comments, as part of the approval process for the Strategy, as per Recommendation 6.2(iii) in Appendix 1.

## 7 Decision Information

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <i>BDC:</i> <i>Revenue - £75,000</i> <input type="checkbox"/> <i>Capital - £150,000</i> <input type="checkbox"/> <i>NEDDC:</i> <i>Revenue - £100,000</i> <input type="checkbox"/> <i>Capital - £250,000</i> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>Has the relevant Portfolio Holder been informed</b>	Yes
<b>District Wards Affected</b>	All (Indirectly)
<b>Links to Corporate Plan priorities or Policy Framework</b>	<b>Transforming Our Organisation:</b> Ensuring financial sustainability and increasing revenue streams

## 8 Document Information

Appendix No	Title
1.	Transformation Plan 2018 Update
2.	Greenspace Management Proposal
3.	Sign Video Proposal
4.	Digital Transformation Strategy
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Author	Contact Number
HOS – Partnerships & Transformation	2210

**Bolsover District Council**

**Executive**

**20<sup>th</sup> January 2020**

<b>Transformation Plan 2018 Update</b>
--

**Report of the Portfolio Holder - Partnerships and Transformation**

**Purpose of the Report**

- To provide an update on progress against the aims of the Transformation Plan 2018
- To seek approval and support the recommendations made by the Transformation Governance Group (TGG).
- To adopt the Digital Strategy as recommended by TGG

**1 Report Details**

**Transformation Plan 2018 – 12 month update**

- 1.1 In December 2018 Executive approved the Transformation Plan 2018 which set the vision of “A self-sustaining Council, delivering excellent services to the community, when and how they want them”. One year on and significant progress has been made to progress and achieve the aims across all of the themes within the Transformation Programme.
- 1.2 This report provides an update on each of the aims within the Transformation Plan 2018 to provide Executive with an overview of progress in all areas of the programme. The headings and aims below are taken directly from the Transformation Plan 2018.

**Transforming Services - What we will have achieved by 2021:**

**Undertaken customer/service user reviews for all service areas**

- 1.3 Following a review of a number of service review models used across the public sector, a Bolsover District Council (BDC) Service Review process and documentation has been developed and piloted in Leisure Services. The process is based upon the Teignbridge District Council ‘Business Efficiency Service Transition 2020 process’, lessons learnt from Derbyshire Dales and then designed to suit the needs of BDC.

Along with reviewing the performance of a service area, the process allows Members to understand and question all areas of service provision, how and where resource is allocated and provide actions and options for Members to consider.



To date 2 service review are complete and 16 actions identified, with 2 further reviews underway. Over the next couple of years a standardised, challenging and Member led service review will have taken place across all areas of the Council identifying actions to improve the service for the customer, re-prioritise resource and identify cost efficiencies, should these be required in future years.

**Undertaken gap analysis in service provision for all service areas**

- 1.4 This forms part of the service review process, outlined above, allowing Members to review resource allocation and reprioritise, if required, on areas which are higher priority.

**Developed service re-design and departmental transformation plans to meet the needs and expectations of our customers and service users**

- 1.5 The outcome of the service review is an action plan for service managers to implement designed to improve the service for customers and meet the overall aims of the Council.

**Maximised opportunities for working in partnership in the delivery of our services**

- 1.6 There are many examples of strong partnership working demonstrated through the recent bi-annual Partnership report, feedback from the LGA Peer Review, Local Digital Project, Building Resilience project and in the transformation programme itself in the development of the Service Reviews and delivery of the Leadership Programme. In December 2018, Executive invested in the Partnership team to strengthen capacity and a further report is considered in early 2020 to further strengthen and develop the role of the team.

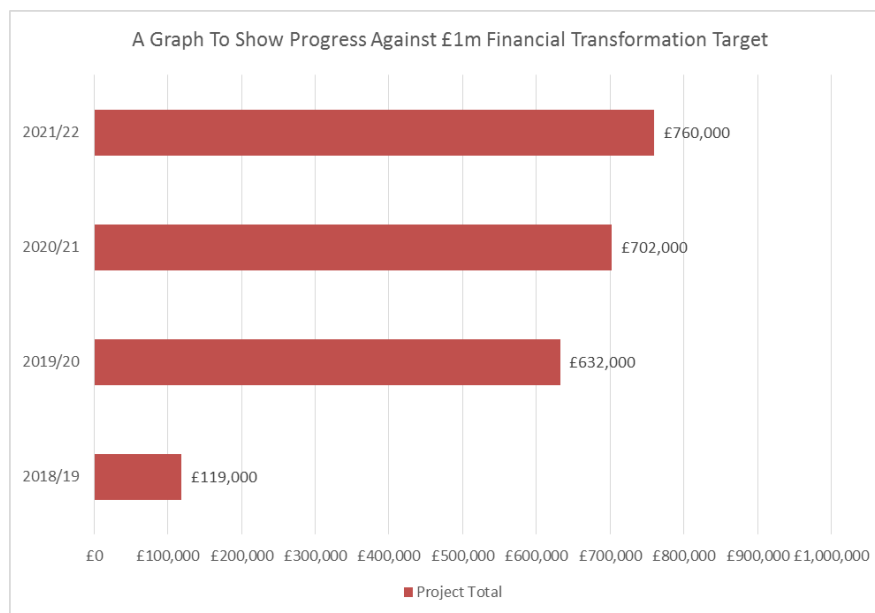
Transforming Finances - What we will have achieved by 2021 (2022 for £1m target):

**Engaged all stakeholders to develop (and continue to do so) transformation ideas to maximise the potential of the programme**

- 1.7 To date, from engagement with all stakeholders we have received in excess of 130 Transformation ideas. These have been filtered in to 57 projects of which 43 Projects are in progress and 12 have completed. Whilst financial improvement is not the focus of all transformation projects, a large number propose to deliver financial benefits to the Council.

**Identified transformation projects and initiatives which forecast to deliver £1m of revenue efficiencies or additional income by 2022.**

- 1.8 Through transformation projects to date, revenue efficiencies or additional income is as follows:



This demonstrates that, cumulative efficiencies delivering 75% of the target have been achieved/identified two years ahead target date. With further projects in the pipeline, at this stage, the target remains achievable.

#### Digital Transformation - 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.**

1.9 Many council departments have collaborated in various projects aimed to meet this transformation aim. This has resulted in the following:

- Redesigned the website, in response to customer feedback, to be more simplistic, transaction focused and accessible for all abilities and devices. The 'Go live' date is March 2020.
- Redesigned 'self-service' to be more, user friendly and accessible for all abilities and devices.
- Increased the number of forms and services available on Self-service. In December 2018 just 14 transactions were available online, today in excess of 60+ are now available and accessible on all digital devices.

**An organisation where digital channels are the primary gateway to access council services.**

1.10 In late 2018 BDC signed the 'Local Digital Declaration' which commits us to working collaboratively on designing services that best meet the needs of citizens, using technology to provide the flexible tools and services needed whilst protecting citizens privacy and security. Through Local Digital we received an £80k grant funded in partnership with other Local Authorities to deliver a customer led, discovery project on digital technologies, Chatbots and AI applications.

This work informed the development of a Digital Transformation Strategy which sets the digital road map and commitment for digital channels to become the

primary access channel to Council services. The Digital Strategy is recommended for adoption by Executive as part of this report.

**Investment in digital infrastructure to rationalise systems, reduce paper usage, maximise staff flexibility to improve efficiency and reduce travel related costs.**

- 1.11 In May 2019, a £9k investment was secured in a MITEL (telephony software) upgrade, which amongst other things, allows video conferencing, improved webchat and desktop phone functionality on mobiles (MiCollab), etc. The Mitel upgrade took place during 2019 with a new contact centre solution now in place, the next phase (Q1 2020) is the rollout of multi-channel and Micollab which will provide agile working and conferencing solutions.

In November 2019, Executive invested in excess of £60,000 in an improved, mobile friendly Webpay solution and an improved telephone payment solution. Both significant digital infrastructure improvements will ensure doing business with the council online is customer friendly, accessible and secure.

**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.**

- 1.12 Over the past 12 months, we have continued with 'digital assist' in our Contact Centres, providing customers with support in accessing services online and also providing devices in the centres to do so. In addition and in partnership with Citizens Advice, Contact Centres now provide a Universal Credit drop-in support 1 day per week in all our Contact Centres.

Further work has been done to ensure our old ICT devices can be utilised by the community to support digital inclusivity. We are providing a number of devices to a community group called 'hole in the wall' who have the community accessing computers each Friday, with support from The National Careers Service, DCC Library Service; DCC Adult Care and community volunteers, to name but a few.

Their service is to be further expanded, including:

- Intergenerational club – Young people and old people swapping skills, with a focus on young people teaching older adults to use tablets/smart phones/laptops.
- Coding club - local residents wanting to teach people how to Code and build programmes
- Hiring out of ICT kit to local groups and clubs

Digital inclusivity is also a key aim within the Digital Strategy to ensure this remains a key consideration in the development of our future services.

## Transforming Our Organisation - What we will have achieved by 2021:

### **Established a workplace talent management programme which identifies, supports and develops potential leaders of the future**

- 1.13 In partnership with the NHS Leadership Academy, we have developed the Bolsover Leadership Programme. The aim of the programme is to identify staff who are prospective future leaders of the organisation and provide them with the leadership skills and organisational perspective to embed a positive culture of change and continuous improvement.

To date, the first cohort of 12 are enrolled in the programme with 2 of the 6 sessions completed. We have received positive feedback from staff enrolled on the programme:

*"This is a fantastic opportunity for us to further develop our leadership skills and take on new challenges outside our comfort zones. The content of the year long course is incredibly engaging and I am already applying some of the knowledge gained in everyday work life".*

*"When I saw this opportunity advertised I knew it was one not to be missed. I have found the course really useful and have been putting into practice new leadership techniques and have been enjoying working with other colleagues we may not have had chance to meet. The opportunities throughout the course to expand my knowledge base have been really insightful and I'm excited to take forward some of the transformation ideas in 2020".*

In addition to the Leadership Academy, in the last 12 months, 29 staff (BDC, NEDDC and Joint Officers) have enrolled on accredited leadership training, funded through the apprentice levy and originating from the Strategic Alliance People Strategy as part of the Apprenticeship Programme.

### **Established a 'Change makers' learning and development programme with a focus on commerciality and business improvement**

- 1.14 The 'change makers' programme is incorporated in the Leadership Academy with sessions focused upon commercialisation and business improvement. In addition to this the Leadership Academy cohort are allocated business improvement projects (from the Transformation Programme) to stretch and develop their skills and experience whilst delivering organisational change projects.

### **Maximised opportunities for working in partnership with regard to staff and organisational development**

- 1.15 Partnerships have been developed with NHS Leadership Academy for the Leadership Programme and working with HR professionals from other local authorities exploring opportunities such as online training platforms and wellbeing.

**Investment in and promotion of the organisational ‘offer’ to attract and retain the best and brightest candidates**

- 1.16 This is an area of least progress and one which will be progressed through the recently formed Organisation Theme Group

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**

- 1.17 During 2019 we have undertaken the following activities to support residents:

- 760 one to one visits to discuss heating controls and energy efficiency issues (NEDDC & BDC)
- 386 boiler and heating visits (NEDDC & BDC)
- 101 Occupational Therapist visits (NEDDC & BDC)
- Assisted 61 BDC households to access a combined £210,959 from DCC Warm Homes Scheme, to improve heating systems.
- Accessed £380k to fund gas connections in BDC sheltered housing via Cadent Affordable Warmth sheltered scheme projects.

**Cost savings and environmental improvement through energy efficient and sustainable buildings and workplaces**

- 1.18 Electric Vehicle Charging point – An EV charging station has been installed at The Arc, Clowne as part of the Council’s efforts to support the community to reduce carbon emissions and improve air quality. The charging station is a rapid charging point which can charge vehicle batteries up to 80% in only thirty minutes.

The EV charging station is operational and will be promoted on national databases, web maps and apps including the automatic updates onto in car sat-navs.

Pool Cover – In May 2019 two pool covers we installed at The Arc with forecast savings in the region of £7,500 PA. It is difficult to see the direct impact of this installation due to the leisure facility in The Arc being on the same meter as the rest of the site. However, we have been able to significantly reduce the operation of the air handling system at night through due to reductions in humidity with the covers on.

LED Lighting – A full survey of The Arc has been undertaken to understand the potential carbon and financial savings achievable through the installation of LED lighting throughout. The potential for a 61% financial saving (£6k) per annum and 32,000 Kg reduction in carbon emissions, have been identified.

Some LED lighting installation has taken place in the Sports Hall and atrium, a further programme is being developed for the wider site.

**Cost savings and environmental improvement through use of renewable energy**

- 1.19 In January 2019 Executive approved the pursuit of a £200k investment in Combined Heat and Power unit (CHP) to be installed at The Arc. The projections for the installation have been produced by a prospective supplier, Bosch, modelling our actual energy usage for a 12 month period.

The outcome of their modelling forecasts:

- CHP Capital Investment = £200,000
- Reduction in Carbon = 30% (282 tonnes/annum)
- Reduction in energy costs = 56%
- Cost saving per annum = £115,000
- Payback period = 1.5yrs

It is also prudent to assume that the Bosch model is based upon optimum conditions and maximum possible benefits. Property and Estates are about to commission a full feasibility assessment which considers all options and technologies, including but not restricted to Combined Heat and Power type installations. The assessment will provide:

- A detailed feasibility study to assess the potential and suitability of The Arc for a programme of carbon reduction measures.
- RAG rated options in terms of suitability, with clear identification of any opportunities or potential risks.

**Cost savings and environmental improvement through waste reduction, increased recycling and use of lower carbon fleet**

- 1.20 The Council's combined recycling rate has plateaued at 41% over recent years arising from varying, cultural, global economic and environmental influences.

The Government (Defra) has recently consulted on its new UK Waste & Resource Strategy which has two overarching objectives to (a) Maximise the Value of Resource Use and (b) Minimise Waste and its Impact on the Environment.

Consultations closed on 12th May 2019; it is anticipated further consultations will be undertaken during 2020. A detailed piece of work will be undertaken to re-model the Council's waste collection service to meet any new and/or amended duties. This is anticipated to result in a further 'increased stepped change' in our combined recycling performance.

A demonstration of a BEV (Battery Electric Vehicle) was undertaken 11th to 15th February 2019 to establish suitability for utilisation in the Council's shared courier service.

The demonstration of this small car derived van established suitability in meeting the Council's shared Courier Service requirements and should be further progressed in terms of procurement of a BEV small van and establishment of 'fast charge' facilities at key operating facilities.

A further trial of a BEV vehicle is being undertaken on 16<sup>th</sup> January 2020, which offers greater vehicle range to that of the earlier demonstration. Once these have been completed, a decision on procurement options will be made.

### **Infrastructure improvements through planning which support sustainable travel and living**

- 1.21 From September 2019, planning conditions are being used to ensure all new homes on major developments will be provided with electric charging points and Fibre to the Premises (FTTP).

For the first time, local development orders have been granted on garage sites to promote custom and self-build. Five sites were granted orders in November 2019 with a further five going to January's Planning Committee for consideration.

In order to improve air quality and walking infrastructure, BDC have been working with Waystones and DCC to develop a bid for D2N2 funding to support highway improvements at the Treble Bob roundabout.

### **Environments which have improved biodiversity value including; parks, open spaces and areas of semi natural status**

- 1.22 Led by the Climate Change Theme Group, BDC are working with Bolsover Countryside Service and NEDDC on a project to improve the biodiversity and carbon sequestration of marginal parts of green and open spaces in the ownership of the Council. This project is outlined in more detail in paragraph 1.26 of the report.

### **Development and support of local skills and job creation through economic development and sustainable procurement**

- 1.23 An Innovation Park/Centre study has been commissioned for the former Coalite site. This study, paid for by the Business Rates Pooling Funding Trial, will look at innovation and testing the proposal for "Green Technologies" and sustainable employment jobs. The final report will be completed in March 2020 and will be used to help market the Coalite site.

A revised procurement policy has been drafted with carbon and climate considerations embedded. The document is currently being reviewed by Legal Services and will be considered by Executive in early 2020. In the mean-time, a supplementary questionnaire regarding carbon emissions is being sent out with the standard tender documentation. However, this is not yet forming part of the scoring process.

### **Transformation Governance Group (TGG) Recommendations**

- 1.24 The TGG is chaired by the Leader of the Council and made up of Cabinet Members, senior managers, trade union representative and officers with relevant technical expertise.
- 1.25 A large proportion of transformation projects could be considered 'business as usual' and require levels of investment or changes in process which are within the existing delegation scheme. However, some projects will require investment outside of departmental revenue budgets or be deemed to have an impact on a

service or the organisation and are decisions that need consideration by Executive. Such projects are outlined below.

1.26 The following projects are submitted to Executive:

- (a) Greenspace management for carbon sequestration, health and wellbeing and ecosystem function
- (b) Sign Video
- (c) Digital Transformation Strategy

**(a) Greenspace management for carbon sequestration, health and wellbeing and ecosystem function**

The Project proposal in Appendix 1 outlines the case to diversify the management of urban greenspace by creating a mosaic of alternative habitats, such as pictorial meadows and species rich grasslands alongside amenity grassland to enhance the potential for carbon sequestration, improving biodiversity and to provide improved health and wellbeing for local residents. Such an approach will also provide ecosystem functions such as improved natural drainage.

In order to progress this proposal further, it is suggested that a feasibility study is undertaken based on a number of trial sites which range in size and character.

The study will likely include:

- Community consultation to ensure 'buy in' and raise awareness
- Site investigation and design to ensure long-term success
- Specialist consultancy
- Material and equipment requirements
- Sources of seeds (purchased / sourced from local donor sites)
- Sources of sterile mulch of BSI PAS 100 compost
- Consideration of meadow care and maintenance to inform future schedules
- Consideration of potential savings from reduced maintenance
- Consideration of the issues involved in scaling this up across the district and the identification of suitable sites.

The recommendation from TGG is to allocate £10,000 from Transformation Reserve to commission the above feasibility work.

**(b) Sign Video**

The Project proposal in Appendix 2 outlines the case to implement Sign Video in all Contact Centres and web access on staff devices to allow effective communication with deaf residents.

The recommendation from TGG is to allocate £3,372 for initial set-up costs from the Transformation Reserve with a likely £1,125 per annum revenue cost in future years, depending on demand for the service (number of minutes). These costs are



based upon sharing costs with NEDDC therefore, the costs are subject to NEDDC approval.

### **(c) Digital Transformation Strategy**

Appendix 3 is the proposed Digital Strategy developed by the Digital Transformation Theme Group, recommended by TGG for adoption by Executive. The purpose of the document is to build upon the Transformation Plan 2018 and outline the vision and aims for our digital services of the future.

1.27 Further projects were approved for further consideration and development by Officers to be considered at a future Executive. These were:

- Battery storage at Pleasley Vale to support the infrastructure for electric vehicle transition
- A comprehensive offer for Parish and Town Council's 'selling' services from across the Council.

## **2 Conclusions and Reasons for Recommendation**

2.1 One of the key strategic documents that Executive have approved in recent years is the Transformation Plan 2018 and Executive need to be aware and up to date of progress against the aims.

2.2 TGG have recommended that the projects outlined in paragraph 1.26 are supported by Executive and any investment required funded through the Transformation Reserve.

2.3 All of the above contributes to the overarching vision of the Transformation Plan 2018 to be 'A self-sustaining Council, delivering excellent services to the community, when and how they want them.'

## **3 Consultation and Equality Impact**

3.1 Relevant Service Managers have been consulted to provide an accurate update on Transformation Plan activities.

3.2 As for the TGG recommendations, these proposals have been considered at the relevant Transformation Theme Group and Transformation Governance Group before being recommended to Executive.

3.3 The Digital Strategy has been subject to an equalities review by the Performance Team which resulted in the following being added to the document:

*'Accessibility is important when considering digital inclusion, particularly for residents with disabilities. Implemented correctly digital inclusion also means making accessing services easier, for everyone. Users of online services should be able to use their existing devices and software to access the services we provide. We are continually working towards ensuring that our websites and online services are fully accessible and built to meet public sector accessibility standards and best practice. This process includes a regular review of the accessibility of our*

*websites to ensure they remain accessible to all and to identify potential improvements.'*

#### **4 Alternative Options and Reasons for Rejection**

- 4.1 The recommendations in the report move the Council forward in achieving its transformation aims as set out in the Transformation Plan 2018. This is a broad area of work, spanning many service areas of the Council. The projects recommended for funding in this report are considered by TGG and the theme groups to contribute to the transformation aims however, should they not be supported, alternative projects will need to be identified (and funded as appropriate) to achieve the Transformation Plan 2018 aims.

#### **5 Implications**

##### **5.1 Finance and Risk Implications**

- 5.1.1 The majority of the report is an update of activity towards the aims of the Transformation Plan 2018 with no associated risk.
- 5.1.2 The risks associated with the TGG recommendations in 1.26 are highlighted in the relevant Project Proposals within the Appendices.

##### **5.2 Legal Implications**

- 5.2.1 None

##### **5.3 Human Resources**

- 5.3.1 There are no direct HR related issues associated with this report.

#### **6 Recommendations**

- 6.1 That Executive note the update and progress made towards the aims of the Transformation Plan 2018
- 6.2 That, in line with the recommendations of the Transformation Governance Group, Executive:
- (i) allocate £10,000 from Transformation Reserve to commission feasibility work as outlined in paragraph 1.26(a) - Greenspace Management.
  - (ii) allocate £3,400 from Transformation Reserve to fund year one costs for Sign Video (or similar) and £1,200 revenue growth in future years
  - (iii) agree to adopt the Digital Strategy in full and be utilised to shape future service delivery, subject to consideration by the Customer Service & Transformation Scrutiny Committee.

## 7 Decision Information

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: BDC:      Revenue - £75,000 <input type="checkbox"/> Capital - £150,000 <input type="checkbox"/> NEDDC: Revenue - £100,000 <input type="checkbox"/> Capital - £250,000 <input type="checkbox"/> <input checked="" type="checkbox"/> Please indicate which threshold applies	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>Has the relevant Portfolio Holder been informed?</b>	Yes
<b>District Wards Affected</b>	All (Indirectly)
<b>Links to Corporate Plan priorities or Policy Framework</b>	<b>Transforming Our Organisation:</b> Ensuring financial sustainability and increasing revenue streams

## 8 Document Information

Appendix No	Title
1	Greenspace Management Proposal
2	Sign Video Proposal
3	Digital Strategy
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Executive (BDC) or Cabinet (NEDDC) you must provide copies of the background papers)	
<b>Report Author</b>	<b>Contact Number</b>
HOS – Partnerships & Transformation	2210

# Transformation Programme Project Proposal Form



## 1. Proposal Details

<b>BDC TP Reference</b>	BDC/TP
<b>Project Name</b>	Greenspace management for carbon sequestration, health and wellbeing and ecosystem function.
<b>Project Owner / contact details (Sponsor)</b>	Matthew Connley, Special Projects Officer, Leisure Services
<b>Project Manager and contact details (if different from above)</b>	
<b>Proposal</b>	To diversify the management of urban greenspace by creating a mosaic of alternative habitats, such as pictorial meadows and species rich grasslands alongside amenity grassland to enhance the potential for carbon sequestration, improving biodiversity and to provide improved health and wellbeing for local residents. Such an approach will also provide ecosystem functions such as improved natural drainage.
<b>Date Received</b>	
<b>Transformation Governance Group Consideration Date</b>	18 December 2019
<b>Date Passed to Project Owner</b>	
<b>Date to Complete and Return Form (to <a href="mailto:Transformation@bolsover.gov.uk">Transformation@bolsover.gov.uk</a> )</b>	
<b>Date Completed and Returned by Project Owner</b>	

## 2. Project Owner Considerations Overview:

### *What if we do, what if we don't...*

<b>Political:</b> Is there political will? What policy factors need to be considered from the various perspectives (National, Regional, Local Govt; Partner Agencies)?	Yes. This idea was generated from the Climate Change Transformation Group and is in line with action B1 (Develop a wild planting policy for parks and public open space areas) in the Bolsover District Council Carbon Reduction Plan 2019-2030.
<b>Economic:</b> Are there financial opportunities or barriers to the proposal's delivery? What is the likely saving?	At this stage it is difficult to estimate the potential financial savings through a reduced maintenance regime. It should be noted that the project's overarching aim isn't necessarily to reduce costs. However, it is anticipate some small savings may be achieved. The initial project should be a pilot project to fully understand the opportunities and potential risks.

<p><b>Social:</b> Are there benefits to the local community or sectors (e.g. residents, businesses, staff) or likely to be arising concerns? Will the issue be affected by existing or changing demographics? Is any further consultation required?</p>	<p>Yes, enhancing the appearance of marginal, vacant and underused sites would be beneficial for local residents and visitors as well as to wildlife, particularly pollinators.</p> <p>Consultation with local residents will be key in establishing engagement with the project and its benefits.</p> <p>It would be possible to involve community groups in the nomination of sites as well as the development of species rich grasslands and pictorial meadows.</p>
<p><b>Technological:</b> Are there ICT, logistical or transport solutions or restrictions? Can barriers be overcome?</p>	<p>Possibly, may require additional / different equipment for maintenance if carried out in house.</p> <p>Barriers can be overcome by engaging with partners such as Derbyshire Countryside Service, Derbyshire Wildlife Trust or contractors who have experience of managing similar areas.</p>
<p><b>Legal:</b> Is the activity required by law? Are there restrictions to what can be achieved? Is Planning Permission or other permissions or licences required?</p>	<p>No. There may be restrictions if planting on land not owned by BDC (e.g. cultivation licences for roadside verges). However, it is suggested that initially the project is only focussed on BDC owned and controlled land.</p>
<p><b>Environmental:</b> Are there internal or external factors which need to be considered such as, weather, climate, geographical position, climate change, pollution, energy efficiency?</p>	<p>Yes. Weather, climate and geographical location need to be considered as do the current use(s) of individual sites (and adjoining land), e.g. recreational / non-recreational / vacant / road side verges / etc.</p> <p>The main purpose of the project is to increase carbon sequestration and improve biodiversity.</p> <p>However, there are additional ecosystem functions, such as mitigating the impact of high intensity rain events, which will increase as a result of climate change.</p>

### 3. Need and Approach

<p><b>Is there a clear Justification of Need?</b></p>	<p>There is a significant need identified locally nationally and internationally to reduce carbon and increase carbon sequestration. This project has the potential to reduce carbon through reducing the amount of time and frequency of the current mowing regime, and in the process</p>
---	---

	<p>increasing the potential of local greenspace to sequester carbon.</p> <p>This need is identified in the Bolsover District Council Carbon Reduction Plan 2019-2030.</p>
<b>How does the proposal fit with internal/external Strategic Plans (Corporate Plan, Service Plans etc.)?</b>	The proposals aligns with a range of local, national and international climate change and environmental policies , including the Bolsover District Council Carbon Reduction Plan 2019-2030, specifically Theme 7 (Biodiversity).
<b>Are there another options that require investigation?</b>	At this stage this will be considered a potential joint project with NEDDC.

#### 4. Resource Requirements

<p><b>Financial:</b></p> <ul style="list-style-type: none"> <li>• What are the likely costs?</li> <li>• Is there a funding requirement for further exploration of idea / feasibility study? Is a business plan required?</li> </ul>	<p>The costs of the installation is some way off and feasibility work needs to inform decision making. An initial assessment of 200+ sites across the district suggests that there are 30+ candidate sites that could be enhanced through changes to the current management regime and through the introduction of semi natural grassland and pictorial meadows.</p> <p>In order to progress this proposal further, it is suggested that a feasibility study is undertaken based on a number of trial sites which range in size and character.</p> <p>The study will include:</p> <ul style="list-style-type: none"> <li>• Community consultation</li> <li>• Site investigation and design</li> <li>• Specialist consultancy</li> <li>• Material and equipment requirements</li> <li>• Sources of seeds (purchased / sourced from local donor sites)</li> <li>• Sources of sterile mulch of BSI PAS 100 compost</li> <li>• Consideration of meadow care and maintenance</li> <li>• Consideration of potential savings from reduced maintenance</li> <li>• Consideration of the issues involved in scaling this up across the district and the identification of suitable sites.</li> </ul> <p>It is estimated that the cost of undertaking the feasibility study would be £10,000.</p>
---	--

	Subject to the results of the feasibility study and agreement to proceed with scaling up across the district, there is the potential to secure additional funding from the Heritage Lottery Fund for a larger scale project (up to £250,000). This would, however, require a 5% contribution (up to £12,500).
<b>Assets:</b> <ul style="list-style-type: none"> <li>Can this be delivered through existing physical/capital resources?</li> <li>Or, are additional resources required? If so, estimate costs in Financial section.</li> </ul>	<p>No, this can't be funded through Leisure budgets.</p> <p>The project will result in an 'asset' which will require periodic maintenance which may require the use of external contractors or the purchase of additional equipment. However, 'special' or additional maintenance will be avoided where possible.</p>
<b>Staffing:</b> <ul style="list-style-type: none"> <li>Can this be delivered through existing staffing resources?</li> <li>Or, are additional resources required? If so, estimate costs in Financial section.</li> <li>Is additional training required?</li> </ul>	<p>The initial design and species selection will be external resource to ensure the design maximises the carbon sequestration and biodiversity for the long term.</p> <p>It is envisaged that the installation and future maintenance can be delivered through existing Streetscene resources.</p> <p>Additional training can be sourced if necessary.</p>
<b>Communication:</b>	Will be key to establish initial 'buy in' from residents and to establish ongoing support for the development of additional site across the district.

## 5. Conclusions

<b>Recommendation of how to proceed: (Progress; Do not Progress; Investigate Further)</b>	Allocate £10,000 to undertake a feasibility study to fully understand the opportunities and risks associated with this project focusing on a number of pilot sites.
<b>What will be delivered and when?</b> Financial outcomes? Environmental Outcomes? Process improvement? Service improvement? <b>Note: Must be measurable</b>	<p>The creation of a number of semi natural grasslands and pictorial meadows on sites around the district, which are currently owned, managed and maintained by Bolsover District Council.</p> <p>As the initial project is a feasibility study, the direct outcomes will be limited. However, if the project is feasible, affordable and supported by Executive, the project would deliver:</p>

	<p>Improved open spaces through the planting of wildflower mixes to create semi natural grasslands and pictorial meadows that will enhance the appearance of sites and improve biodiversity.</p> <p>The project will also help to meet carbon reduction targets through carbon sequestration.</p>
<p><b>Implementation:</b> When could activity commence? How long will it take for benefits to be realised?</p>	<p>The feasibility study can commence once budget has been secured and the feasibility work procured.</p> <p>It is anticipated a feasibility report will be available for consideration in April 2020.</p>
<p><b>Risks:</b> What will be the key risks and mitigation required?</p>	<p>Providing that professional advice is sought and followed, risks will be minimal.</p> <p>Longer term risks (competition from weed species / grass, failure to re-germinate, etc.) can be mitigated by design and adhering to strict maintenance regimes.</p>



# Transformation Programme Project Proposal Form



## 1. Proposal Details

<b>BDC TP Reference</b>	BDC/TP
<b>Project Name</b>	Sign Video (Or equivalent system)
<b>Project Owner / contact details (Sponsor)</b>	Matt Broughton
<b>Project Manager and contact details (if different from above)</b>	Lesley Botham
<b>Proposal</b>	Implement Sign Video in all Contact Centres and web access on staff devices to allow effective communication with deaf residents.
<b>Date Received</b>	12 Dec 2019
<b>Transformation Governance Group Consideration Date</b>	18 Dec 2019
<b>Date Passed to Project Owner</b>	
<b>Date to Complete and Return Form (to <a href="mailto:Transformation@bolsover.gov.uk">Transformation@bolsover.gov.uk</a> )</b>	
<b>Date Completed and Returned by Project Owner</b>	

## 2. Project Owner Considerations Overview:

### *What if we do, what if we don't...*

<b>Political:</b> Is there political will? What policy factors need to be considered from the various perspectives (National, Regional, Local Govt; Partner Agencies)?	None directly. This project contributes to the continued drive to make services accessible to all.
<b>Economic:</b> Are there financial opportunities or barriers to the proposal's delivery? What is the likely saving?	<p>There is likely to be a cost for tablet devices in each of the contact centre, say £2000.</p> <p>Shared set-up costs with NEDDC will be:  Set-up Cost = £495 (One off)  Annual Licence cost = £750  Purchase of 600 mins = £1500</p> <p>These costs are anticipated to be 50% funded by NEDDC therefore,  BDC year one cost = £3,372 (Inc. devices)  Future years = £1,125 (Depending on demand for minutes)</p>
<b>Social:</b> Are there benefits to the local community or sectors (e.g. residents, businesses, staff) or likely to be arising concerns? Will the issue be affected by existing or changing demographics? Is any further consultation required?	Yes, this project allows the deaf, BSL speaking, community to access our services that they may not have been able to access without the assistance of others.

<b>Technological:</b> Are there ICT, logistical or transport solutions or restrictions? Can barriers be overcome?	Minor technical barrier in accessing the internet on devices. This is easily overcome in our contact centres via our network, out in the community it will be reliant on 3G/4G coverage.
<b>Legal:</b> Is the activity required by law? Are there restrictions to what can be achieved? Is Planning Permission or other permissions or licences required?	No restrictions known.
<b>Environmental:</b> Are there internal or external factors which need to be considered such as, weather, climate, geographical position, climate change, pollution, energy efficiency?	None.

### 3. Need and Approach

<b>Is there a clear Justification of Need?</b>	Yes. In line with our equalities policy we are striving to make our services accessible to all and this project allows the Council to be more accessible to the deaf community.
<b>How does the proposal fit with internal/external Strategic Plans (Corporate Plan, Service Plans etc.)?</b>	The project directly aligns to the vision in the Digital Transformation Strategy "To effectively utilise digital technologies to improve customer service whilst improving the efficiency of Council services for the benefit of residents and businesses alike"
<b>Are there another options that require investigation?</b>	Sign Video is one of a few suppliers with similar products/solutions. Other such solutions should be considered

### 4. Resource Requirements

<b>Financial:</b> <ul style="list-style-type: none"> <li>What are the likely costs?</li> <li>Is there a funding requirement for further exploration of idea / feasibility study? Is a business plan required?</li> </ul>	BDC year one cost = £3,372 (Inc. devices) Future years = £1,125 (Depending on demand for minutes)
<b>Assets:</b> <ul style="list-style-type: none"> <li>Can this be delivered through existing physical/capital resources?</li> <li>Or, are additional resources required? If so, estimate costs in Financial section.</li> </ul>	No, new devices needed for contact centres
<b>Staffing:</b> <ul style="list-style-type: none"> <li>Can this be delivered through existing staffing resources?</li> <li>Or, are additional resources required? If so, estimate costs in Financial section.</li> <li>Is additional training required?</li> </ul>	Yes

<b>Communication:</b>	Promotion of the service will be required through all channels along with appropriate signage where Sign Video is available. Without promotion the deaf community won't be aware the service is available to them.
-----------------------	--

## 5. Conclusions

<b>Recommendation of how to proceed: (Progress; Do not Progress; Investigate Further)</b>	Progress to Executive report
<b>What will be delivered and when?</b> Financial outcomes? Environmental Outcomes? Process improvement? Service improvement? <b>Note: Must be measurable</b>	It is difficult to establish demand with the service not being available to the deaf community.  The measure to monitor would be the number of Sign Video minutes used.
<b>Implementation:</b> When could activity commence? How long will it take for benefits to be realised?	Subject to a decision in the early new year, Sign Video live in Contact Centres by April 2020.  Training will be required to staff who visit residents on how to use Sign Video on their phone. This will likely be Spring 2020
<b>Risks:</b> What will be the key risks and mitigation required?	The key risk is little or no demand for the service. We know that we have a deaf community to support in the district. Communication and promotion of the service will be key.



# Digital Transformation Strategy



# Contents

Foreword	3
Introduction and Vision	5-6
Policy Drivers	7-8
Context	9-12
Delivering the Strategy	13-17
Action Plan	18-21



# Foreword

**Customer needs and expectations have changed. Technology capability and availability is exponentially increasing and it is essential that we exceed the evolving demands of customers through the adoption and exploitation of technology.**

Led by the private sector, retail in particular, the expectations of tech-savvy service users has evolved and will shape the future of public sector demand. 94% of UK adults now carry a smart phone (data from Dec. 2018), this is up from 82% in 2005; add to this that fast internet connectivity enables the use of smart phones anywhere, at any time.

The first generation to be completely immersed in digital life from birth, Generation Y, also known as Millennials (Born mid 1980s – mid 1990s), has expectations of local government and the services it provides, that are distinctly different from Generation X (Born mid 1960s –mid 1980s) and the baby boomers that preceded them. Generation Z (mid 1990s to mid 2000s) have never known a world without technology due to being born at a time of fast paced digital growth. Generations Y and Z are the self-service generations 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.

The development of a 'digital first' approach to public services has been championed by central government for a number of years with the formation of the Local Digital Declaration in 2018 which is supported and funded by the Ministry of Housing, Communities and Local Government (MHCLG). Local Digital aims to deliver more user-centred, cost-effective local public services through open, collaborative work. Their mission is to support a national digital movement that brings together everyone required to make local public services excellent for users and tax payers.

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 a site visit further down the line.

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 upcoming events. It also allows us to pre-empt customer contact, providing information to customers in advance of issues arising e.g. text messages to let customers know that their Council Tax bill is due or letting them know when refuse collection has been delayed due to adverse weather conditions.

# The Digital Strategy at a glance:

## Digital Workforce

- All stakeholders have the requisite skills and awareness to deliver digital services.
- Manage multi channels as one.
- Work smarter, reduce carbon footprint, release office space.
- Support adoption of mobile working for staff.
- Digitise internal and outbound mail.
- Review full capability of current software and maximise potential.
- Seek opportunities with service partners for rationalisation and common solutions.
- Stop printing meeting papers.
- Deliver e-training for frequent events (Safeguard).



## Digital Citizens

- Fully responsive website on all devices.
- 'One Stop Portal' for all citizens digital transactions.
- Promote online self help as a primary channel.
- All transactions to be 'digital by default'.
- Review existing online selfserve to ensure intuitive self service.
- Maintain high profile social media presence.
- Cashless contact centres.
- Chequeless council.
- Seamless links to partner services.



## Digital Business

- Provide more open data sets to assist business, developers and third sector.
- Support LEP's and Digital Growth Strategy.



## Digital Inclusion

- To access digital services and provide guidance (eg. security).
- Fully accessible website.
- Support community training.
- Clear and simple digital transactions.
- Help lobby for better rural broadband.
- Democratic engagement.



## Digital Security

- Maintain and develop security best practice.
- Maintain 99% availability levels to ensure service to citizens is not disrupted.



# Digital Strategy





# Introduction and Vision

Digital Connectivity enables customers to access the Council's services when and where they choose, whilst allowing us to deliver in more innovative, effective and efficient ways. Service design and delivery can be data driven in a way that is targeted and to be tailored to the needs of the customer. Electronic access channels can be both time efficient for the customer but perhaps more importantly for the Council, more cost efficient than traditional access channels such as face-to-face and telephone.

The benefits of digital service delivery are described below:

- Enables public sector partners to share information and to deliver joined up services to simplify the customer journey, reducing 'double handling' and breaking down traditional organisation silos.



- Enables customers to access services electronically at any time in any place with internet connectivity.
- Delivers cost efficiencies through online channels. The 2016 LGA 'Engaging Citizens Online' report estimated that on average costs per transaction are face-to-face contact at £8.21, £2.59 for a telephone contact and £0.09 for an online transaction.
- Meets ever increasing expectations of customers, driven by technological advances of large private sector organisations such as retail, banks and utility companies.
- Drives down the demand for physical space and subsequently reduces the cost and carbon emissions of the Council by reducing the physical footprint.





## Transformation Plan

The Council's Transformation Plan, together with other initiatives, will equip Council departments with the skills and tools required to deliver consistent, flexible and efficient public services, responsive to the needs of customers.

The Council wants to ensure that however a customer enquiry is received, their enquiry is dealt with on first contact and they are provided with appropriate updates in relation to any arising actions.

Whilst there is significant opportunity to provide better service delivery through the use of technology, there will always be complex matters or circumstances that require face-to-face or telephone contact. The aim is to reduce demand for the more expensive access channels, utilising that resource to resolve more complex issues within the Contact centre rather than potentially a very expensive site/home visit.

The Council's key digital transformation aims to be achieved by 2021, as set out in the Transformation Plan, are:

- 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.

## Our vision

Our Digital Strategy vision goes beyond how customer access services, it is transforming how we operate as an organisation. The vision is to:

***“To effectively utilise digital technologies to improve customer service whilst improving the efficiency of Council services for the benefit of residents and businesses alike”***



# Policy Drivers

## Government Digital Strategy - Nov 2012

The initial Digital Strategy which coined the phrase 'digital by default'. The vision is to design digital services that are so straightforward and convenient that all those who can use them will choose to do so whilst those who can't are not excluded.

The strategy estimates that moving government services from offline to digital channels will save between £1.7 and £1.8 billion a year.



## Government Transformation Strategy - 2016

Building on the 2012 Digital Strategy, the next stage of digitally-enabled transformation has three broad components, which together form the scope the strategy:

- Transforming whole citizen-facing services - to continue to improve the experience for citizens, businesses and users within the public sector.
- Full department transformation - affecting complete organisations to deliver policy objectives in a flexible way, improve citizen service across channels and improve efficiency.
- Internal government transformation, which might not directly change policy outcomes or citizen-facing services but which is vital if government is to collaborate better and deliver digitally-enabled change more effectively.

## Government Transformation Strategy 2017 to 2020

The strategy sets out how the government will use digital to transform the relationship between the citizen and state.

## Local Digital Declaration

The Council has signed up to the Local Digital Declaration, a joint endeavour initiated by the UK Ministry for Housing, Communities and Local Government (MHCLG) and the Government Digital Service (GDS).

The declaration affirms our collective ambition for local public services in the internet age, and our commitments to realising it. It commits us working on a new scale to:

- Design services that best meet the needs of citizens.
- Challenge the technology market to offer the flexible tools and services we need.
- Protect citizens' privacy and security.
- Deliver better value for money.

## The Corporate Plan 2015 – 2019

Unlocking our growth potential.

Providing our customers with excellent service.

Supporting our communities to be healthier, safer, cleaner and greener.

Transform our organisation.

## Transformation Plan

With a vision of 'A self-sustaining Council, delivering excellent services to the community, when and how they want them' the Transformation Plan outlines how the Council will pursue transformation and its aims broken down into five main transformation themes of:

- Service Transformation
- Transforming Finance
- Digital Transformation
- Organisational Transformation
- Transforming Our Environment





# Context

In recent years, the Council has made good progress in embracing the digital agenda which has seen the introduction of more flexible working, online channels such as chat and self-service and investment in telephony and contact centre software. A range of services have been successfully moved online, with positive customer feedback.

The use of Digital Services and the internet is growing and shows no sign of decline at this time.

**89%**



**89% of adults in Great Britain used the internet at least weekly in 2018, up from 88% in 2017 and 51% in 2006.**



**250+ online transactions per month**

**48%**



**The proportion of adults aged 65 years and over who shop online trebled since 2008, rising from 16% to 48% in 2018.**



**1million website visits**



**9 out of 10 households have internet access.**



**2000+ online accounts created**



**78% of adults use mobile phones or smartphones to access the internet.**



## The Opportunity

We are living in a technological revolution. Our customers already receive high quality digital services from other organisations and they rightly expect the same quality of services from us as well. Delivering on the digital expectations of our customers requires a transformation in how the Council works, especially how front line services are delivered and back office reporting is managed.

Understanding how digital usage is evolving around us highlights the opportunities that digital transformation offers the Council in both reducing operating costs and improving customer service.

## Customer Research

In early 2019 the Council took part in a collaborative project along with 9 other local authorities, funded by Local Digital which looked into the potential uses of technology to improve services for customers. The project looked into four local authority functions (Planning, Waste & Recycling, Revenues & Benefits and Highways).

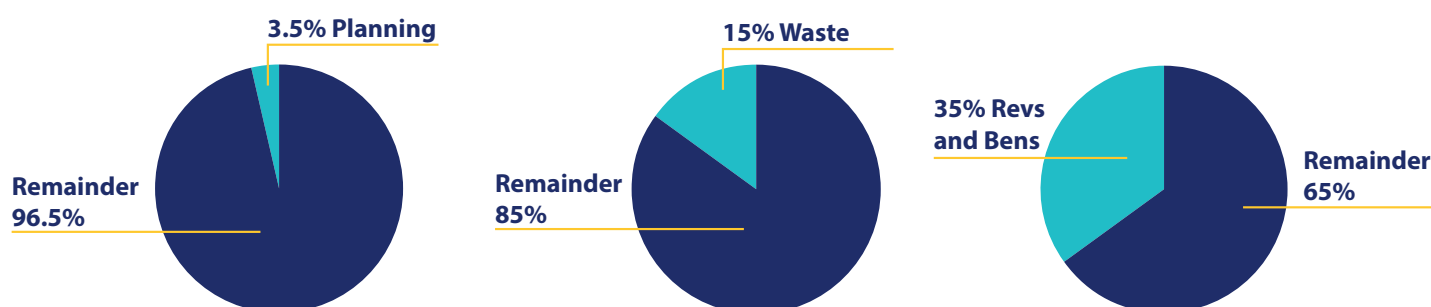
The project concluded that there was a definite need (across all 10 authorities) to provide better online access to customers and there was an expectation from customers of all age groups that they should be able to find information and carry out basic transactions online.

- Most of the tasks were simple information or service requests - all users who called the Council said that the calls were dealt with quickly and easily.
- 99% of Waste and Recycling calls can be handled by a first line operative.
- Waste & Recycling makes up a significant proportion of inbound calls (14.5%).
- Cost of provisioning inbound Waste and Recycling calls across the four Councils (Bolsover District, Doncaster, North East Derbyshire and Rotherham Metropolitan Borough Councils) in that research area is more than £1.1m annually
- The majority of users defaulted to mobile use - a reflection of the simplicity of task at hand.
- All users had difficult web experiences on the Council website - resulting in going back to Google for a better search functionality or calling the Council directly.
- All users voiced a preference to self-serve where possible - if this is not possible, or if it is difficult, they would not hesitate to call.
- These are paying customers - but they can't switch if they have a bad or unsatisfactory service. If their issue is not resolved, they usually have to adopt inconvenient alternative solutions.
- Users would like to self-serve, but not all Councils have a full range of Waste & Recycling services available online (e.g. Missed Bins).
- Pre-empting customer needs (e.g. proactively informing them if a bin collection wasn't possible) is an obvious way to reduce the need for users to make contact.
- Text messaging was preferable to email in most cases.
- More complex enquiries (e.g. Planning) still require direct communication with service areas.
- Social media and websites were the main go-to areas for information.
- Pre-empting customer contact and contacting them by text, email etc is welcomed.

### The key recommendations to meeting these expectations were:

- Internal structures reflected on customer-facing services.
- CRM Integration wherever possible.
- More transactions need to be made available online, including payments.
- Paperlessness – to enable effective digital services.
- Good control of changes to information that can be reflected across all Council systems.
- Clear contact strategy if self-service isn't sufficient.
- More/better information needed on websites.
- Efficient search engine optimisation for websites.
- Easy internal search experiences on websites.
- Clear website information architecture.
- No user experience dead ends.
- Quick links to human assistance for specialist service areas.
- Relevant labels and taxonomy – avoid jargon.
- Effective data tracking and analytics.

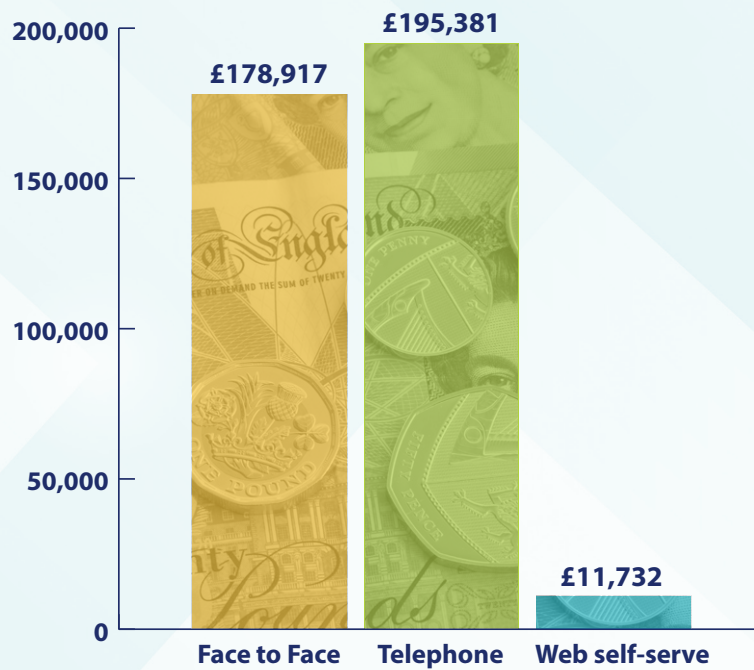
### Share of call centre volumes:



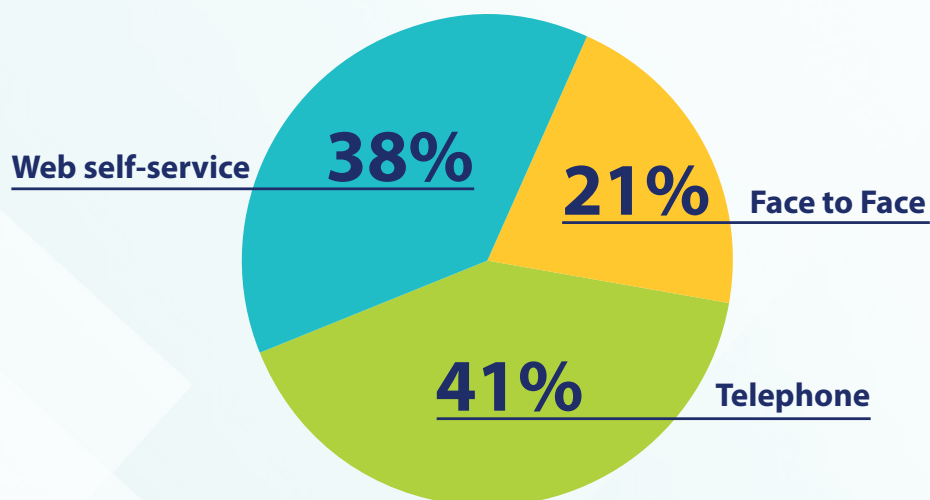
### Call Centres ability to handle:



## Cost of providing those channels (across the four authorities):



## Methods of contact to authority (for waste and recycling enquiries):





# Delivering the Strategy

The digital strategy consists of five key themes:

## Digital Workforce:

The Government's digital strategy predicts that within 20 years 90% of all jobs will require digital skills and we need to ensure that we support staff to cultivate an environment of digital self-confidence and capability.

In order to build our digital capability and create a digital workforce we will build a culture that embeds digital ways of working at all levels of our organisation. Each staff member will be encouraged to work flexibly and provided with devices and technology to support agile service delivery. An agile workforce can not only bring service improvements but allow rationalisation of buildings and back office functions and increase productivity through new ways of working.

Digital transformation and the opportunities it provides will become a key consideration in service planning and policy development across the Council and all services will actively identify opportunities to implement digital technology as part of the service planning process.

### Aims for 2023:

- To provide training on digital skills and agile.
- To provide all staff and members with a choice of corporate devices to best enable flexible/agile working.
- That digital transformation targets to be 'as standard' in all service plans.



## Digital Citizens:

The Council has a track record of channel shift and introduction of new digital channels such as online 'Self Service' and online chat, delivered through previous transformation initiatives.

We currently (October 2019) offer over 50 services online via e-forms and self-service with over 2700 online transactions taking place annually. We have an established 'Self Service' portal offering customers the opportunity to report issues online and set up accounts to manage their own data.

We have all the building blocks in place, now the challenge is to 'scale up' our digital offer ensuring the all services are accessible online and work with customers to demonstrate and promote digital channels.

The Council will move to a principle of 'Digital by Default' across all services. Delivering services through the channels that customers and businesses want to use and are most appropriate to their enquiry. We aim to increase



the number of services made available online and as a result, see a significant increase in the number of online transactions taking place. Digital channels will be promoted as the primary access channel, not only to reduce more costly access channels but also reduce more costly payment options such as cheques and cash.



The customers understanding of a three tier local authority structure is understandably limited. We should provide digital and self service channels with access to 'Council' services, irrespective of which tier of Council delivers them. At the very least there should be seamless online links to the most common

enquiries on partner websites such as gritting, bus stops, street lights, etc. Our digital service design should be based upon accessing 'Council' services in the widest sense.

#### **Aims for 2023:**

- That annual digital transactions to be 50% of total transactions.
- To establish digital access channels for all service areas.
- Reduce the need for cash and cheque payments by offering and promoting a wider range of payment methods.
- Provide seamless online redirection to town, parish and county services.
- Undertake a digital review of each service area and agree an action plan.
- Develop a seamless multi-channel system that enables customers and staff to track customer transactions regardless of how they were submitted.
- Through the planning function, strive for all new build residential developments to be equipped with full fibre digital connections.

## **Customer contact methods with the Council:**

Access Channel	Current Percentage	Aims for 2023
Online	5%	50%
eMail	10%	5%
Telephone	73%	40%
Face To Face	12%	5%

## Digital Inclusion

Digital inclusion is about having the right access, skills, motivation and trust to confidently go online. We can invest in world class technologies to ensure we have the best digital access channels in the county but without ensuring our communities have the skills and ability to access the services, then they will never be fully utilised.

Accessibility is important when considering digital inclusion, particularly for residents with disabilities. Implemented correctly digital inclusion also means making accessing services easier, for everyone. Users of online services should be able to use their existing devices and software to access the services we provide. We are continually working towards ensuring that our websites and online services are fully accessible and built to meet public sector accessibility standards and best practice. This process includes a regular review of the accessibility of our websites to ensure they remain accessible to all and to identify potential improvements.



Digital inclusion is not only important for accessing Council digital services. The reality that faces our customers is that more and more services such as banking, estate agents, travel agents and post offices are disappearing from the high street. In addition, many job vacancies and application processes required digital skills to find the position and apply. The Council's role is to provide community infrastructure, allowing access to devices and internet connectivity, along with the opportunity to learn new skills, to support the community in the transition to digital service users.

### Aims for 2023:

- Provide access to digital services in all of the Council's public buildings.
- Train staff to 'digitally assist' customers who lack confidence and skills to access digital services.
- Always ensure that there is an alternative to digital access in the Council's contact centre.
- Encourage more people to try digital services by providing friendly advice and assistance to customers.
- Lobby for investment in areas without residential digital infrastructure.
- Continually review the accessibility of online services and meet required standards and best practice.
- Deliver digital confidence building sessions in the community.



## Digital Business

Ofcom's report 'The economic impact of broadband: evidence from OECD countries – April 2018' concludes that investment in broadband has had a positive impact on economic growth, increasing UK GDP by 0.37% pa from 2002 to 2016 (a cumulative increase of 5.3% over the period). Investments in coverage, speed and take-up are each proven to increase economic growth. The report establishes a basis for how broadband has impacted on the UK economy and supports a strategy of continuing to encourage broadband investment, improving coverage and speed, and increasing take-up.

The benefits to businesses of having good digital infrastructure and connectivity are:

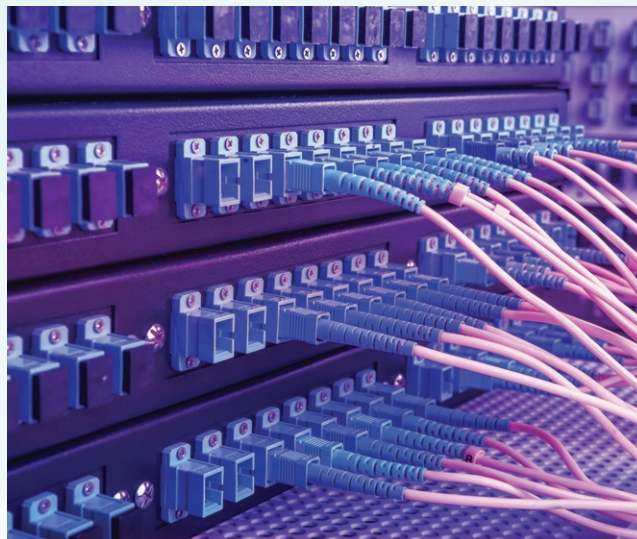
- Access to, and use of, products, services and resources that are increasingly digitally enabled.
- Increased efficiency and effectiveness, increasing productivity and reducing costs.
- Growth of existing markets and entry to new global markets.
- Innovation and the creation of new products and services.
- Workstyles that attract skilled employees.

As a District Council the role in delivering key infrastructure to business is direct communication with business to fully understand local issues and lobbying and influencing strategic partners to secure investment where it is required.

Key Strategic Partners are:

**Digital Derbyshire** - Digital Derbyshire is a £34 million partnership led by Derbyshire County Council and BT, and is supported by the Government, D2N2 Local Enterprise Partnership and the European Regional Development Fund.

[www.digitalderbyshire.org.uk](http://www.digitalderbyshire.org.uk)



**D2N2 LEP** – The Local Economic Partnership (LEP), amongst other things, runs The Digital Growth Programme which is a £7.25 million project, part-funded by the European Regional Development Fund (ERDF), which provides dedicated support to enterprises located in Derby, Derbyshire, Nottingham and Nottinghamshire.

[www.d2n2lep.org](http://www.d2n2lep.org)

**East Midlands Chamber** – Offers direct support to businesses on a range of issues but specifically on digital they offer an array of awareness-raising seminars, strategic action-planning workshops and conferences available for SME all designed to help enterprises embrace new technology, learn about new software and gain digital skills.

[www.emc-dnl.co.uk](http://www.emc-dnl.co.uk)

In addition to digital infrastructure, the Council and its partners have access to a wealth of data which would support the strategic decision making of businesses in our area, enabling growth and investment. Providing businesses with easy access or links to the most relevant data on matters such as skills, flooding, land ownership, contamination, historic buildings, employment statistics, etc will support our businesses but in addition should reduce the number of enquiries and Freedom of Information Requests.

### Aims for 2023:

- Understand the digital infrastructure investment needs of our business community to support future growth and develop an action plan.
- Ensure business interests of our business community are understood by strategic partners and feature in forward planning.
- Publish more data online which is easily accessible to businesses to support their strategic decision making.

## Digital Security

Digital transformation and the integration of technology presents huge opportunity to improve how the Council operates but it doesn't come without risk. From ransomware attacks on the NHS, to cyber-attacks on parliamentary email accounts, we need to be aware and vigilant against cyber-attacks and the results of poor digital security. In this digital era, it's critical that cyber-security is understood and remains of high priority.

The reputational and financial damage caused by data breaches is considerable but understood. We should also consider that it is a

barrier to some customers channel shifting too. Through publicity of scams and online safety campaigns, customers are more frequently becoming concerned about being hacked, in particular loss of personal data and payment details.

For our business customers, the risks could be even greater. They may be concerned about the loss of intellectual property, confidential designs, security details, all of which could be worth vast sums of money to a competitor or held ransom by cyber-attackers.

We need to reassure customers that we work to the highest standards and regard cyber-security as a high priority, giving our customers the confidence to use our digital services with confidence.

### Aims for 2023:

- Ensure staff and members are aware and up to date on cyber-security risks.
- Invest in training of key staff and security infrastructure.
- Obtain and maintain PSN Compliance, or any successor.
- Review and obtain 'accreditation' which can be promoted to customers.







# Action Plan

The following is a high level list of actions or projects that link with the delivery of the digital strategy. The list isn't exhaustive and will continue to evolve through the Transformation Programme. Time frames are indicative and subject to change due to resource and priority.

The delivery of each action will be a balanced decision based upon the merits and risks. We should avoid investment in digital projects which don't add value to our services/community, improve efficiency or reduce cost.

## Action

### General

D1	Ongoing redevelopment of the Council website and online services to improve improve information and access to service and to ensure they are multi-device compatible and accessible to all.
D2	Roll out of video calling solution to staff and members.
D3	Continually develop the digital customer services platform(s)
D4	Introduce systems, integrated with the digital customer service platform to facilitate electronic methods of communication.
D5	Email subscriptions for Council news.
D6	Digital notifications for updates to Council services (email, text, etc).
D7	Continue the move to 'paper light' with the exploitation of functionality of existing systems and through new ways of working.
D8	Online consultations, surveys and engagement as the norm.
D9	Reduce print outputs through a move to automated responses, improved web information, introduction of customer portal and other digital methods.
D10	Create and maintain Digital Inclusion plans addressing the key barriers to take-up.
D11	Continually review digital KPI's to measure service performance against digital strategy objectives.
D12	Refresh the procurement guidelines with a view to procuring the right digital systems.

## Action

D13	Maintain and update our privacy policies and data sharing agreements to facilitate the sharing of information between departments and possibly partners.
D14	Maximise insight from the data we hold and publish in an easily accessible format where appropriate.
D15	Implement electronic payment software that is fully compliant with the banks' Payment Card Initiative (PCI).
D16	Explore the use of AI, and voice activated services.
D17	Digitise or otherwise deal with paper files to reduce storage requirements.

## Revenues and Benefits

D18	Purchase and implementation of additional Capita/Civica digital modules including online forms and automation processes.
D19	Link online service requests and transactions to corporate digital customer service platform.

## Communications

D20	Explore potential for e-newsletters and video content to replace or compliment Local magazine.
D21	Campaign to promote Self Service.
D22	Promotional campaign to increase the take up of e-billing and e-notification for benefits.

## Planning

D23	Programme of work to increase the proportion of applications submitted electronically.
D24	Explore options for electronic notification of nearby planning application consultation.
D25	Transfer existing processes for service to new corporate Self Service platform..
D26	Review how 'all new build residential developments to be equipped with full fibre digital connections' can best be secured through planning.

## Finance

D27	Ensure all software, ATP lines, etc are updated and supported.
-----	--

## Policy & Performance

D28	Set challenging corporate 'channel shift' and digital targets.
D29	Identification of opportunities to implement digital technology as part of the service planning process.
D30	Implement improved complaints handling system.
D31	Implement an improved FOI handling system.
D32	Make more information easily accessible online to reduce FOI requests.

## Action

### Democratic Services and Governance

- |     |   |
|-----|---|
| D33 | Implement Modern.gov and Webreg to reduce printing and maximise digital 'self-service'. |
| D34 | Explore webcasting options for Council meetings including the potential to use YouTube. |

### Customer Services

- |     |   |
|-----|---|
| D35 | Continue to develop web chat across the Council, where appropriate.   |
| D36 | Trial the use of bots for simple web enquiries.   |
| D37 | Upgrade current telephony to 'Multi Channel System', streamline contact monitoring and reporting performance / channel shift. |
| D38 | Development of Real-Time customer satisfaction on all channels.   |
| D39 | Contactless payment devices (PCI DSS).  |

### Streetscene

- |     |  |
|-----|--|
| D40 | Improve the provision of customer report tracking to keep customers informed of progress with reports. |
| D41 | Implementation of workforce tracking.  |
| D42 | Project to enable street cleansing data to be presented publically on the Councils website.            |
| D43 | Introduce targeted outbound messages and reminders to reduce the number of missed bin reports.         |
| D44 | Introduction of online customer accounts.  |

### HR

- |     |   |
|-----|---|
| D45 | Build the digital skills of our workforce and Councillors.                      |
| D46 | Embed the need for digital skills in to all job roles.                          |
| D47 | Build a recruitment mini site.  |
| D48 | Electronic New Starter Pack.  |
| D49 | Provide a service to enable internal communication with non-office based staff. |

### Environmental Health

- |     |   |
|-----|---|
| D50 | Develop fully online service requests, integrating into Idox Uniform. |
|-----|---|

### Partnership Team

- |     |  |
|-----|--|
| D51 | Work with Partners to deliver Digital Skills training for the community. |
|-----|--|

## Action

### Economic Development

D52	Engage with businesses and other service areas to ensure services they access (Commercial Waste, Licencing, Planning, NNDR, etc) are designed to meet/exceed expectation.
D53	Regularly consult with businesses to see what digital technologies they are using and if we can match their connectivity.
D54	Develop an action plan for digital infrastructure investment to support future growth of businesses.
D55	Explore a range of technologies to enhance experience and support town centres, such as: <ul style="list-style-type: none"><li>• Town Wi-Fi.</li><li>• Electric vehicular charging points.</li><li>• Install technologies to improve town centre 'management' (CCTV, congestion and parking, environmental quality).</li></ul>

### Leisure

D56	Ensure all bookings, payments and programme enquiries are available online.
-----	---



**Bolsover District Council**

**Customer Service & Transformation Scrutiny Committee**

**3<sup>rd</sup> February 2019**

<b>Scrutiny Committee Work Programme 2019/20</b>
--

**Report of the Scrutiny & Elections Officer**

This report is public

**Purpose of the Report**

- To provide members of the Scrutiny Committee with an overview of the meeting programme of the Committee for 2019/20.

**1 Report Details**

- 1.1 The main purpose of the report is to inform members of the meeting programme for the year 2019/20 and planned agenda items (Appendix 1).
- 1.2 This programme may be subject to change should additional reports/presentations be required, or if items need to be re-arranged for alternative dates.
- 1.3 Review Scopes will be submitted agreed within Informal Session in advance of the designated meeting for Member approval to ensure that there is sufficient time to gather the information required by Members and to enable forward planning of questions.
- 1.4 Members may raise queries about the programme at the meeting or at any time with the Scrutiny & Elections Officer should they have any queries regarding future meetings.

**2 Conclusions and Reasons for Recommendation**

- 2.1 This report sets the formal Committee Work Programme for 2019/20 and the issues identified for review.
- 2.2 The Scrutiny Programme enables challenge to service delivery both internally and externally across all the Corporate Plan Ambitions.
- 2.3 Part 3.6(2) of the Council's Constitution requires each Scrutiny Committee to set an annual work plan.
- 2.4 Committee is required to formally approve review scopes in advance of commencing a review.

### **3 Consultation and Equality Impact**

- 3.1 All Scrutiny Committees are committed to equality and diversity in undertaking their statutory responsibilities and ensure equalities are considered as part of all Reviews. The selection criteria when submitting a topic, specifically asks members to identify where the topic suggested affects particular population groups or geographies.
- 3.2 The Council has a statutory duty under s.149 Equality Act 2010 to have due regard to the need to advance equality of opportunity and to eliminate discrimination.
- 3.3 As part of the scoping of Reviews, consideration is given to any consultation that could support the evidence gathering process.

### **4 Alternative Options and Reasons for Rejection**

- 4.1 There is no option to reject the report as Part 3.6(2) of the Council's Constitution requires each Scrutiny Committee to set an annual work plan.

### **5 Implications**

#### **5.1 Finance and Risk Implications**

- 5.1.1 None from this report.

#### **5.2 Legal Implications including Data Protection**

- 5.2.1 In carrying out scrutiny reviews the Council is exercising its scrutiny powers as laid out in s.21 of the Local Government Act 2000 and subsequent legislation which added to/amended these powers e.g. the Local Government and Public Involvement in Health Act 2007.

#### **5.3 Human Resources Implications**

- 5.3.1 None from this report.

### **6 Recommendations**

- 6.1 That Members note this report and the Programme attached at Appendix 1. All Members are advised to contact the Scrutiny & Elections Officer should they have any queries regarding future meetings.

## 7 Decision Information

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <i>BDC: Revenue - £75,000</i> <input type="checkbox"/> <i>Capital - £150,000</i> <input type="checkbox"/> <i>NEDDC: Revenue - £100,000</i> <input type="checkbox"/> <i>Capital - £250,000</i> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>Has the relevant Portfolio Holder been informed</b>	N/A
<b>District Wards Affected</b>	N/A
<b>Links to Corporate Plan priorities or Policy Framework</b>	All

## 8 Document Information

Appendix No	Title
1.	Work Programme 2019/20
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Previous versions of the Committee Work Programme.	
Report Author	Contact Number
Joanne Wilson, Scrutiny & Elections Officer	2385

Report Reference –

**Customer Service and Transformation Scrutiny Committee**

**Work Programme 2019/20**

**Vision: To enhance and improve the wealth profile, well-being and quality of life for the communities of Bolsover District**

**Corporate Aims: Providing our Customers with Excellent Service  
: Transforming our Organisation**

**Formal Items – Report Key**

Performance Review	Policy Development	Policy/Strategy/ Programme Monitoring	Review Work	Call-In/Review of Executive Decisions	Petition

96

Date of Meeting	Items for Agenda		Lead Officer
17 <sup>th</sup> June 2019	Part A – Formal	• Post-Scrutiny Monitoring: Review of Disability Adaptations to Council Properties – Final Report	Chair/Scrutiny & Elections Officer
		• Corporate Plan Targets Performance Update – January to March 2019 (Q4 – 2018/19)	Information, Engagement and Performance Manager
		• Agreement of Work Programme 2019/20	Scrutiny & Elections Officer
	Part B – Informal	• CANCELLED	Scrutiny & Elections Officer
15 <sup>th</sup> July 2019	Part A – Formal	• Post-Scrutiny Monitoring: Review of The Strategic Alliance – Final Report	Chair/Scrutiny & Elections Officer
		• Work Programme 2019/20	Scrutiny & Elections Officer
	Part B – Informal	• Review Work – Officer Briefing to support Scoping of Review; Agreement of Scope	Scrutiny & Elections Officer
1 <sup>st</sup> August 2019	Part B – Informal	• Review Work – Briefing and discussion on revision of Housing Allocations Policy	Strategic Housing and BDC Housing Officers/ Scrutiny & Elections Officer

Date of Meeting	Items for Agenda		Lead Officer
<b>9<sup>th</sup> September 2019</b> <b>*Note revised date</b> <b>10am at The Arc, Clowne</b>  <b>Commencing 1:30pm at Bainbridge Hall, Bolsover</b>	<b>Part A – Formal</b>	<ul style="list-style-type: none"> <li>Customer Service Standards and Compliments, Comments and Complaints Annual Report 2018/19</li> </ul>	Customer Standards and Complaints Officer
		<ul style="list-style-type: none"> <li>LG&amp;SCO and Housing Ombudsman Annual Report 2018/19</li> </ul>	Customer Standards and Complaints Officer
		<ul style="list-style-type: none"> <li>Corporate Plan Targets Performance Update – April to June 2019 (Q1 – 2019/20)</li> </ul>	Information, Engagement and Performance Manager
		<ul style="list-style-type: none"> <li>Update Briefing on Transformation Plan and submissions to Transformation Governance Group</li> </ul>	Joint Strategic Director – People/ Joint Head of Partnerships & Transformation
		<ul style="list-style-type: none"> <li>Post-Scrutiny Monitoring: Review of Standards Committee – Operational Review – Interim Report</li> </ul>	Chair/Scrutiny & Elections Officer
		<ul style="list-style-type: none"> <li>Post-Scrutiny Monitoring: Review of Delivery of Environmental Health &amp; Licensing – Interim Report</li> </ul>	Chair/Scrutiny & Elections Officer
		<ul style="list-style-type: none"> <li>Work Programme 2019/20 – Formal Agreement of Scope</li> </ul>	Scrutiny & Elections Officer
	<b>Part B – Informal</b>	<ul style="list-style-type: none"> <li>Review Work – New Bolsover Model Village (site visit and background discussion); Agreement of Review Scope</li> </ul>	Scrutiny & Elections Officer
<b>23<sup>rd</sup> September 2019</b>	<b>Part B – Informal</b>	<ul style="list-style-type: none"> <li>Review Work – Site visit to Doe Lea offices and discussion on revision of Housing Allocations Policy</li> <li>Review Work – Agreement of Draft Scope for New Bolsover review</li> </ul>	Strategic Housing and BDC Housing Officers/ Scrutiny & Elections Officer
<b>7<sup>th</sup> October 2019</b>	<b>Part A – Formal</b>	<ul style="list-style-type: none"> <li>Redevelopment of BDC Website – Implementation of Public Sector Bodies (websites and mobile applications) (No.2) Accessibility Regulations 2018</li> </ul>	Communications, Marketing and Design Manager
		<ul style="list-style-type: none"> <li>Post-Scrutiny Monitoring: Review of The Strategic Alliance – Follow-up Report</li> </ul>	Joint Chief Executive/ Joint Strategic Director – People
		<ul style="list-style-type: none"> <li>Work Programme 2019/20 – Formal Agreement of Scope</li> </ul>	Scrutiny & Elections Officer
	<b>Part B – Informal</b>	<ul style="list-style-type: none"> <li>Review Work – Review of progress to date and next steps</li> </ul>	Scrutiny & Elections Officer
<b>21<sup>st</sup> October 209</b>	<b>Part B – Informal</b>	<ul style="list-style-type: none"> <li>Review work – Meeting with Friends of New Bolsover</li> </ul>	Scrutiny & Elections Officer

Date of Meeting	Items for Agenda		Lead Officer
<b>4<sup>th</sup> November 2019</b>	<b>Part A – Formal</b>	• Corporate Plan Targets Performance Update – July to September 2019 (Q2 – 2019/20)	Information, Engagement and Performance Manager
		• Rent Arrears Policy and Procedure – Consultation	Contentious Team Manager
		• Work Programme 2019/20	Scrutiny & Elections Officer
	<b>Part B – Informal</b>	• Review Work	Scrutiny & Elections Officer
<b>2<sup>nd</sup> December 2019</b>	<b>Part A – Formal</b>	• Customer Service Standards and Compliments, Comments and Complaints Report 2019/20 – 1 <sup>st</sup> April 2019 to 30 <sup>th</sup> September 2019	Customer Standards and Complaints Officer
		• Development of new performance framework to support the vision for 2019-2023	Joint Strategic Director – Place/ Information, Engagement and Performance Manager
		• Housing Allocations Policy consultation and progress update	Housing Needs Manager/Strategic Housing
		• Submissions to Transformation Governance Group	Joint Strategic Director – People/ Joint Head of Partnerships & Transformation
		• Work Programme 2019/20	Scrutiny & Elections Officer
	<b>Part B – Informal</b>	• Review Work - Summary of Findings/Recommendations: Review of Re-letting of Council Properties	Scrutiny & Elections Officer
		• Review Work – Review of New Bolsover New Beginnings – Evaluating the Customer Experience	Scrutiny & Elections Officer
<b>3<sup>rd</sup> February 2020</b>	<b>Part A – Formal</b>	• Post-Scrutiny Monitoring: Review of Delivery of Environmental Health & Licensing – Progress Update	Joint Strategic Director – Place Interim Head of Environmental Health Chair/Scrutiny & Elections Officer
		• Corporate Plan Targets Performance Update – October to December 2019 (Q3 – 2019/20)	Information, Engagement and Performance Manager
		• Development of new performance framework to support the vision for 2019-2023	Joint Strategic Director – Place/ Information, Engagement and Performance Manager
		• Work Programme 2019/20	Scrutiny & Elections Officer

Date of Meeting	Items for Agenda		Lead Officer
66	Part B – Informal	• Review Work – Review of Re-letting of Council Properties	Scrutiny & Elections Officer
		• Review Work – Review of New Bolsover New Beginnings – Evaluating the Customer Experience	Scrutiny & Elections Officer
	Part A – Formal	• Submissions to Transformation Governance Group	Joint Strategic Director – People/ Joint Head of Partnerships & Transformation
		• Post-Scrutiny Monitoring: Review of Standards Committee – Operational Review – Final Report	Chair/Scrutiny & Elections Officer
		• Post-Scrutiny Monitoring: Review of Delivery of Environmental Health & Licensing – Final Report	Chair/Scrutiny & Elections Officer
		• Review work – Approval of Final Report: Review of Re-letting of Council Properties (Provisional)	Scrutiny & Elections Officer
		• Review work – Approval of Final Report: Review of New Bolsover New Beginnings – Evaluating the Customer Experience (Provisional)	Scrutiny & Elections Officer
		• Work Programme 2019/20	Scrutiny & Elections Officer
	Part B – Informal	• Review Work	Scrutiny & Elections Officer
	Part A – Formal	• Corporate Plan Targets Performance Update – January to March 2020 (Q4 – 2019/20)	Information, Engagement and Performance Manager
		• Review work – Executive Response: Review of Re-letting of Council Properties (Provisional)	Chair/Scrutiny & Elections Officer
		• Review work – Executive Response: Review of New Bolsover New Beginnings – Evaluating the Customer Experience (Provisional)	Chair/Scrutiny & Elections Officer
		• Work Programme 2019/20	Scrutiny & Elections Officer
11 <sup>th</sup> May 2020	Part B – Informal	• Review Work	Scrutiny & Elections Officer

## Agenda Item 11

By virtue of paragraph(s) 1, 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted