



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

The Arc
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Clowne
S43 4JY

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Friday, 26 February 2021

Dear Councillor

CUSTOMER SERVICE & TRANSFORMATION SCRUTINY COMMITTEE

You are hereby summoned to attend a meeting of the Customer Service & Transformation Scrutiny Committee of the Bolsover District Council to be held as a Virtual Meeting on Monday, 8th March, 2021 at 10:00 hours.

Members will be sent the details on how to access the Virtual Meeting by email.

Virtual Attendance

I have provided **all Members** with advice that all meetings **must** be held virtually during the National Lockdown. The Council Chamber will not be available for Members to attend the meeting physically during this time, **Should you decide to disregard this advice and potentially be in breach of the law, you will be deemed to have accepted the risk assessments listed for the Arc.**

The Governance and ICT teams supporting the meeting will be working remotely, and can provide assistance to you for joining virtually.



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

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

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

Risk Assessment Disclaimer

The following risk assessments are available on the Modern.Gov App library:

- Covid-19 ARC RTW RA001
- Working in Offices At The Arc During Covid-19 Pandemic Guidance – ARC – SSW001
- Meetings – EM001 - Committee and Council Meetings during the Covid-19 pandemic

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 3 onwards.

Yours faithfully

A handwritten signature in black ink, reading "Sarah Steenberg". The signature is written in a cursive, flowing style with a large initial 'S'.

Solicitor to the Council & Monitoring Officer

CUSTOMER SERVICE & TRANSFORMATION SCRUTINY COMMITTEE AGENDA

Monday, 8th March, 2021 at 10:00 hours taking place as a Virtual Meeting

Item No.		Page No.(s)
	<u>PART A - FORMAL</u>	
1.	Apologies for Absence	
2.	Urgent Items	
3.	Declarations of interest 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.	Minutes Minutes of a meeting held on 8 th February 2021.	5 - 7
5.	List of Key Decisions and Items to be Considered in Private <i>(Members should contact the officer whose name appears on the List of Key Decisions for any further information. NB: If Members wish to discuss an exempt report under this item, the meeting will need to move into exempt business and exclude the public in accordance with the Local Government (Access to Information) Act 1985 and Local Government Act 1972, Part 1, Schedule 12a for that part of the meeting only).</i>	8
6.	Transformation Programme Update	9 - 21
7.	Work Programme 2020/21	22 - 27

PART B - INFORMAL

The formal meeting of the Customer Service and Transformation Scrutiny Committee ends at this point. Members will meet informally as a working party to carry out their review work. This meeting is closed to the public, so members of the public should leave at this point.

8. Review Work

CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE

Minutes of a Customer Service and Transformation Scrutiny Committee held as a Virtual Meeting on Monday 8th February at 1000 hours.

PRESENT:-

Members:-

Councillor Rose Bowler in the Chair

Councillors Allan Bailey, Jane Bryson, Anne Clarke, Tricia Clough, David Dixon, Ray Heffer, Andrew Joesbury and Rita Turner (Vice-Chair).

Officers:- Matt Broughton (Head of Transformation & Organisation), Lesley Botham (Customer Service Manager), Kath Drury (Information, Engagement and Performance Manager), Joanne Wilson (Scrutiny and Elections Officer), Tom Scott (Governance Officer) and Liz Robinson (Governance Support Officer).

Also in attendance at the meeting was Councillor Mary Dooley (Portfolio Holder for Partnerships and Leisure).

Councillor Mary Dooley and the Information, Engagement and Performance Manager left the meeting at the start of Minute No CUS42-20/21.

CUS36-20/21 APOLOGIES

No apologies for absence were received.

CUS37-20/21 URGENT ITEMS OF BUSINESS

There were no urgent items of business.

CUS38-20/21 DECLARATIONS OF INTEREST

There were no declarations of interest.

CUS39-20/21 MINUTES

Moved by Councillor Rose Bowler and seconded by Councillor Ray Heffer.

RESOLVED that the Minutes of a Customer Service and Transformation Scrutiny Committee held on 7th December 2020 be agreed as a correct record.

CUS40-20/21 LIST OF KEY DECISIONS AND ITEMS TO BE CONSIDERED IN PRIVATE

The Scrutiny and Elections Officer presented the list of Key Decisions to Members.

It was moved by Councillor Ray Heffer and seconded by Councillor Rose Bowler to note the list of Key Decisions.

CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE

RESOLVED that the list of Key Decisions be noted.

CUS41-20/21 AMBITION PLAN TARGETS PERFORMANCE UPDATE - OCTOBER TO DECEMBER 2020 (Q3 - 2020/21)

The Information, Engagement and Performance Manager presented the Ambition Plan Targets Performance Update – October to December 2020 (Q3 – 2020/21) report to Members.

The purpose of the report was to report the quarter 3 outturns for the Council's Ambition Plan 2020-2024 targets and relevant supporting service indicators.

The Head of Transformation & Organisation referred to the indicator titled 'CUS.03 - Ensure that at least 50% of transactions are made through digital channels by Dec 2024' and explained that the next steps were to involve Leisure and Revenues and then identify other departments with high frequency phone calls to consider ways they can move to digital methods.

Councillor David Dixon referred to the indicators relating to Revenues and Benefits and asked what the total value of uncollected rents and rates was. The Information, Engagement and Performance Manager explained she would investigate the figure and circulate it to Members.

Councillor Tricia Clough stated she had been in correspondence with a resident who had mistakenly been given a significant Council Tax bill. The Information, Engagement and Performance Manager advised Councillor Tricia Clough to send the contact details of the resident to her after the meeting if the resident was happy for her details to be passed on.

The recommendation in the report to note outturns against the Ambition Plan 2020-2024 targets and relevant service indicators was moved by Councillor Ray Heffer and seconded by Councillor Rose Bowler.

RESOLVED that outturns against the Ambition Plan 2020-2024 targets and relevant service indicators be noted.

(Information, Engagement and Performance Manager)

CUS42-20/21 WORK PROGRAMME 2020/21

(N.B. Councillor Mary Dooley and the Information, Engagement and Performance Manager left the meeting at this point.)

The Scrutiny and Elections Officer presented the Customer Service and Transformation Scrutiny Committee Work Programme 2020/21 to Members.

It was moved by Councillor Ray Heffer and seconded by Councillor Rose Bowler to note the Work Programme 2020/21.

CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE

RESOLVED that the Committee notes this report and the Programme attached at Appendix 1.

(Scrutiny and Elections Officer)

The meeting concluded at 1024 hours.



List of Key Decisions and items to be considered in private

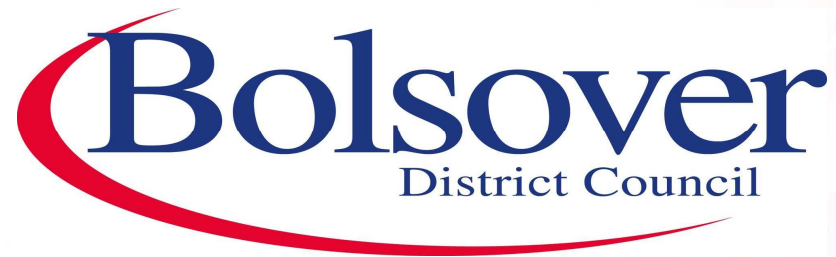
The latest version of the Forward Plan can be found here:

<https://committees.bolsover.gov.uk/mgListPlans.aspx?RPId=1147&RD=0&bcr=1>

Members should contact the officer whose name appears on the List of Key Decisions for any further information.

NB: If Members wish to discuss an exempt report under this item, the meeting will need to move into exempt business and exclude the public in accordance with the Local Government (Access to Information) Act 1985 and Local Government Act 1972, Part 1, Schedule 12a for that part of the meeting only.

Transformation Programme Update



March 2021

TRANSFORM



EMPOWER



NURTURE



SUCCEED



Where are we to date?

10



- The Council have set out its transformation vision through the Transformation Plan 2018 and strategic documents.
- The governance structure is in place to deliver the changes/projects
- Many projects are underway
- Significant progress made to date.

What are we trying to achieve?

Transforming our environment

Our Council is committed to this challenge and the principle of carbon reduction, the Carbon Reduction plan sets out how we aim to work with our partners, business and our communities to transform our environment for the better.



Service Transformation

End to end service design to deliver what the customer wants, when they want it, how they want to access it, whilst maintaining a high level of customer service to the whole community.



Digital Transformation

Embracing technology to improve the efficiency of the Council whilst developing excellent online services and promoting channel shift for those accessing our services.



Organisational Transformation

Preparing the organisation for the challenge of transformation and embedding a culture for change.



Transforming Finances

The development and delivery of transformation projects which secure financial sustainability for the Council.





Service Transformation:

- Service Reviews were scheduled for all service areas to meet the aim of reviewing all service areas by the end of 2021.
- The Covid Recovery Plan outlined that the reviews should happen quicker, resulting in service reviews being combined with Service Plan development and completed by October 2021.
- The Service Plans/Reviews were completed by Heads of Service and Portfolio Holders.
- Action Plans for each service area have been developed aimed at improving the service and identified budget reduction actions.
- All service areas have completed their Service Plans and agreed with Portfolio Holders.





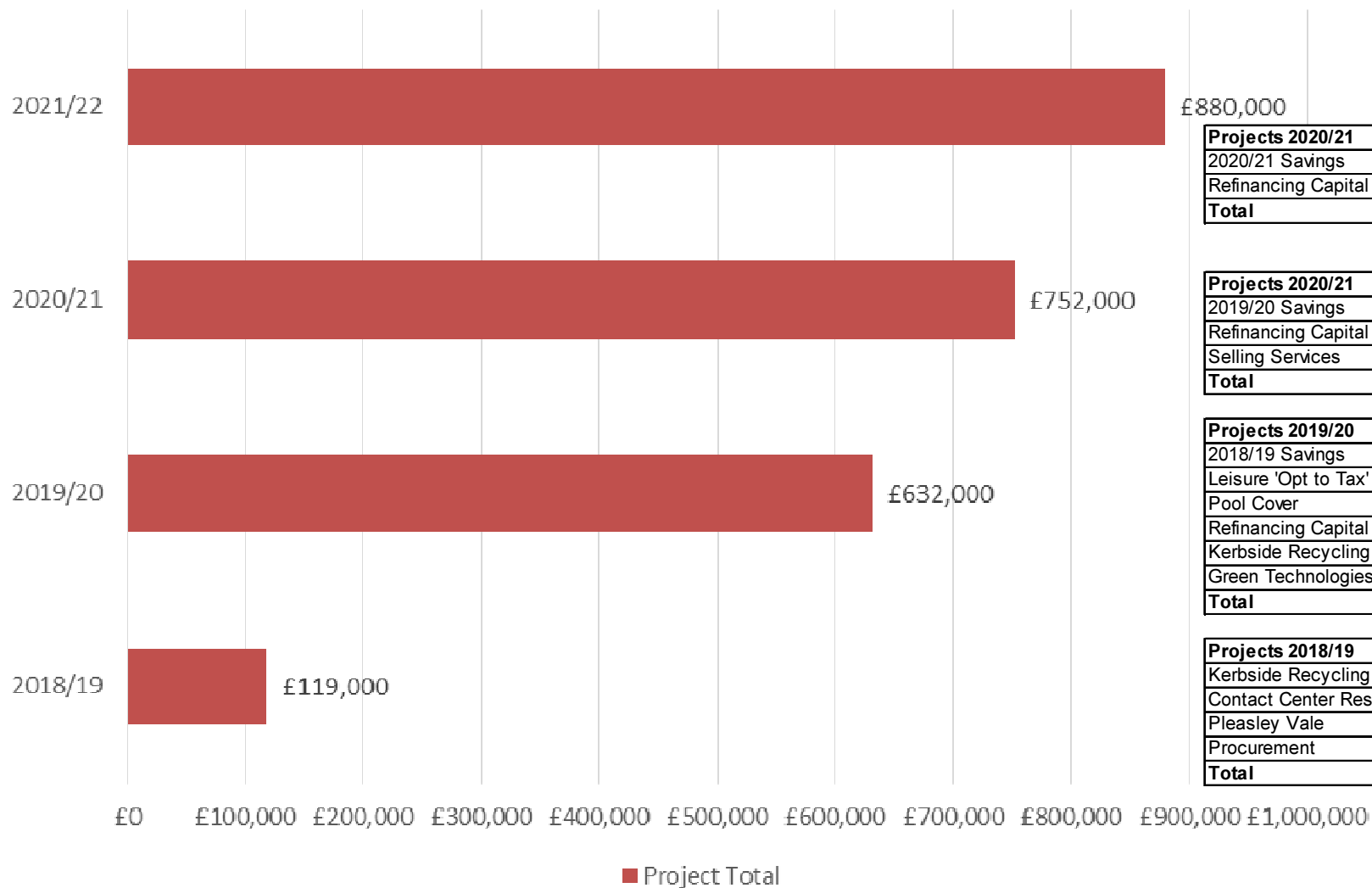
Transforming Finances:

- To date, from engagement with all stakeholders we have received in excess of 128 Transformation ideas. These have been filtered in to 57 projects or which 43 Projects are in progress and 12 have completed.
- Not all transformation projects deliver financial improvements however, a vast majority do.
- Oct 2020, Executive agreed to move from the approach outlined above to a more focused Transformation Programme based around:
 1. Annual line-by-line budget review undertaken by Finance
 2. Leadership Academy
 3. Strategic Projects:
 - Home/agile working
 - Review of vacant space - Following the above
 - Development of Leisure Infrastructure – BILD Programme
 - Bolsover Homes – Direct delivery of 400 new Council homes
 - Pleasley Vale Mills
 - Corporate Asset Carbon Reduction – Review of corporate assets for green technologies
 - Climate change marketing campaign – Thanks a Tonne





A Graph To Show Progress Against £1m Financial Transformation Target



Projects 2020/21	
2020/21 Savings	£752,000
Refinancing Capital Programme	£128,000
Total	£880,000

Projects 2020/21	
2019/20 Savings	£632,000
Refinancing Capital Programme	£70,000
Selling Services	£50,000
Total	£752,000

Projects 2019/20	
2018/19 Savings	£119,000
Leisure 'Opt to Tax'	£140,000
Pool Cover	£7,000
Refinancing Capital Programme	£191,000
Kerbside Recycling (Lot 5)	£60,000
Green Technologies	£115,000
Total	£632,000

Projects 2018/19	
Kerbside Recycling	£13,000
Contact Center Restructure	£33,000
Pleasley Vale	£66,000
Procurement	£7,000
Total	£119,000



Digital Transformation:

- Redesigned the website, in response to customer feedback, to be more simplistic, transaction focused and accessible for all abilities and devices.
- Implementation of virtual meeting and enabled large scale home working.
- Implementation of Gov.Delivery email service providing news and service information direct to customers
- 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 from 14 transactions in 2018 to 80+ which are now available and accessible on all digital devices.
- 292% increase in the use of online self service from 2018 to 2021
- All taxi and driver licence transactions 100% online.
- Introduction Video Relay Service across the Council to improve accessibility of services to the deaf community.





Organisational Transformation:

- In partnership with the NHS Leadership Academy, we have developed the BDC Leadership Programme.
- To date, the first cohort of 12 have completed their programme
- Leadership Academy transformation projects are underway
- In addition to the Leadership Academy, in the last 29 staff (BDC, NEDDC and Joint Officers) staff have enrolled on accredited leadership training.



Feedback from participants:

"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".

Example projects delivered by staff:

Amar Bashir:

Project: Introduce Personal Trainers at NEDDC Leisure Facilities

Progress: Completed March 2019

Project Outcome: Personal Training sessions launched Dec 19 with forecast annual income in the region of £8k.



Ollie Fishburn:

Project: Selling Council Services

Progress: Package of services developed for Parish/Town Councils under the 'Trusted Services' branding.

Project Outcome: Circulated to Parish and Town Councils





Environmental Transformation:

- Set up a cross party Climate Change Group to lead on environmental transformation.
- An EV rapid charging station has been installed at The Arc and promoted on national databases, web maps and apps including the automatic updates onto in car sat-navs.
- From April 2021, BDC will only buy certified renewable electricity.
- Tested and evaluated a number of BEV vehicles to understand how they can be used in the future.
- Working with the Woodland Trust to a Community Woodland (approximately 27,500 trees) on former colliery land to the south of Creswell, in addition to several smaller tree planting projects, from 2021 onwards.
- Reviewing the Carbon Reduction Plan 2019 – 2030 because the 3yr target of 750 Tonne reduction in carbon has already been achieved.

Transforming our environment

Our Council is committed to this challenge and the principle of carbon reduction, the Carbon Reduction plan sets out how we aim to work with our partners, business and our communities to transform our environment for the better.





Environmental Transformation:

- Variable speed drives have been fitted on appropriate plant equipment situated at The Arc
- We have completed EWI to 292 properties within the district and have submitted a bid for additional funding for properties at Bramley Vale.
- A 'Climate Change Pack' developed for Parish Councils to support them in climate change action
- Thanks A Tonne – Derbyshire wide interactive game based upon residents pledging to small changes which will generate a large cumulative impact.
- EV Charging – Mapping the county and engaging with providers to identify a programme of EV charging points.
- External Wall Insulation – To support and develop the green economy whilst addressing the main energy efficiency issue, develop a Derbyshire wide EWI programme for private households.

Transforming our environment

Our Council is committed to this challenge and the principle of carbon reduction, the Carbon Reduction plan sets out how we aim to work with our partners, business and our communities to transform our environment for the better.





Summary:

- Progress on the Transformation Plan 2018 is good
- Oct 20 Exec Report changed the format from 'suggestion box' to strategic projects
- Strong leadership programme developed
- Financial efficiencies in excess of £800k
- Huge growth in available digital services
- Estimated annual reduction in CO2 of in excess of 1000 Tonne

Agenda Item No

Bolsover District Council

Executive

22 February 2021

Climate Change Update & Renewable Energy Tariff

Report of Councillor Clarke, Portfolio Holder Carbon Reduction Efficiencies

This report is public

Purpose of the Report:

- To provide Executive with an update of steps taken to achieve its climate change ambitions
- To seek agreement to purchase electricity from certified renewable sources from April 2021

1 Report Details

1.1 In 2018, the Council adopted the Carbon Reduction Plan which set out the Council's ambition to both reduce its own carbon footprint, along with leading the community to do the same. This report provides Executive with an update on actions and initiatives that the Council has undertaken in order to meet its climate change objectives.

Theme 1 – Sustainable Buildings and Workplaces

1.2 Energy Efficiency Measures (Corporate Buildings)

Improvements to LED Lighting at the Arc has led to an annual carbon saving of 32,381kg (32.4 tonnes). This is due to be rolled out across other facilities in the near future.

Variable speed drives have been fitted on appropriate plant equipment situated at The Arc which offer an energy saving with payback for this investment being achieved in a couple of years and achieve an annual carbon reduction of 12,100kg (12.1 tonnes).

Theme 2 – Renewable Energy

1.3 As outlined in the Council's Recovery Plan and previously discussed at the Climate Change Group, Property and Estates are about to commission a full feasibility assessment which considers all options and technologies, including but not restricted to, improving insulation, air source heat pumps, ground source type installations. The assessment is will provide:

- A detailed feasibility study to assess the potential and suitability of all corporate buildings for a programme of carbon reduction measures.

1



Any questions?

Bolsover District Council

Customer Service & Transformation Scrutiny Committee

8th March 2021

Scrutiny Committee Work Programme 2020/21
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Report of the Scrutiny & Elections Officer

This report is public

Purpose of the Report

- To provide members of the Scrutiny Committee with an overview of the meeting programme of the Committee for 2020/21.

1 Report Details

- 1.1 The main purpose of the report is to inform members of the meeting programme for the year 2020/21 and planned agenda items (Appendix 1).
- 1.2 This programme may be subject to change should additional reports/presentations be required, or if items need to be re-arranged for alternative dates.
- 1.3 Review Scopes will be submitted agreed within Informal Session in advance of the designated meeting for Member approval to ensure that there is sufficient time to gather the information required by Members and to enable forward planning of questions.
- 1.4 Members may raise queries about the programme at the meeting or at any time with the Scrutiny & Elections Officer should they have any queries regarding future meetings.

2 Conclusions and Reasons for Recommendation

- 2.1 This report sets the formal Committee Work Programme for 2020/21 and the issues identified for review.
- 2.2 The Scrutiny Programme enables challenge to service delivery both internally and externally across all the Corporate Plan Ambitions.
- 2.3 The Scrutiny functions outlined in Part 3.6(8) of the Council's Constitution requires each Scrutiny Committee to set an annual work plan.
- 2.4 Committee is required to formally approve review scopes in advance of commencing a review.

3 Consultation and Equality Impact

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

4 Alternative Options and Reasons for Rejection

- 4.1 There is no option to reject the report as the Scrutiny functions outlined in Part 3.6(8) of the Council's Constitution requires each Scrutiny Committee to set an annual work plan.

5 Implications

5.1 Finance and Risk Implications

- 5.1.1 None from this report.

5.2 Legal Implications including Data Protection

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

5.3 Human Resources Implications

- 5.3.1 None from this report.

6 Recommendations

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

7 Decision Information

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

8 Document Information

Appendix No	Title
1.	Work Programme 2020/21
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Previous versions of the Committee Work Programme.	
Report Author	Contact Number
Joanne Wilson, Scrutiny & Elections Officer	2385

Customer Service and Transformation Scrutiny Committee

Work Programme 2020/21

Formal Items – Report Key

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

Date of Meeting	Items for Agenda		Lead Officer
22 nd June 2020	Part A – Formal	<ul style="list-style-type: none"> CANCELLED 	
	Part B – Informal	<ul style="list-style-type: none"> CANCELLED 	
24 th July 2020	Part B – Informal	<ul style="list-style-type: none"> Corporate Plan Targets Performance Update – January to March 2020 (Q4 – 2019/20) 	Scrutiny & Elections Officer
		<ul style="list-style-type: none"> Review work – Progress Updates 	Scrutiny & Elections Officer
3 rd August 2020	Part A – Formal	<ul style="list-style-type: none"> Corporate Ambitions Performance Update – April to June 2020 (Q1 – 2020/21) 	Information, Engagement and Performance Manager
		<ul style="list-style-type: none"> Update on Voids Service – Target CUS.07(Verbal Report) 	Assistant Director of Development
		<ul style="list-style-type: none"> Work Programme 2020/21 	Scrutiny & Elections Officer
	Part B – Informal	<ul style="list-style-type: none"> CANCELLED 	
14 th September 2020	Part A – Formal	<ul style="list-style-type: none"> Customer Service Standards and Compliments, Comments and Complaints Annual Report 2019/20 	Customer Standards and Complaints Officer
		<ul style="list-style-type: none"> LG&SCO and Housing Ombudsman Annual Report 2019/20 	Customer Standards and Complaints Officer
		<ul style="list-style-type: none"> Work Programme 2020/21 	Scrutiny & Elections Officer
	Part B – Informal	<ul style="list-style-type: none"> Review work – Review of New Bolsover New Beginnings 	Chair
12 th October 2020	Part A – Formal	<ul style="list-style-type: none"> Post-Scrutiny Monitoring: Review of Standards Committee – Operational Review – Progress Update 	Chair/Scrutiny & Elections Officer/ Governance Manager

Date of Meeting	Items for Agenda		Lead Officer
		• Update on Website re-development	Communications, Marketing & Design Manager
		• Transformation Governance Group Update	Joint Head of Transformation & Organisation
		• Impact of Covid-19 on Customer Services/Contact Centres	Joint Head of Transformation & Organisation
		• Work Programme 2020/21	Scrutiny & Elections Officer
	Part B – Informal	• Review work	Scrutiny & Elections Officer
9 th November 2020	Part A – Informal	• CANCELLED	
	Part B – Informal	• Review of IT Services & Support – Evidence gathering	Scrutiny & Elections Officer/ Governance Manager
7 th December 2020	Part A – Formal	• Customer Service Standards and Compliments, Comments and Complaints Report 2019/20 – 1 st April 2020 to 30 th September 2020	Customer Standards and Complaints Officer
		• Corporate Ambitions Performance Update – July to September 2020 (Q2 – 2020/21)	Information, Engagement and Performance Manager
		• Post-Scrutiny Monitoring: Review of Delivery of Environmental Health & Licensing – Progress Update	Interim Head of Environmental Health Chair/Scrutiny & Elections Officer
		• Work Programme 2020/21	Scrutiny & Elections Officer
	Part B – Informal	• Review of IT Services & Support – Evidence gathering	Scrutiny & Elections Officer/ ICT Services
8 th February 2021	Part A – Formal	• Corporate Ambitions Performance Update – October to December 2020 (Q3 – 2020/21)	Information, Engagement and Performance Manager
		• Work Programme 2020/21	Scrutiny & Elections Officer
	Part B – Informal	• Review work	Scrutiny & Elections Officer
8 th March 2021	Part A – Formal	• Transformation Governance Group Update	Joint Head of Transformation & Organisation
		• Work Programme 2020/21	Scrutiny & Elections Officer

Date of Meeting	Items for Agenda		Lead Officer
	Part B – Informal	<ul style="list-style-type: none"> TBC 	
17 th May 2021	Part A – Formal	<ul style="list-style-type: none"> Corporate Ambitions Performance Update – January to March 2021 (Q4 – 2020/21) 	Information, Engagement and Performance Manager
		<ul style="list-style-type: none"> Work Programme 2020/21 	Scrutiny & Elections Officer
	Part B – Informal	<ul style="list-style-type: none"> TBC 	