



The Arc  
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To: Chair & Members of the Healthy Safe Clean  
& Green Communities Scrutiny Committee

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Thursday, 30 January 2020

Dear Councillor

**HEALTHY SAFE CLEAN & GREEN COMMUNITIES SCRUTINY COMMITTEE**

You are hereby summoned to attend a meeting of the Healthy Safe Clean & Green Communities Scrutiny Committee of the Bolsover District Council to be held in the Council Chamber, The Arc, Clowne on Friday, 7th February, 2020 at 10:00 hours.

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

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**

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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.

**HEALTHY SAFE CLEAN & GREEN COMMUNITIES SCRUTINY COMMITTEE**  
**AGENDA**  
**Friday, 7th February, 2020 at 10:00 hours in the Council Chamber, The Arc, Clowne**

<b>Item No.</b>	<b><u>PART A - FORMAL</u></b>	<b>Page No.(s)</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</b>  To consider the minutes of the last meeting held on 15 <sup>th</sup> November 2019.	3 - 14
5.	<b>List of Key Decisions and Items to be Considered in Private Document</b> <i>(Members should contact the officer whose name appears on the List of Key Decisions for any further information. <b>NB:</b> 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>	15 - 20
6.	<b>Corporate Plan Targets Performance Update - October to December 2019 - (Quarter 3 - 2019/20)</b>	21 - 27
7.	<b>Development of New Performance Framework to support the vision for 2019 to 2023</b>	28 - 55
8.	<b>Work Programme 2019/20</b>	56 - 62
	<b><u>PART B - INFORMAL</u></b>	
9.	<b>Review Work.</b>	
10.	<b>Annual Review of Community Safety Partnership.</b>	

## Agenda Item 4

### HEALTHY SAFE CLEAN AND GREEN COMMUNITIES SCRUTINY COMMITTEE

Minutes of a meeting of the Healthy, Safe, Clean and Green Communities Scrutiny Committee of the Bolsover District Council held in the Council Chamber, The Arc, Clowne on Friday 15<sup>th</sup> November 2019 at 1000 hours.

Members:-

Councillor David Downes in the Chair

Councillors Anne Clarke, Evonne Parkin, Dan Salt and Janet Tait.

Officers:- Pam Brown (Partnership Strategy and Policy Manager) (to minute 0427), Laura Khella (Consultant Programme Manager) (to minute 0427), Piotr Danek (Building Resilience Project Manager) (to minute 0427), Amar Bashir (Improvement Officer) (to minute 0430), Kath Drury (Information, Performance and Engagement Manager) (to minute 0429), Steve Brunt (Joint Head of Streetscene) (to minute 0430), Tommy Rush (Environmental Health Enforcement Team Leader) (to minute 0430), Matt Finn (Environmental Health Manager) (to minute 0430), Joanne Wilson (Scrutiny & Elections Officer) and Tom Scott (Governance Officer).

Also in attendance at the meeting was Councillor Deborah Watson (Portfolio Holder – Streetscene and Environmental Health) (attended for minute number 0429).

#### **0421. APOLOGIES FOR ABSENCE**

Apologies for absence were received on behalf of Councillors Nick Clarke, Pat Cooper, Natalie Hoy, Tom Munro and Ross Walker.

#### **0422. URGENT ITEMS OF BUSINESS**

There were no urgent items of business to consider.

#### **0423. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **0424. MINUTES OF A MEETING HELD ON 18TH OCTOBER 2019**

Moved by Councillor Janet Tait and seconded by Councillor Anne Clarke.

**RESOLVED** that the Minutes of a Healthy, Safe, Clean and Green Communities Scrutiny Committee held on 18<sup>th</sup> October 2019 be approved as a correct record.

**0425. LIST OF KEY DECISIONS AND ITEMS TO BE CONSIDERED IN PRIVATE**

Committee considered the 'Key Decisions & Items to be Considered in Private' document.

Moved by Councillor Evonne Parkin and seconded by Councillor Anne Clarke. **RESOLVED** that the List of Key Decisions be noted.

**0426. BRIEFING ON BUILDING RESILIENCE PROGRAMME PHASES 1 AND 2**

Committee received a presentation to brief them on the Building Resilience Programme being undertaken by Bolsover Partnership. The Partnership Strategy & Policy Manager, the Consultant Programme Manager and the Building Resilience Project Manager delivered the presentation.

The presentation explained some of the work carried out already and detailed the next steps for the Programme, divided into 'Phase 1' and 'Phase 2'. Committee was informed of how in 2014/15, an influx of migrants from Europe into the NG20 area increased community tensions in Shirebrook. In response, Bolsover Partnership formed 'Shirebrook Forward NG20', a partnership of a wide range of sectors and services, community groups and key statutory partners. The partnership submitted an application for resources to the Department for Communities and Local Government's Controlling Migration Fund, and were awarded £1.26m to begin the Building Resilience Programme.

The Partnership Strategy and Policy Manager presented the section of the presentation relating to Bolsover Partnership's structure in relation to the Programme. She explained how the Partnership was split up into various bodies, like an Executive Board which ratifies decisions rather than making them, and a Commissioning Group where stakeholders decide what to commission for the coming year.

The Consultant Programme Manager presented the section of the presentation which explained Phase 1 of the Programme.

Phase 1 – Intended Outcomes and Current Position:

Healthy Workforce Programme (DCC and Public Health) – Completed

- Improved wellbeing of employees

Improve Access & Quality of Private Sector Housing (BDC and Environmental Health) – Extended until March 2020

- Reduction in unlicensed HMOs
- Better working relationships in Private Sector Housing

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Market Square Enlivenment (BDC Economic Development) – Extended until March 2020

- Reduced incidents of ASB in the Shirebrook Market Square
- Improved business relationships

Migrant Community Access (Shirebrook Contact Centre) – Extended until March 2020

- Improved access to public services
- Crisis situations are reduced through earlier intervention

A1 & A2 Community Resilience (Shirebrook Academy & Project Team) – Completed

- Increased trust and understanding of communities' diversity
- Improved relations between public services and the community
- EAL GCSE results at or above school average

Additional GP resources (Shires Health Care) – Extended until March 2020

- Improved access to Health Services for both migrants and resident community

Social Norms & UK Laws/Vehicles (Derbyshire Constabulary and BDC Streetscene) – Completed

- Reduction in traffic offences
- Improved awareness of vehicle safety
- Reduction in litter
- Increased pride of place

The Consultant Programme Manager added to these points by explaining that a person had been employed to work within Sports Direct to ensure the wellbeing of its staff. Additional resources had also been allocated to the Shires Health Care and Shirebrook Contact Centre plans because of demand.

The Consultant Programme Manager presented the 'Our Approaches to Sustainability' section of the presentation. This included:

- Securing additional funding
- Measuring impact
- Sharing learning and good practice
- How learning from Phase 1 informed Phase 2 of the programme
- Embedding learning

The Consultant Programme Manager also presented the 'Securing Additional Funding' section of the presentation. This included:

- Funding secured independently by community groups (Community Action Grants, Polish Embassy)

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- BDC Environmental Health secured funding from Rogue Landlords Fund to produce an HMO electronic database to hold all information relating to HMOs and to streamline and enhance our proactive approach to HMO enforcement
- BDC Economic Development secured £324,000 funding from Business Rates Pooling Fund to include more shops in the shop front repair scheme
- £207,361 secured through Phase 2 of the Controlling Migration Fund

Committee was also presented with the 'Measuring Impact' section of the presentation. This included:

- Quantitative data
- Social Return on Investment calculation
- HACT calculator
- Interim Evaluation (Report – October 2018)
- Final Evaluation – in-progress (Report – December 2019)

The Consultant Programme Manager added to this and explained how the quantitative data collected was in areas like number of GP appointments and number of HMOs. She also added that for the two Programme evaluations, the purpose for them was to find out what the outcomes of the Programme for the community had been (Interim), and what the return had been in terms of funds spent and community benefits gained (Final).

The Consultant Programme Manager concluded her part of the presentation with the following section on 'Sharing Learning and Good Practice':

- MHCLG – delivered a workshop at their conference in London in 2017 to share our approach to commissioning and performance management. MHCLG have adopted this approach nationally across the Controlling Migration Fund programme
- Visit from Lord Bourne in December 2017 to understand our approach to tackling issues and areas of best practice
- Rotherham Borough Council – shared delivery approaches and learning with Mahara Haque, co-ordinator of CMF Project - Stronger Communities in February 2018
- Presentations and input from Boston Borough and Nottingham City Councils which helped shape our programme
- Ongoing dialogue/visits with MHCLG to share learning
- Bi-annual reports to MHCLG and wider partners

The Building Resilience Project Manager delivered his part of the presentation, which included describing Phase 2 of the Programme and four case studies. The first part he delivered was 'Embedding Resilience', which explained how Phase 2 would build upon certain aspects of Phase 1. This included:

- Phase 1 – Teaching Assistant in Shirebrook Academy. Phase 2 – Teaching Assistant in local Primary Schools (Brookfield/Model Village/Park Federation) (intention to mainstream post)

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- Phase 1 – Planting 50 trees, setting up events in Rainbow Park and working with residents. Phase 2 – Installation of new Multi Use Game Area in Rainbow Park
- Phase 1 – Improved looks of shop fronts. Phase 2 – Business Forum Co-ordinator
- Phase 1 – 1,500 inspections to privately rented properties. Phase 2 – Landlord Forum Co-ordinator
- Phase 1 – 22 community events. Phase 2 – 3 community events
- Phase 1 – Partnership approach (public services & Local authority & community groups & private sector). Phase 2 – Up-to-date 'Welcome Pack' for new arrivals in area

The Building Resilience Project Manager explained that the plan for a Teaching Assistant in local Primary Schools would target the schools with the highest percentages of migrant students. He added that although funding for the Programme would eventually end, the Welcome Packs for new arrivals in the area would continue to be available from the Council Contact Centre and the Police.

The Building Resilience Project Manager also delivered a part called 'Embedding Learning', which identified the following areas to improve community cohesion:

- Sustainable Community Groups – Partners for authorities
- Volunteering opportunities – Increase the participation of minor communities
- Language classes (not only English) provision – Key first step to improve relations
- Inclusive community events – Music, food and activities. Impulse to integrate
- Outreach workers – Essential to react at early stage to prevent from escalation
- Partnership approach – Regular, robust communication between all involved partners

The Building Resilience Project Manager added that robust Sustainable Community Groups allow migrant workers a point of contact if they are concerned about their working conditions. He also explained how for Volunteering, migrants are encouraged to get involved in it so they can integrate and learn English.

The Building Resilience Project Manager concluded the presentation with four case studies where the Programme had been successful:

- Migrant resident involved in local Police – A Romanian woman with a background in Graphic Design worked at Sports Direct in Shirebrook. She enrolled on the Building Resilience Programme as a volunteer, and eventually joined the Police as a Police Support Volunteer
- Volunteering Programme – This programme has facilitated local volunteer drop in sessions by working with local organisations including the Freedom Project, Brook Christian Centre, Shirebrook Library, The Lighthouse Home and the Community Drop-In session at the Adult Education Centre. Volunteering has been successful in improving community cohesion
- Free community boxing & fitness scheme – 'Oz-Box' is a scheme for non-contact boxing and fitness that originally came into the community to overcome issues with those involved in crime and anti-social behaviour. The

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Building Resilience Programme booked a number of people from various different communities to attend the sessions in Shirebrook

- Language tester session – Members of Pear Tree Residents' Group in Shirebrook approached the NG20 Community Development Worker with a request for a Polish language session to help them integrate with their Polish neighbours. A session was delivered by a Teaching Assistant from Shirebrook Academy (arranged and funded by the Project Team)

The Building Resilience Project Manager added that 53% of day workers at Sports Direct don't stay there for more than a year, so it was particularly important to approach their staff with guidance because of the high staff turnover.

The Chair thanked the three officers for their presentation and invited the Committee to ask questions.

A Member enquired if Parish Councils will be able to receive copies of the Welcome Pack for new arrivals in the area. The Building Resilience Project Manager explained that the Packs were currently in draft and would be circulated to a number of bodies (including Parish Councils) upon completion in September 2020. The Partnership Strategy and Policy Manager added that when the Welcome Packs are distributed, the areas of highest migrant concentration would be targeted.

A Member referred to the mention of "Bi-annual reports to MHCLG and wider partners" in the 'Sharing Learning and Good Practice' section of the presentation, and enquired if these are circulated to Members. The Partnership Strategy and Policy Manager explained that one of the reports would be circulated to Members soon.

The Chair referred to the Landlord Co-ordinator and Business Co-ordinator posts mentioned in the presentation, and enquired if the Business post was a contact with the Council and when the Landlord post would be appointed. The Consultant Programme Manager explained that the Business Co-ordinator post would be a contract with East Midlands Chamber, and the person in the post would be expected to engage with businesses and organise events. The Building Resilience Project Manager added that for the Landlord Co-ordinator post, he was in discussions with Environmental Health and the post would be filled by September 2020.

A Member enquired how many residents had utilised the Oz Box facility in Shirebrook. The Building Resilience Project Manager explained that 427 people had joined the weekly classes in total, and classes were attended by migrants and people local to the area at the same time. He added that the sessions could be coming to an end in Shirebrook soon.

The Chair enquired why Oz Box might be ending in Shirebrook. The Building Resilience Project Manager explained that funding had not been found to continue the sessions. He added, however, that other ways to run the sessions were being explored, and if they did come to an end, provisions had been made to address areas Oz Box helped people with (like drug abuse) via other methods.



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The Chair thanked the Partnership Strategy & Policy Manager, the Consultant Programme Manager and the Building Resilience Project Manager for attending. The three officers left the meeting.

Moved and seconded

**RESOLVED** that the presentation on the Building Resilience Programme be noted.

### **0427. CORPORATE PLAN TARGETS PERFORMANCE UPDATE – JULY TO SEPTEMBER 2019 (QUARTER 2 – 2019/2020)**

The Improvement Officer presented the report titled ‘Corporate Plan Targets Performance Update – July to September 2019 (Q2 – 2019/20)’.

The report contained quarter 2 outturns for the Corporate Plan 2019-2020 targets beneath the ‘Supporting Our Communities to be Healthier, Safer, Cleaner and Greener’ corporate aim as of 30th September 2019. There were eight targets in total, with seven on track and one on alert.

The Improvement Officer explained that the one target on alert was titled ‘H 12 - Annually undertake 15 local environmental enforcement and educational initiatives in targeted areas to deal with dog fouling, littering or fly-tipping.’ He added that this was not on target because a number of the planned awareness events had fallen into October completion and would have to be captured in the quarter 3 update instead. However, it was still expected that the final target of completion for March 2020 would be met.

The Chair enquired what the plan was in 2019/2020 for education in schools on waste and recycling, and how the outcome of this education would be measured. The Joint Head of Streetscene explained that waste education events had been held at schools for hundreds of school children. He added that measuring the success of the education would be a long-term outcome, and eventually he would look to the littering figures and the quality of soil, because it absorbs toxins from litter.

Moved and seconded

**RESOLVED** that the report on ‘Corporate Plan Targets Performance Update – July to September 2019 (Q2 – 2019/20)’ be noted.

### **0428. PERFORMANCE FRAMEWORK TO SUPPORT THE VISION FOR 2019/2023**

The Information, Performance and Engagement Manager circulated a draft version of the 2019/2023 vision produced by the Leader of the Council.

The key concepts and ideas in the vision were:

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- A flexible and adaptable approach, reflected by a vision for 2019 – 2023 instead of a Corporate Plan
- Invest in staff, services and our District
- Become a dynamic, self-sufficient and flexible Council that delivers excellent services
- Adapting to local aspirations and acting as the economic and environmental driver for Bolsover District
- Deliver the services promised and not hide behind legislation
- Use the Transformation Programme to look at how the Council provides services and if they can be better managed
- A dedicated team of officers whose sole aim is income generation
- Become more business friendly
- Increase the number of visitors who travel to see Bolsover District's tourist attractions
- Diversifying services and working collaboratively to build upon the Council's excellent partnership working
- Protect the quality of life for residents and businesses from environmental changes

The Chair advised the Committee to take the Leader's draft vision away and consider it after the meeting. The Information, Performance and Engagement Manager explained how the Leader would consult the Scrutiny Committees in February 2020 on the details of a framework that would measure the targets within the vision. She stressed the importance of keeping scrutiny fully informed if performance management changed as a result of the vision and the revised framework.

The Chair thanked the Information, Performance and Engagement Manager for attending. The Information, Performance and Engagement Manager left the meeting.

Moved and seconded

**RESOLVED** that the Leader of the Council's draft vision for 2019 – 2023 be noted and considered after the meeting.

### **0429. POST SCRUTINY MONITORING: REVIEW OF ENFORCEMENT ACTION UNDERTAKEN BY BOLSOVER DISTRICT COUNCIL TO IMPROVE THE QUALITY OF THE ENVIRONMENT ACROSS THE DISTRICT – FINAL REPORT**

The Portfolio Holder – Streetscene and Environmental Health joined the meeting for this item.

The Scrutiny & Elections Officer presented a report to Committee titled 'Review of Enforcement action undertaken by Bolsover District Council to improve the quality of the environment across the District – Post Scrutiny Monitoring (Final Report)'.

The Scrutiny & Elections Officer explained how the Committee had reviewed the Council's enforcement action and put together 19 recommendations which aimed to

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look at potential service improvements. She added how this report acknowledged progress to date by officers in implementing the recommendations.

The Scrutiny & Elections Officer reported that to date, all 19 recommendations had been achieved. However, there were issues relating to two of the recommendations:

- One recommendation (HSCGC17/18 1.6) aimed to ensure an improvement in performance levels for street cleanliness. While this had happened over the 12 month period, one of the indicators (SS03) was still not performing within the required target. Members could continue to monitor this, either through an extension to the recommendation or via the new performance framework currently being developed
- One recommendation (HSCGC17/18 1.10) aimed to continue regular use of CCTV and monitor the introduction of body worn video cameras. This work had experienced some delays to delivery and Members could extend the monitoring period to understand the outputs achieved via the new body worn video cameras

The Scrutiny & Elections Officer explained that recommendation HSCGC17/18 1.10 had been delayed because legal advice given to officers stated that the relevant policies and staff training should be in place before use of the equipment commenced.

The Scrutiny & Elections Officer also provided an update to recommendation HSCGC17/18 1.5, to establish if there was sufficient evidence to establish a Bolsover Districtwide Public Space Protection Order (PSPO) for dog fouling. She informed Members that public consultation on a draft Dog Management PSPO had ended, and the responses were now being considered by Legal Services and Environmental Health.

In relation to some of the issues regarding Environmental Health, the Environmental Enforcement Team Leader presented Members with a presentation on the Environmental Enforcement work undertaken by the Joint Environmental Health Service.

The presentation informed Members of:

- Duties of enforcement team
- Service requests
- Achievements 2018/19
- Business waste duty of care
- Prosecutions
- Fly-tipping hotspots
- Use of deployable cameras
- Body cameras
- Abandoned vehicles
- Nuisance parking
- Initiatives and education
- Littering, fly-tipping and dog fouling trends

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- Contact centre and reporting improvements
- Communications
- Public feedback on Twitter
- Website
- Intouch magazine
- Going forward

The Environmental Enforcement Team Leader explained how a deployable camera had been left in a notorious fly-tipping spot in Shirebrook, and it caught someone fly-tipping there. He added that the body cameras will be beneficial because people are less likely to commit an offence when they're being filmed.

The Portfolio Holder – Streetscene and Environmental Health clarified the earlier discussion about dog fouling PSPOs by updating Members on recent progress. She explained that after advice from Legal Services, they were working on the potential signage to be used once the PSPO was implemented.

The Chair enquired what the staff numbers were like in the Environmental Health service. The Environmental Health Manager replied that key staff had been lost across the service, and Building Resilience funding had been considered as a possibility to maintain the service. He added that it was particularly difficult to find food related Environmental Health officers, because they were required to have specific qualifications and experience.

A Member reported complaints in their ward about areas immediately outside licensed premises that were accumulating cigarette butts. The Environmental Enforcement Team Leader explained that the team instructed every licensed premise to keep their surrounding areas clear, and also deployed an officer to patrol areas where cigarette littering was most likely. He added that if Members ensured they logged issues with customer services, then the team could investigate further.

The Scrutiny & Elections Officer invited Members to decide on their resolved recommendations in light of her report. Members considered extensions to the monitoring periods for the two recommendations in the end of review report (HSCGC17/18 1.06 and HSCGC17/18 1.10), but on the evidence presented, felt that it was only pertinent to monitor 1.10. Members unanimously agreed to approve the recommendations of the current report, but with the recommendations about 1.06 and 1.10 amended to reflect their discussions.

The Joint Head of Streetscene noted that the team had been nominated for a national Association for Public Service Excellence (APSE) awards for Refuse collection and Street cleansing. The team had been shortlisted in the 'Best performers' and 'Most improved performers' categories.

The Chair thanked the Environmental Enforcement Team Leader for his presentation and the whole Environmental Enforcement Team for their hard work. At this point, the Portfolio Holder – Streetscene and Environmental Health, the Joint Head of Streetscene, the Improvement Officer, the Environmental Health Enforcement Team Leader and the Environmental Health Manager left the meeting.

## HEALTHY SAFE CLEAN AND GREEN COMMUNITIES SCRUTINY COMMITTEE

Moved and seconded

**RESOLVED** that (1) Members note the progress against the review recommendations,

(2) Members acknowledge any exceptions to delivery and clarify the additional action required by the service,

(3) Members consider extensions to the monitoring periods for recommendations HSCGC17/18 1.06 and HSCGC17/18 1.10 in the end of review report, but on the evidence presented, feel it is only pertinent to continue to monitor 1.10,

(4) Members make its findings public, in accordance with Part 4.5.17(3) of the Constitution.

(Scrutiny & Elections Officer/Environmental Health Manager)

### **0430. WORK PROGRAMME 2019/2020**

The Scrutiny & Elections Officer presented a report to Committee titled 'Scrutiny Committee Work Programme 2019/20' and explained how the report provided Members with an overview of the meeting programme of the Committee for 2019/20. She added that it also gave her an opportunity to make Members aware of any changes to the programme.

The Scrutiny & Elections Officer explained that for the meeting scheduled for 7th February 2020, the Corporate Plan targets update could be different if the performance framework for measuring them changed significantly, as part of the development of the new Vision.

The Scrutiny & Elections Officer referred to the 'Annual Review of Community Safety Partnership' scheduled for 6th March 2020 and reminded Members that the review would have to hold the Partnership to account, and she would circulate previous reviews to give Members an idea of what would be required. She added that the scrutiny function was required to carry out at least one review a year, so Members should consider any ideas they have for new scrutiny reviews. However, she stressed that Members should seek advice from relevant Council officers before pursuing an idea.

The Scrutiny & Elections Officer explained that a review of the Pest Control service was about to commence and a Working Group would be set up to complete an appraisal of the way forward, so she invited Members to join this Working Group. Councillors Anne Clarke and Janet Tait nominated themselves to join the Working Group.

It was moved by Councillor Anne Clarke and seconded by Councillor Janet Tait that the report be noted.

## HEALTHY SAFE CLEAN AND GREEN COMMUNITIES SCRUTINY COMMITTEE

Moved and seconded

**RESOLVED** that (1) the Work Programme report be noted,

(2) Councillors Anne Clarke and Janet Tait be added to the membership for the Pest Control review Working Group.

(Scrutiny & Elections Officer)

The formal meeting concluded at 1235 hours and Members then met as a working party to continue their review work. The working party concluded at 1300 hours.



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## **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: 24<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:

- 61 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.

↗ 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 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>	Executive	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 –
<b>Safe and Warm Scheme – Pattison Street, Shuttlewood</b>	Executive	24 <sup>th</sup> February 2020	Report of the Portfolio Holder – Housing & Community Safety	Contract Administrator/ Building Surveyor	Yes involves revenue expenditure of £75,000 or more and/or capital expenditure of £150,000 or more.	Exempt paragraph 3 –
<b>Management Structure Report</b>	Executive	24 <sup>th</sup> February 2020	Report of the Leader	Director of Development	Non-Key	Exempt paragraphs 1, 2 and 4 –
<b>Contact Centre Staffing</b>	Executive	24 <sup>th</sup> February 2020	Report of the Portfolio Holder – Partnerships and Transformation	Customer Services Manager	Non-Key	Exempt paragraphs 1, 2 and 4 –

<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>Central Heating Upgrade, Bramley Vale and other sites within the District</b>	Executive	24 <sup>th</sup> February 2020	Report of the Portfolio Holder – Housing & Community Safety	Contract Administrator/ Quantity Surveyor	Key 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.

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## **Bolsover District Council**

### **Healthy, Safe, Clean and Green Communities Scrutiny Committee**

**7<sup>th</sup> February 2020**

<p><b>Corporate Plan Targets Performance Update – October to December 2019 (Q3 – 2019/20)</b></p>
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### **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 targets which sit under the 'supporting our communities to be healthier, safer, cleaner and greener' corporate aim as of 31<sup>st</sup> December 2019. (Information compiled on 15<sup>th</sup> January 2020)
- 1.2 A summary is provided below:
- 1.3 **Supporting our Communities to be Healthier, Safer, Cleaner and Greener**
  - 8 targets in total
  - 7 target on track
  - 1 target on Alert
    - **H09** - *Achieve a combined recycling and composting rate of 47% by March 2019.* The Q3 estimate is 36.9%. The combined Q1, Q2 & Q3 performance is estimated at 43.75%. As noted previously it is not expected that this target will be met by 31<sup>st</sup> March 2020.

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

- 2.1 Out of the 8 targets 7 (87%) are on track, 1 (13%) is 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:</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>	Not applicable
<b>Links to Corporate Plan priorities or Policy Framework</b>	Links to all Corporate Plan 2019-2020 aims and priorities

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

24

<b>Key Corporate Target</b>	<b>Directorate</b>	<b>Status</b>		<b>Progress</b>	<b>Target Date</b>
H 01 - Deliver a minimum of 8000 hours of positive activity through community based culture and leisure engagement per year.	People	On Track	<span style="background-color: yellow;"> </span>	Q3 The target figure for the year is 8000 hours, actual performance to end of quarter 3 is 8074.	Mar-20
H 02 - Increase participation/attendances in leisure, sport, recreation, health, physical and cultural activity by 3,000 per year.	People	On Track	<span style="background-color: yellow;"> </span>	Q3 - Year end target is 300,000 attendances. Actual to date is 279,449 on track to exceed annual target	Mar-20
H 03 - Deliver a health intervention programme which provides 485 adults per year with a personal exercise plan via the exercise referral scheme.	People	On Track	<span style="background-color: yellow;"> </span>	Q3 - Bolsover District Council is commissioned by Bolsover Partnership and County Public Health to deliver a Health Intervention programme, the combined number of people starting this programme in the first half year is 461, against an annual target of 485. Slightly ahead on quarter target.	Mar-20
H 09 - Achieve a combined recycling and composting rate of 47% by March 2020.	People	Alert	<span style="background-color: orange;"> </span>	Q3 Is estimated based on performance ending September 2018 (36.9%) of 2719 tonnes collected between October and December, due to Waste Data Flow information not being available until March 2020. The combined Q1, Q2 &	Mar-20



Key Corporate Target	Directorate	Status		Progress	Target Date
				Q3 performance is estimated at 43.75%. Q2 Actual 47.5%	
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).	People	On Track		Q3 - LEQS's established 4% of streets and relevant land surveyed for litter fell below grade B cleanliness standards resulting in 96% meeting the target standard.	Mar-20
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).	People	On Track		Q3 - LEQS's established 0% of streets and relevant land surveyed for dog fouling fell below grade B cleanliness standards resulting in 100% meeting the target standard	Mar-20
H 12 - Annually undertake 15 local environmental enforcement and educational initiatives in targeted areas to deal with dog fouling, littering or fly tipping.	Place	On Track		6 events and initiatives were undertaken during quarter 3. The details are as follows: Enforcement patrol -Clowne PDSA event - The Hub South Normanton PDSA event - Shirebrook Enforcement patrol -South Normanton Enforcement patrol - Barlborough Enforcement patrol - Bolsover  To date 9 initiatives completed.  Lead Officer confirms 6 initiatives planned in Q4	Mar-20
H 17 - To deliver the Building Resilience Programme by	People	On track		Q3 - Full details of activity can be found in the Partnership's bi-annual report ( <a href="http://www.bolsover-">http://www.bolsover-</a>	Mar 20

Key Corporate Target	Directorate	Status		Progress	Target Date
September 2019				<p>partnership.co.uk/images/documents/Reports/Bi-annual-report-april-to-september-2019.pdf). Six of the nine programme strands completed at the end of September; three have been extended to March 2020. A full evaluation of Phase 1 has been completed and the final document is expected to be finalised Jan/Feb 2020. Funding has been received for Phase 2 of the Building Resilience Programme which will be used to deliver the following strands of activity:</p> <p>Business Forum Co-ordinator - Following a tender process, East Midlands Chamber of Commerce have been appointed to lead this area of work. Their contract which commenced in July 2019 and will run until April 2020 aims to develop a strong business forum focussed on the retailers in and around the market square, market traders, and businesses from the wider town and provide co-ordinated development and delivery of an action plan for the forum.</p> <p>Multi User Games Area (MUGA) at Rainbow Park - Bolsover District Council is leading the procurement of this work, which will provide further enhancements at Rainbow Park through the installation of a MUGA. This is intended to reduce anti-social behaviour in the area.</p> <p>Teaching Assistant/Family Liaison Support - additional teaching assistant/family liaison support at 3 schools with highest levels of pupils with English as an additional language. This was as a result of learning from Phase 1 that identified the additional support would be most effective at primary, rather than secondary, age.</p>	

Key Corporate Target	Directorate	Status		Progress	Target Date
				<p>Welcoming Information Pack - to be designed both in hard copy and online formats, the provision of service information packs to aid migrants and support integration</p> <p>Landlord's Forum - as a result of the work undertaken in Phase 1, this area of work will see the establishment of a landlord's forum to improve housing and wider impacts.</p>	

## 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)



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## 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**



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## 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





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## 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

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## 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

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## AT A GLANCE...



**PREVENTED 61% OF HOMELESSNESS CASES**



**1047 DISABILITY ADAPTATIONS TO COUNCIL HOMES**

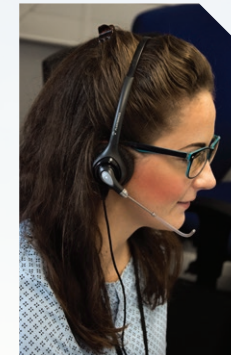


**667 NEW LIFELINES FOR THE VULNERABLE AND ELDERLY**



**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

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## 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

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## 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



## Digital Services

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

Description	Owner	Directorate
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
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

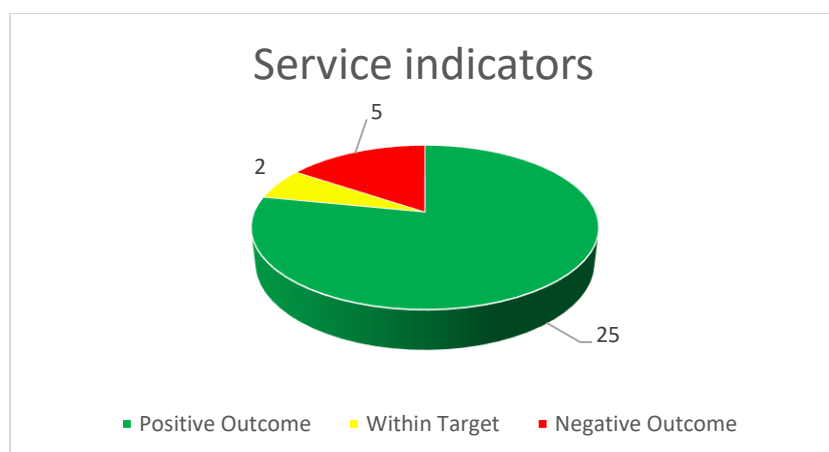
### Applicable to Policies

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

V2 – Updated 02/01/20

## 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**

**Healthy, Safe, Clean & Green Communities Scrutiny Committee**

**7<sup>th</sup> February 2020**

<b>Scrutiny Committee Work Programme 2019/20</b>
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**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.



### **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/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.	
<b>Report Author</b>	<b>Contact Number</b>
Joanne Wilson, Scrutiny & Elections Officer	2385

**Healthy, Safe, Clean and Green Communities 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 Aim: Supporting our Communities to be Healthier, Safer, Cleaner and Greener**

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

Date of Meeting	Items for Agenda		Lead Officer
<b>21<sup>st</sup> June 2019</b>	<b>Part A – Formal</b>	• 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
	<b>Part B – Informal</b>	• Scoping of Review Work	Scrutiny & Elections Officer
<b>2<sup>nd</sup> August 2019</b>	<b>Part A – Formal</b>	• Corporate Plan Targets Performance Update – April to June 2019 (Q1 – 2019/20)	Information, Engagement and Performance Manager
		• Joint Animal Welfare Policy	Team Leader (Contentious); Senior Environmental Health Officer (Commercial)
		• Work Programme 2019/20	Scrutiny & Elections Officer
	<b>Part B – Informal</b>	• Review Work – Scoping of Reviews	Scrutiny & Elections Officer

Date of Meeting	Items for Agenda		Lead Officer
13 <sup>th</sup> September 2019	Part A – Formal	• Health and Wellbeing Strategy – Monitoring Update	HR& OD Manager
		• Post-Scrutiny Monitoring: Review of Authority's Perception of Young People – Interim Report	Chair/Scrutiny & Elections Officer
		• Work Programme 2019/20	Scrutiny & Elections Officer
	Part B – Informal	• Review Work – Scoping of Reviews	Scrutiny & Elections Officer
18 <sup>th</sup> October 2019	Part A – Formal	• Briefing on BDC Approach to Climate Emergency	Portfolio Holder for Environmental Impact/ Joint Strategic Director - People
		• Work Programme 2019/20	Scrutiny & Elections Officer
	Part B – Informal	• Review Work – Evidence gathering for Review of Council's partnership role in supporting children in care and care leavers	Joint Strategic Director - People
15 <sup>th</sup> November 2019	Part A – Formal	• Briefing on Building Resilience Programme Phases 1 and 2	Partnerships, Strategy & Policy Manager/ NG20 Building Resilience Programme Manager
		• Corporate Plan Targets Performance Update – July to September 2019 (Q2 – 2019/20)	Information, Engagement and Performance Manager
		• Development of new performance framework to support the vision for 2019-2023	Information, Engagement and Performance Manager
		• Post-Scrutiny Monitoring: Review of Enforcement action undertaken by Bolsover District Council to improve the quality of the environment across the District – Final Report ( <i>Deferred from October meeting</i> )	Scrutiny & Elections Officer/ Environmental Health Manager

Date of Meeting	Items for Agenda		Lead Officer
		<ul style="list-style-type: none"> <li>Work Programme 2019/20</li> </ul>	Scrutiny & Elections Officer
	<b>Part B – Informal</b>	<ul style="list-style-type: none"> <li>Review Work – Briefing from Housing Officers in relation to children in care and care leavers</li> </ul>	Scrutiny & Elections Officer
<b>13<sup>th</sup> December 2019</b>	<b>Part A – Formal</b>	<ul style="list-style-type: none"> <li>Briefing on BDC Approach to Open Water Safety</li> </ul>	Leisure Services
		<ul style="list-style-type: none"> <li>Work Programme 2019/20</li> </ul>	Scrutiny & Elections Officer
	<b>Part B – Informal</b>	<ul style="list-style-type: none"> <li>Review Work</li> </ul>	Scrutiny & Elections Officer
<b>7<sup>th</sup> February 2020</b>	<b>Part A – Formal</b>	<ul style="list-style-type: none"> <li>Corporate Plan Targets Performance Update – October to December 2019 (Q3 – 2019/20)</li> </ul>	Information, Engagement and Performance Manager
		<ul style="list-style-type: none"> <li>Development of new performance framework to support the vision for 2019-2023</li> </ul>	Joint Strategic Director – Place Information, Engagement and Performance Manager
		<ul style="list-style-type: none"> <li>Work Programme 2019/20</li> </ul>	Scrutiny & Elections Officer
	<b>Part B – Informal</b>	<ul style="list-style-type: none"> <li>Review Work</li> </ul>	Scrutiny & Elections Officer
		<ul style="list-style-type: none"> <li>Preparation for Annual Review of the Community Safety Partnership</li> </ul>	Scrutiny & Elections Officer
<b>6<sup>th</sup> March 2020</b>	<b>Part A – Formal</b>	<ul style="list-style-type: none"> <li>Annual Review of Community Safety Partnership</li> </ul>	Joint Strategic Director – Place/ Housing Enforcement Manager/ Community Safety Officer

Date of Meeting	Items for Agenda		Lead Officer
		<ul style="list-style-type: none"> <li>Post-Scrutiny Monitoring: Review of Authority's Perception of Young People – Final Report</li> </ul>	Chair/Scrutiny & Elections Officer
		<ul style="list-style-type: none"> <li>Work Programme 2019/20</li> </ul>	Scrutiny & Elections Officer
	<b>Part B – Informal</b>	<ul style="list-style-type: none"> <li>Review Work</li> </ul>	Scrutiny & Elections Officer
<b>1<sup>st</sup> May 2020</b>	<b>Part A – Formal</b>	<ul style="list-style-type: none"> <li>Corporate Plan Targets Performance Update – January to March 2020 (Q4 – 2019/20)</li> </ul>	Information, Engagement and Performance Manager
		<ul style="list-style-type: none"> <li>Work Programme 2019/20</li> </ul>	Scrutiny & Elections Officer
	<b>Part B – Informal</b>	<ul style="list-style-type: none"> <li>Review Work (TBC)</li> </ul>	Scrutiny & Elections Officer