

The Arc  
High Street  
Clowne  
S43 4JY

To: Leader & Members of the Executive

Contact: Donna Cairns  
Telephone: 01246 242529  
Email: donna.cairns@bolsover.gov.uk

Friday, 10th January 2020

Dear Councillor

**EXECUTIVE**

You are hereby summoned to attend a meeting of the Executive of the Bolsover District Council to be held in the Council Chamber, The Arc, Clowne on Monday, 20th January, 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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**EXECUTIVE  
AGENDA**

*Monday, 20th January, 2020 at 10:00 hours in the Council Chamber, The Arc, Clowne*

Item No.	<b><u>PART 1 – OPEN ITEMS</u></b>	Page No.(s)
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 16 <sup>th</sup> December 2019.	4 - 12
	<b><u>MATTERS REFERRED FROM SCRUTINY</u></b>  None	
	<b><u>BUDGET &amp; POLICY FRAMEWORK ITEMS</u></b>  None	
	<b><u>NON KEY DECISIONS</u></b>	
5.	<b>Transformation Plan 2018 Update</b>  <i>Recommendations on page 23</i>	13 - 53
	<b><u>KEY DECISIONS</u></b>  None	

**6. Exclusion of the public**

To move:-

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

**PART 2 - EXEMPT ITEMS**

**NON KEY**

- 7. Improving the Policy, Strategy & Partnership Role within the Authority** 54 - 56

*(Paragraphs 1, 2 and 4)*

*Recommendations on page 55 and 56*

**KEY DECISIONS**

- 8. Corporate Debt - Write-off of Outstanding Amounts** 57 - 61

*(Paragraphs 1, 2 and 3)*

*Recommendations on page 59*

- 9. Award of contract for the supply of multi-functional devices (print/copy/scan)** 62 - 64

*(Paragraphs 3)*

*Recommendations on page 63 and 64*

## EXECUTIVE

Minutes of a meeting of the Executive of the Bolsover District Council held in the Council Chamber, The Arc, Clowne on Monday, 16 December 2019 at 10:00 hours.

### **PRESENT:-**

Members:-

Councillor Steve Fritchley in the Chair

Councillors Duncan McGregor, Nick Clarke, Clive Moesby, Sandra Peake, Liz Smyth and Deborah Watson.

Officers:- Karen Hanson (Joint Strategic Director - Place), Lee Hickin (Joint Strategic Director - People), Grant Galloway (Joint Head of Property and Commercial Services), Sarah Sternberg (Joint Head of Corporate Governance & Monitoring Officer), Theresa Fletcher (Head of Finance and Resources & Section 151 Officer), Kath Drury (Information, Engagement and Performance Manager), Donna Cairns (Senior Governance Officer), Ann Bedford (Customer Standards and Complaints Officer), Laura Khella and Rhianne Knightley (Partnerships Policy Officer).

### **509 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Mary Dooley.

### **510 URGENT ITEMS OF BUSINESS**

There was no urgent business to be considered at the meeting.

### **511 DECLARATIONS OF INTEREST**

Members were requested to declare the existence and nature of any disclosable pecuniary interests and/or other interests, not already on their register of interests, in any item on the agenda and withdraw from the meeting at the appropriate time.

There were no declarations made at the meeting.

### **512 MINUTES**

Moved by Councillor Duncan McGregor and seconded by Councillor Clive Moesby **RESOLVED** that the minutes of a meeting of the Executive held on 18<sup>th</sup> November 2019 be approved as a true and correct record.

## EXECUTIVE

### BUDGET & POLICY FRAMEWORK ITEMS

#### 513 COUNCIL VISION 2019-2023

Executive considered the report of the Leader which presented the draft Council Vision 2019-2023 and requested that it be recommended to Council for adoption.

Transitional arrangements had been put in place for 2019/20 following the end of the 2015-2019 Corporate Plan, to allow for the development of a new plan following the May 2019 elections.

A new Council Vision 2019 – 2023 had been developed and was attached at Appendix 1 to the report. This Vision was to replace the Corporate Plan and outlined the key areas that the Council was to focus on during 2019-2023.

The Vision aimed to provide a flexible and adaptable approach to performance management, with the role of Scrutiny being central. The Scrutiny Committees were to be fully involved in the development and monitoring of the performance management framework to support the Vision. Workshops had been arranged with Scrutiny Committees in early 2020 to progress this.

In addition, Executive and Council were to receive an Annual Report which would identify key achievements and challenges, celebrate successes and identify areas of work which require focus over the forthcoming year(s).

Moved by Councillor Duncan McGregor and seconded by Councillor Sandra Peake

**RESOLVED** – That -

- (1) *Executive notes the development of the Council Vision 2019-2023 and recommends it to Council for adoption.*
- (2) That the Joint Strategic Director – Place, in consultation with the Leader, be authorised to make any minor amendments to the Council Vision 2019-2023 prior to submission to Council.

#### **REASON FOR DECISION:**

Following consultation with Scrutiny Committees, the proposed Council Vision 2019-2023 was presented to Executive prior to submission to Council for formal adoption.

#### **OTHER OPTIONS CONSIDERED:**

The aims and priorities within the draft Council Vision had received broad support. All comments had been considered and those concerning more operational matters or suggestions for service improvements were to be shared with departments for consideration and further action where appropriate.

## EXECUTIVE

### NON KEY DECISIONS

#### 514 CORPORATE PLAN TARGETS PERFORMANCE UPDATE - JULY TO SEPTEMBER 2019 (Q2 - 2019/20)

Executive considered a report of the Portfolio Holder – Corporate Governance in relation to the quarter 2 outturns for the Corporate Plan 2019-2020 targets. The report set out progress on all key tasks and performance indicators that contributed directly to the priority within the Council's Corporate Plan.

Out of the 26 targets, 22 were on track (85%) and 4 were on alert (15%). Actions being taken to address the targets on alert were detailed in the report.

Moved by Councillor Duncan McGregor and seconded by Councillor Clive Moesby  
**RESOLVED** - That progress against the Corporate Plan 2019-2020 targets be noted.

#### **REASON FOR DECISION:**

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

#### **OTHER OPTIONS CONSIDERED:**

Not applicable to this report as it provided an overview of performance against agreed targets.

#### 515 CUSTOMER SERVICE STANDARDS/ COMPLIMENTS, COMMENTS AND COMPLAINTS REPORT 2019/20

Executive considered the report of the Portfolio Holder – Corporate Governance which provided information on the Council's performance in relation to its customer service standards.

Members commented that the report demonstrated excellent service standards were being achieved, highlighting particularly that front line services such as Revenues and Benefits, which were the first point of contact for customers, were performing well.

It was commended that the Council had received ten decisions from the Local Government and Social Care Ombudsman; eight were 'closed after initial enquires'; one was 'not upheld, no maladministration' and one was 'upheld, maladministration and injustice'. Executive were informed that that this last complaint was a complex one and the criticism was about a delay in putting the person back on the housing waiting list which had now been resolved. It was noted that such findings against the Council were very rare.

Moved by Councillor Duncan McGregor and seconded by Councillor Sandra Peake  
**RESOLVED** - That Executive notes the overall performance on compliments, comments and complaints and customer service standards.

#### **REASON FOR DECISION:**

The report was to keep Elected Members informed of volumes and trends regarding customer service standards and compliments, comments, complaints and to maintain and improve upon Customer Service targets.

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### OTHER OPTIONS CONSIDERED:

Not applicable as the report was to keep Elected Members informed rather than to aid decision making.

### 516 BOLSOVER PARTNERSHIP FUNDING AND PERFORMANCE MONITORING - APRIL TO SEPTEMBER 2019

Executive considered the report of the Portfolio Holder - Partnerships and Transformation which provided a comprehensive overview of the various programmes, initiatives and activities that the Partnership Team had been involved in over the last 12 months.

Key achievements that were highlighted in the report and other achievements made subsequently included:

- Collaboration with the Lloyds Bank Foundation (LBF) and recent confirmation that Bolsover had been selected as one of eight local authority areas nationally that the LBF wanted to partner with for ongoing work to test new ideas and re-design services
- The receipt of £54,000 to Bolsover Partnership from Public Health Localities and Place Based Programme for a two year 'Social Connectedness' programme
- The receipt of £207,361 funds from a second tranche of the Controlling Migration Fund from the Ministry of Housing, Communities and Local Government
- A social return on investment for the Raising Aspirations Year 8 Resilience programme at Heritage High School of £21.72 for every £1 invested (measurement derived from the HACT tool using the Shortened Warwick Edinburgh Mental Wellbeing Survey)
- The launch of the second phase of the Business Growth Fund, making available £200,000 of grant funding to businesses demonstrating growth potential
- Significant social value outcomes achieved through the B@Home Partnership including 4485 young people engaged, 43 work experience opportunities, and 8 apprenticeship starts
- Social value outcomes valued at £1.2m from the Council's investment in the Grants to Voluntary Organisations programme

The case study in the report on the pilot of the Physical Activity and Lifestyle (PALs) programme was praised.

Executive discussed the Raising Aspirations programme. It was queried whether the vulnerable groups taking part in the programme included gifted and talented students. It was commented that these students sometimes fail to meet their potential without appropriate support. Members were advised that the students selected for the programme were from varied criteria, including gifted and talented students. Other criteria included low confidence, suffering from anxiety, and poor academic results, such that the students would not be able to self-identify.

Members recognised the importance of the Council's partnership working, the achievements already made and the works that needed to be continued.

The Leader informed Executive that the Local Government Association Peer Review that

## EXECUTIVE

the Council had recently held had highlighted partnership working as a particularly successful aspect of the Council's work.

Moved by Councillor Steve Fritchley and seconded by Councillor Duncan McGregor  
**RESOLVED** – That the contents of this report be noted.

### REASON FOR DECISION:

To receive a comprehensive overview of projects, funding and initiatives that the Partnership Team was involved with and to ensure Partnership funding was targeted to best effect.

### OTHER OPTIONS CONSIDERED:

Options were considered as an integral element of all commissioning processes.

## 517 STRATEGIC RISK REGISTER AND PARTNERSHIP ARRANGEMENTS

Executive considered the report of the Portfolio Holder – Finance and Resources in relation to the Council's Strategic Risk Register as at 30<sup>th</sup> September 2019.

The report ensured that Executive were kept informed concerning the Council's latest position on Risk Management and Partnership working and were able to exercise effective control of the Council's Risk Management arrangements.

In relation to the first risk in the register, Executive were informed that the Council's preparations for the UK leaving the EU were progressing and that multi-agency conference calls had been reinstated following the election.

A comprehensive review of the Council's risk management framework was being undertaken to ensure that the continued effective and systematic management of risk would be achieved.

A new Risk Management Strategy was being produced which would include the following revised approach:

- The nature of 'risk' - both the 'threats' and the 'opportunities'
- The benefits of a robust risk management approach
- The Council's risk appetite
- Risk categorisation – *Operational, Governance, Strategic*
- Project and Partnership risk
- The Council's risk management approach and arrangements including a new 'Risk Management Group'
- Roles and responsibilities including *Senior Risk Officer* and *Senior Information Risk Officer* (SRO and SIRO)

Future reports will more closely reflect the 'Risk Management Strategy' and the work plan of the 'Risk Management Group'.

Moved by Councillor Clive Moesby and seconded by Councillor Duncan McGregor  
**RESOLVED** - That Executive approves the Strategic Risk Register as at 30<sup>th</sup> September 2019 as set out in Appendix 1 to the report.



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### REASON FOR DECISION:

To enable Executive to consider the risks identified within the Strategic Risk Register / Partnership Arrangements in order to assist in maintaining effective governance arrangements, service and financial performance.

### OTHER OPTIONS CONSIDERED:

This report enabled Members to consider whether the Council had adopted an appropriate approach to its management of risk and partnerships. As this report was part of the approach to help ensure the effective management of risk / partnerships there was no alternative to receiving this report.

## KEY DECISIONS

### 518 MEDIUM TERM FINANCIAL PLAN - REVISED BUDGETS 2019/20

Executive considered the report of the Portfolio Holder - Finance & Resources which sought approval of the 2019/20 revised budgets for the General Fund, Housing Revenue Account and Capital Programme.

#### General Fund Revenue Account

The original budget showed a funding deficit of £0.083m. The current budget position was a surplus of £0.261m. This included the council tax increase £0.112m, the quarter 1 vacancy savings of £0.093m and transformation programme items of £0.139m.

Although the General Fund surplus remains unchanged from the current budget figure of £0.261m, lots of movement within the budgets has taken place. A clear objective in the exercise was not to make any budget changes that would have had a significant adverse impact on the service provision being delivered.

The key variances within the revised budget were:

	£000's
Debt charges/investment income	(167)
Vacancy management quarter 2	(127)
Extra planning fee income and external grants	(153)
Net miscellaneous cost increases/income reduction	29
<b>Savings from revised budget process before transfers to reserves for future use.</b>	<b>(418)</b>
Net transfer to NNDR growth protection reserve	168
Transfer to reserves to finance future expenditure	250
<b>Net movement</b>	<b>0</b>

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### Housing Revenue Account (HRA)

Taking account of the proposed budget changes detailed in the report, the HRA was anticipated to deliver a surplus in the current financial year of £0.155m, which was £0.132m higher than the current budget.

### Capital Programme

As part of the revised budget process, officers estimated the likely level of spend in the current financial year. As a result £1.712m was removed from the current budget and put into 2020/21 as this was when the work was likely to be undertaken. The proposed estimated outturn for 2019/20 was therefore a budget of £18.057m.

There were no issues to report with regard to the financing of the 2019/20 capital programme.

Moved by Councillor Clive Moesby and seconded by Councillor Duncan McGregor

**RESOLVED** - That Executive approves:

- (1) the revised General Fund budget for 2019/20 as set out in Appendix 1 and detailed in Appendix 2 to the report.
- (2) the revised Housing Revenue Account budget for 2019/20 as set out in Appendix 3 to the report.
- (3) the revised Capital Programme for 2019/20 as set out within Appendix 4 to the report.

### **REASON FOR DECISION:**

The purpose of the report was to set revised budgets as early as possible within the financial year to ensure that identified budget savings were realised, that all budget managers were working to the revised budgets and to allow any planned changes to be delivered. The improved position on both the Council's main revenue budgets reflected a combination of favourable circumstances during the year, together with careful budget management and the ongoing policies of progressing the transformation agenda in order to reduce the underlying level of expenditure in line with the ongoing reductions in the level of government grant. The savings achieved would be used to support service delivery to residents and tenants in future financial years.

### **OTHER OPTIONS CONSIDERED:**

#### General Fund and Housing Revenue Account

The anticipated surplus on the Council's two main revenue accounts was to result in an increase in financial balances at the year-end which were available to protect services at a time of declining central government support. It was proposed that these additional resources be utilised to mitigate the expected increase in the contribution to the Local Government Pension Scheme over the next three financial years.

#### Capital

There were no alternative options being considered with regard to the proposed allocations from the Capital Programme budget as it ensured the Council's assets met health and safety requirements in that they would be maintained in a fit for purpose state that ensured they remained fully operational.

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### 519 EXCLUSION OF THE PUBLIC

Moved by Councillor Duncan McGregor and seconded by Councillor Steve Fritchley  
**RESOLVED** that under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the stated Part 1 of Schedule 12A of the Act and it is not in the public interest for that to be revealed. [The category of exempt information is stated after each Minute].

### PART 2 - EXEMPT ITEMS

#### NON KEY DECISIONS

### 520 ENVIRONMENTAL HEALTH AND ENFORCEMENT REVIEW

Executive considered the report of the Portfolio Holder – Street Scene & Environmental Health which provided an interim update on progress with the Environmental Health and Enforcement Review. The report also identified emerging improvement themes and topics, outlined draft proposals for further consideration and summarised the next steps.

Moved by Councillor Deborah Watson and seconded by Councillor Nick Clarke

**RESOLVED** – That -

- (1) Executive notes the progress made with the service review.
- (2) Executive supports further detailed work and considers final, costed recommendations at a future meeting.
- (3) Executive supports the development of a detailed improvement plan for the joint service.
- (4) formal consultation with the Trade Unions be progressed, following evaluation of revised job descriptions.

#### **REASON FOR DECISION:**

To progress the full review of the service in order to ensure that it can operate in a modern, efficient and effective way.

#### **OTHER OPTIONS CONSIDERED:**

The option of not progressing further with the review was considered but rejected as not sustainable.

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### KEY DECISIONS

#### **521            SAFE AND WARM SCHEME - ASHBOURNE COURT, SHIREBROOK AND PARKFIELDS, CLOWNE**

Executive considered the report of the Portfolio Holder - Housing and Community Safety which sought approval to award a contract to Davlyn Construction Ltd to undertake the Safe and Warm Scheme Upgrade Scheme together with additional modernisation works at Ashbourne Court, Shirebrook and Parkfields, Clowne.

Moved by Councillor Sandra Peake and seconded by Councillor Duncan McGregor

**RESOLVED** - That Davlyn Construction Ltd be appointed to undertake the works as outlined within this report as per the tender sum.

#### **REASON FOR DECISION:**

Following a procurement exercise, taking into account both cost and quality criteria, Davlyn Construction Ltd was assessed as being the most economically advantageous bidder.

#### **OTHER OPTIONS CONSIDERED:**

Due to the existing condition of the communal heating system there was potential risk for failure of the boilers. It was not economically viable to replace the boilers and there was further complication due to the deteriorating condition of the existing pipe work infrastructure.

The meeting concluded at 10:35 hours.

## **Bolsover District Council**

### **Executive**

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

<b>Transformation Plan 2018 Update</b>
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### **Report of the Portfolio Holder - Partnerships and Transformation**

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

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

#### **1 Report Details**

##### **Transformation Plan 2018 – 12 month update**

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

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

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

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

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

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

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

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

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

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

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

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

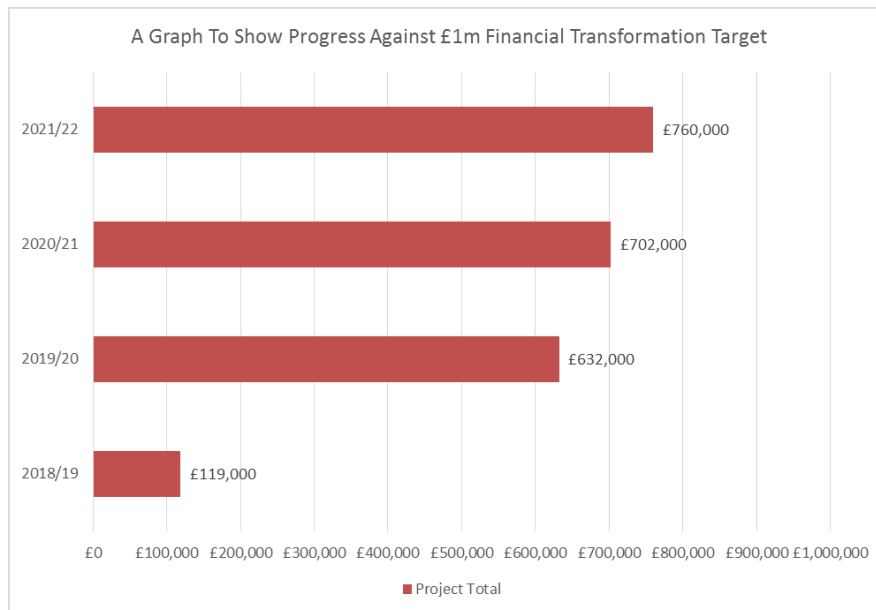
### Transforming Finances - What we will have achieved by 2021 (2022 for £1m target):

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

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

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

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



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

Digital Transformation - What we will have achieved by 2021:

**Created access to all services wherever internet access is available, irrespective of the type of device or time of day.**

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

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

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

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

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

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

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

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

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

**Digital inclusivity for our customers and service users by ensuring ease of access and supporting the development of skills, motivation and trust to confidently go online.**

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

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

Their service is to be further expanded, including:

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

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



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

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

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

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

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

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

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

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

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

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

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

## **Investment in and promotion of the organisational 'offer' to attract and retain the best and brightest candidates**

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

Transforming our Environment – What we will have achieved by 2021:

### **Reduction in fuel poverty and improved energy affordability through energy efficiency improvements in the residential sector**

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

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

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

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

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

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

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

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

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

- 1.19 In January 2019 Executive approved the pursuit of a £200k investment in Combined Heat and Power unit (CHP) to be installed at The Arc. The projections

for the installation have been produced by a prospective supplier, Bosch, modelling our actual energy usage for a 12 month period.

The outcome of their modelling forecasts:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1.26 The following projects are submitted to Executive:

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

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

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

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

The study will likely include:

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

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

**(b) Sign Video**

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

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

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

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

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

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

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

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

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

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

## **3 Consultation and Equality Impact**

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

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

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

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

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

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

## **5 Implications**

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

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

### **5.2 Legal Implications**

- 5.2.1 None

### **5.3 Human Resources**

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

## **6 Recommendations**

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

**7 Decision Information**

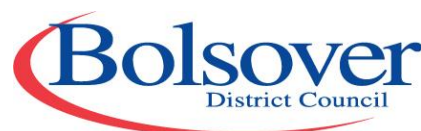
<p><b>Is the decision a Key Decision?</b>  A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <i>BDC: Revenue - £75,000</i> <input type="checkbox"/>  <i>Capital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

**8 Document Information**

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



# Transformation Programme Project Proposal Form



## 1. Proposal Details

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

## 2. Project Owner Considerations Overview:

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

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

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

### 3. Need and Approach

<p><b>Is there a clear Justification of Need?</b></p>	<p>There is a significant need identified locally nationally and internationally to reduce carbon and increase carbon sequestration. This project has the potential to reduce carbon through reducing the amount of time and frequency of</p>
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	<p>the current mowing regime, and in the process increasing the potential of local greenspace to sequester carbon.</p> <p>This need is identified in the Bolsover District Council Carbon Reduction Plan 2019-2030.</p>
<p><b>How does the proposal fit with internal/external Strategic Plans (Corporate Plan, Service Plans etc.)?</b></p>	<p>The proposals aligns with a range of local, national and international climate change and environmental policies , including the Bolsover District Council Carbon Reduction Plan 2019-2030, specifically Theme 7 (Biodiversity).</p>
<p><b>Are there another options that require investigation?</b></p>	<p>At this stage this will be considered a potential joint project with NEDDC.</p>

#### 4. Resource Requirements

<p><b>Financial:</b></p> <ul style="list-style-type: none"> <li>• What are the likely costs?</li> <li>• Is there a funding requirement for further exploration of idea / feasibility study? Is a business plan required?</li> </ul>	<p>The costs of the installation is some way off and feasibility work needs to inform decision making. An initial assessment of 200+ sites across the district suggests that there are 30+ candidate sites that could be enhanced through changes to the current management regime and through the introduction of semi natural grassland and pictorial meadows.</p> <p>In order to progress this proposal further, it is suggested that a feasibility study is undertaken based on a number of trial sites which range in size and character.</p> <p>The study will include:</p> <ul style="list-style-type: none"> <li>• Community consultation</li> <li>• Site investigation and design</li> <li>• Specialist consultancy</li> <li>• Material and equipment requirements</li> <li>• Sources of seeds (purchased / sourced from local donor sites)</li> <li>• Sources of sterile mulch of BSI PAS 100 compost</li> <li>• Consideration of meadow care and maintenance</li> <li>• Consideration of potential savings from reduced maintenance</li> <li>• Consideration of the issues involved in scaling this up across the district and the identification of suitable sites.</li> </ul> <p>It is estimated that the cost of undertaking the feasibility study would be £10,000.</p>
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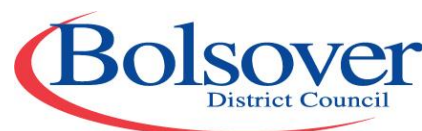
	Subject to the results of the feasibility study and agreement to proceed with scaling up across the district, there is the potential to secure additional funding from the Heritage Lottery Fund for a larger scale project (up to £250,000). This would, however, require a 5% contribution (up to £12,500).
<b>Assets:</b> <ul style="list-style-type: none"> <li>• Can this be delivered through existing physical/capital resources?</li> <li>• Or, are additional resources required? If so, estimate costs in Financial section.</li> </ul>	<p>No, this can't be funded through Leisure budgets.</p> <p>The project will result in an 'asset' which will require periodic maintenance which may require the use of external contractors or the purchase of additional equipment. However, 'special' or additional maintenance will be avoided where possible.</p>
<b>Staffing:</b> <ul style="list-style-type: none"> <li>• Can this be delivered through existing staffing resources?</li> <li>• Or, are additional resources required? If so, estimate costs in Financial section.</li> <li>• Is additional training required?</li> </ul>	<p>The initial design and species selection will be external resource to ensure the design maximises the carbon sequestration and biodiversity for the long term.</p> <p>It is envisaged that the installation and future maintenance can be delivered through existing Streetscene resources.</p> <p>Additional training can be sourced if necessary.</p>
<b>Communication:</b>	Will be key to establish initial 'buy in' from residents and to establish ongoing support for the development of additional site across the district.

## 5. Conclusions

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

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

# Transformation Programme Project Proposal Form



## 1. Proposal Details

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

## 2. Project Owner Considerations Overview:

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

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

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

### 3. Need and Approach

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

### 4. Resource Requirements

<b>Financial:</b> <ul style="list-style-type: none"> <li>What are the likely costs?</li> <li>Is there a funding requirement for further exploration of idea / feasibility study? Is a business plan required?</li> </ul>	BDC year one cost = £3,372 (Inc. devices) Future years = £1,125 (Depending on demand for minutes)
<b>Assets:</b> <ul style="list-style-type: none"> <li>Can this be delivered through existing physical/capital resources?</li> <li>Or, are additional resources required? If so, estimate costs in Financial section.</li> </ul>	No, new devices needed for contact centres
<b>Staffing:</b> <ul style="list-style-type: none"> <li>Can this be delivered through existing staffing resources?</li> <li>Or, are additional resources required? If so, estimate costs in Financial section.</li> <li>Is additional training required?</li> </ul>	Yes
<b>Communication:</b>	Promotion of the service will be required through all channels along with appropriate signage where Sign Video is available. Without

	promotion the deaf community won't be aware the service is available to them.
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## 5. Conclusions

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





# Digital Transformation Strategy



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Introduction and Vision	5-6
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Delivering the Strategy	13-17
Action Plan	18-21



# Foreword

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

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

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

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

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

Digital services, when registration is required, allows for targeted communication to improve customer service, for example emailing planning notices to customers in the locality or targeted marketing, promoting the local successes of the Council or upcoming events. It also allows us to pre-empt customer contact, providing information to customers in advance of issues arising e.g. text messages to let customers know that their Council Tax bill is due or letting them know when refuse collection has been delayed due to adverse weather conditions.

# The Digital Strategy at a glance:

## Digital Workforce

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



## Digital Citizens

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



## Digital Business

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



## Digital Inclusion

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



## Digital Security

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



# Digital Strategy



# Introduction and Vision

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

The benefits of digital service delivery are described below:

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



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



## Transformation Plan

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

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

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

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

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

## Our vision

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

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



# Policy Drivers

## Government Digital Strategy - Nov 2012

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

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



## Government Transformation Strategy - 2016

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

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

## Government Transformation Strategy 2017 to 2020

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

## Local Digital Declaration

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

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

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

## The Corporate Plan 2015 – 2019

Unlocking our growth potential.

Providing our customers with excellent service.

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

Transform our organisation.

## Transformation Plan

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

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







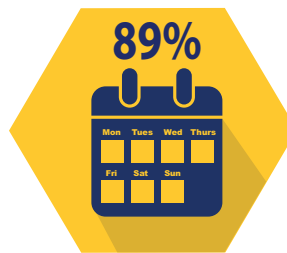
# Context

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

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



**250+** online transactions per month



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



**48%**

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



**1 million** website visits



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



**2000+** online accounts created



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

## The Opportunity

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

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

## Customer Research

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

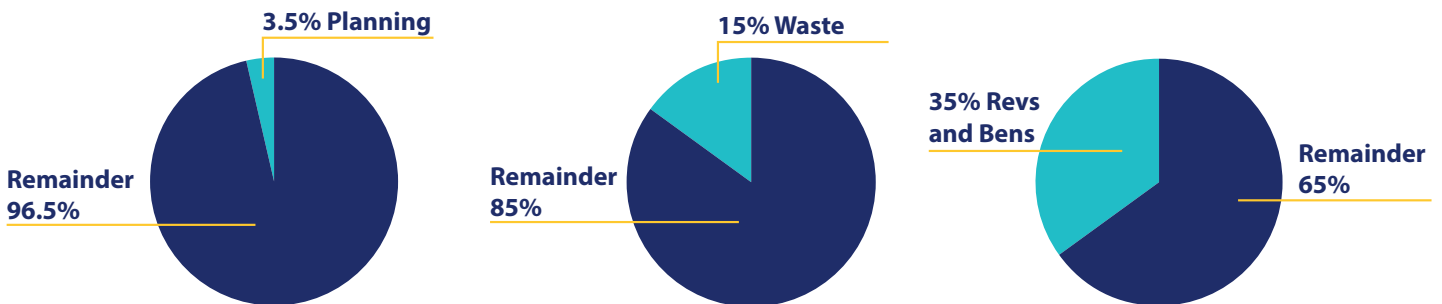
The project concluded that there was a definite need (across all 10 authorities) to provide better online access to customers and there was an expectation from customers of all age groups that they should be able to find information and carry out basic transactions online.

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

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

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

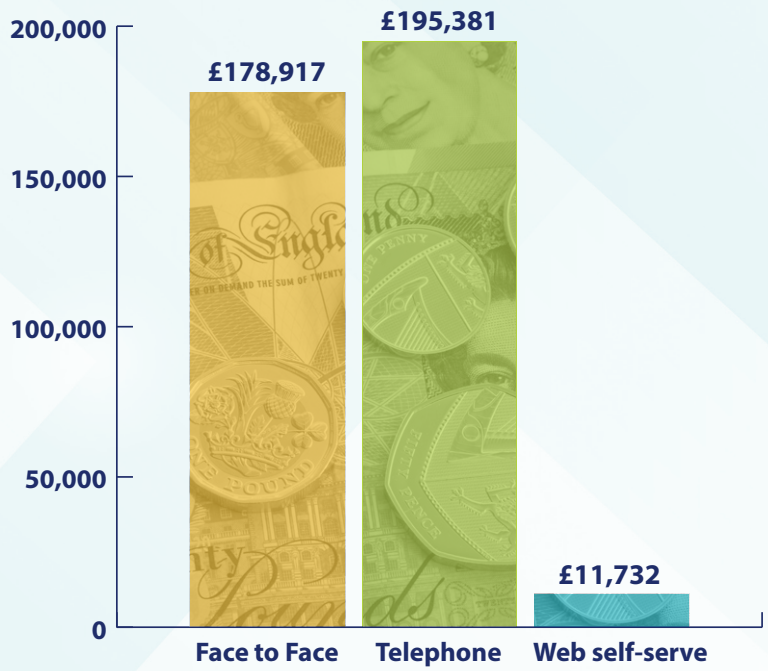
### Share of call centre volumes:



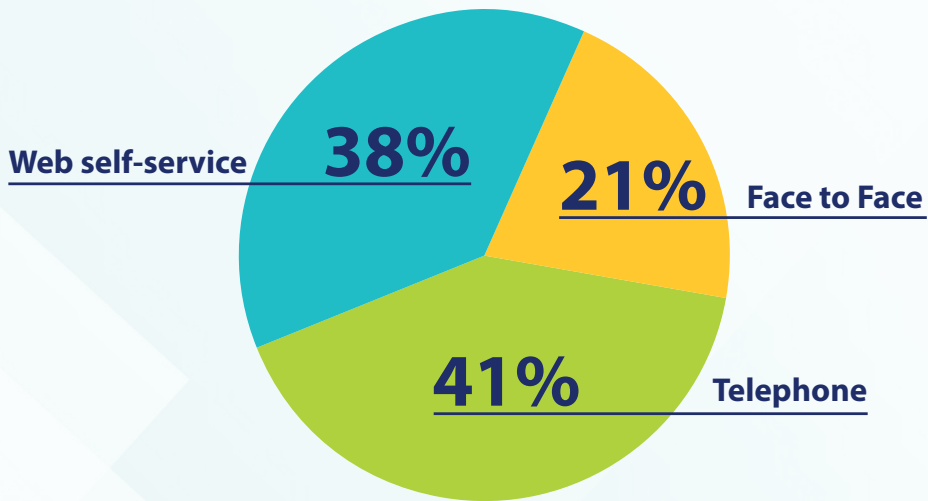
### Call Centres ability to handle:



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



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





# Delivering the Strategy

The digital strategy consists of five key themes:

## Digital Workforce:

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

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

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

### Aims for 2023:

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



## Digital Citizens:

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

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

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

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

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



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

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

#### Aims for 2023:

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

### Customer contact methods with the Council:

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

## Digital Inclusion

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

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



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

### Aims for 2023:

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

## Digital Business

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

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

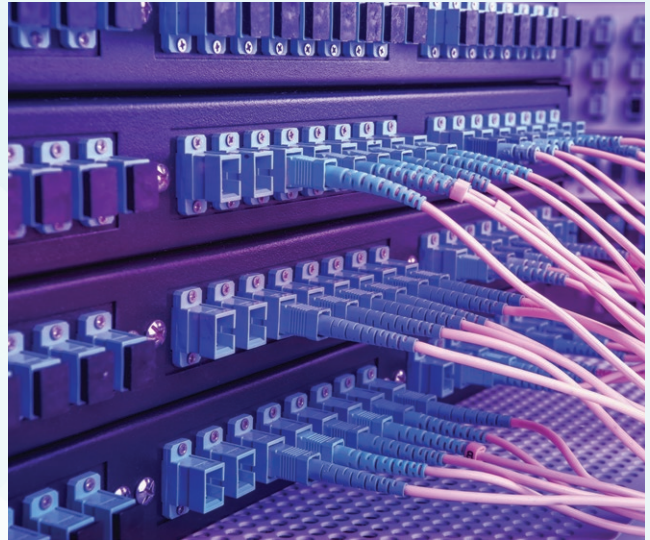
- Access to, and use of, products, services and resources that are increasingly digitally enabled.
- Increased efficiency and effectiveness, increasing productivity and reducing costs.
- Growth of existing markets and entry to new global markets.
- Innovation and the creation of new products and services.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

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

Key Strategic Partners are:

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

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



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

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

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

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

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



### Aims for 2023:

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

## Digital Security

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

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

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

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

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

### Aims for 2023:

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





# Action Plan

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

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

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

## Action

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

## Revenues and Benefits

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

## Communications

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

## Planning

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

## Finance

D27	Ensure all software, ATP lines, etc are updated and supported.
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## Policy & Performance

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

## Action

### Democratic Services and Governance

D33 Implement Modern.gov and Webreg to reduce printing and maximise digital 'self-service'.

D34 Explore webcasting options for Council meetings including the potential to use YouTube.

### Customer Services

D35 Continue to develop web chat across the Council, where appropriate.

D36 Trial the use of bots for simple web enquiries.

D37 Upgrade current telephony to 'Multi Channel System', streamline contact monitoring and reporting performance / channel shift.

D38 Development of Real-Time customer satisfaction on all channels.

D39 Contactless payment devices (PCI DSS).

### Streetscene

D40 Improve the provision of customer report tracking to keep customers informed of progress with reports.

D41 Implementation of workforce tracking.

D42 Project to enable street cleansing data to be presented publically on the Councils website.

D43 Introduce targeted outbound messages and reminders to reduce the number of missed bin reports.

D44 Introduction of online customer accounts.

### HR

D45 Build the digital skills of our workforce and Councillors.

D46 Embed the need for digital skills in to all job roles.

D47 Build a recruitment mini site.

D48 Electronic New Starter Pack.

D49 Provide a service to enable internal communication with non-office based staff.

### Environmental Health

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

### Partnership Team

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

## Action

### Economic Development

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

### Leisure

D56	Ensure all bookings, payments and programme enquiries are available online.
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# Agenda Item 7

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

Document is Restricted

# Agenda Item 8

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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## Agenda Item 9

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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