

**Bolsover District Council**

**Meeting of the Customer Services Scrutiny Committee on 23 May 2022**

**Transformation Programme Review**

**Report of the Assistant Director for Development and Planning**

<b>Classification</b>	This report is Public
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**PURPOSE/SUMMARY OF REPORT**

To update the scrutiny committee on the transformation programme and associated Transformation and Carbon Reduction Plans.

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**REPORT DETAILS**

**1. Background**

- 1.1 In 2018, the Council adopted a Transformation Plan, which generated in excess of 130 ideas seeking to transform the work of the Council, generate additional income and/or make efficiency savings where appropriate.
- 1.2 These proposals were narrowed down to 57 projects of which 12 have since been completed, and a report to the Council's Executive in January 2020 forecasted these projects and initiatives were on target to deliver £1m of revenue efficiencies or additional income by 2022.
- 1.3 The same report also listed a number of achievements related to the transformation programme but also noted that the Transformation Governance Group considered many of the remaining projects had since been embedded within individual service areas and as noted at that time, associated transformation projects continue to be delivered within service budgets as part of the day to day work of the Council's various service areas.

- 1.4 In the meantime, the transformation programme was adapted in 2020 and recast to meet the challenges of maintaining service delivery throughout the pandemic and associated lockdowns with particular consideration on the operational benefits / disbenefits of agile working and whether a permanent move towards home working would allow re-purposing of any vacant space in The Arc.
- 1.5 By late 2020, early 2021, the Transformation Governance Group also started to seek oversight of more strategic projects from the Council's covid recovery plans and carbon reduction plans including the BILD Programme, regeneration of Pleasley Mills, Bolsover Homes, a carbon marketing plan and, decarbonisation of the Council's estate and vehicles.
- 1.6 It was considered by the Transformation Governance Group that if these strategic projects were successful; they would deliver the majority of the remaining £1m transformation financial target and 90% of the overall (725 Tonne) carbon reduction target set out in the Council's Carbon Reduction Plan.
- 1.7 With the exception of the carbon marketing plan, these projects have since been embedded in the work of their respective service areas continuing the recasting of the way transformation is developed and delivered through the Council as part of officers' 'day to day' work.
- 1.8 Similarly, the Council's Carbon Reduction Plan was disestablished in March 2022 and replaced by an action-oriented framework based on the Midlands Energy 'Ten Point Plan for Green Growth'.
- 1.9 This framework sets out the 'day to day' work and other projects embedded within service areas that are required to ensure the Council achieves its ambitions around carbon reduction and transition to net zero.

## **2. Details of Proposal or Information**

- 2.1 In light of the above information, the substantive update on the transformation programme and associated Transformation and Carbon Reduction Plans is that they have been discontinued.
- 2.2 In terms of income generation, the strategic projects that the Transformation Governance Group had earmarked all form part of the Council's Business Growth Strategy and progress on these projects is reported to the Local Growth Scrutiny Committee alongside further reporting on selected projects as part of the quarterly performance reviews.
- 2.3 In addition, the outturns from these projects alongside others in the Business Growth Strategy are regularly monitored and evaluated to inform the MTFP, which is now showing a positive balance for the next five years.
- 2.4 Smaller projects and other initiatives around efficiency savings and income generation are run as business as usual in the relevant service areas other than the Projects and Development Manager leads on digital innovation and the Council's Digital Action Plan.

- 2.5 Following reorganisation of some of the responsibilities of the Senior Leadership Team and in terms of services provided to this Council, the ICT service area currently reports to the Executive Director of Resources.
- 2.6 An ICT Strategy Working Group has also been set up and this groups reviews and co-ordinates the introduction of new digital technologies and software upgrades. In addition, there is an Idox Account Managers Meeting that co-ordinates service improvements to the software systems used by a number of service areas including Business Estates, Environmental Health and Planning.
- 2.6 It therefore considered that Digital Transformation, which forms the remaining 'standalone' element of the transformation programme, no longer warrants a separate lead officer and/or continuation of the Transformation Governance Group.
- 2.7 Equally, the Transformation Governance Group and a separate lead officer for transformation are no longer required with regard to the Council's ambitions around carbon reduction and transition to net zero taking into account
- (i) the Assistant Director for Property Services and Housing Repairs is now the lead officer with overall responsibility for the carbon reduction framework, and
- (ii) this officer also chairs the Low Carbon Thematic Group, which has oversight of the Council's performance on carbon reduction measures.
- 2.8 Taking these points together, it is considered that there are appropriate governance arrangements and appropriate strategic focus in place to ensure that discontinuing the transformation programme would not risk the Council failing to achieve its ambitions to become a self-sustaining Council or fail to make a proper contribution to addressing climate change.

### **3. Reasons for Recommendation**

- 3.1 In conclusion, a number of significant changes have been made to the transformation programme since 2020 and the last update to this committee, which was presented on 27 November 2020 pre-dates the natural end of the transformation programme.
- 3.2 However, a change in emphasis in the transformation programme proposed at that time has resulted in substantial duplication of work and multiple governance groups dealing with the same issues whereas the covid-related work has now been completed. Other work to transform the organisation is embedded in the day to day work of service areas and their respective service plans.
- 3.3 Therefore, there are measures in place to ensure the overarching objectives of the original transformation programme will still be achieved and members are asked to note this report because there is no further action required at this time.

#### 4 Alternative Options and Reasons for Rejection

4.1 The purpose of this report is provide information to members so no alternative options have been considered.

#### RECOMMENDATION(S)

1. Members note this update on the Transformation Programme and the subsequent changes to the management and governance of the objectives formerly contained in the now discontinued Transformation and Carbon Reduction Plans.

<b><u>IMPLICATIONS:</u></b>	
<b><u>Finance and Risk:</u></b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Details: None from this report.	
On behalf of the Section 151 Officer	
<b><u>Legal (including Data Protection):</u></b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Details: None from this report.	
On behalf of the Solicitor to the Council	
<b><u>Staffing:</u></b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Details: None from this report.	
On behalf of the Head of Paid Service	

#### DECISION INFORMATION

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <b>Revenue - £75,000</b> <input type="checkbox"/> <b>Capital - £150,000</b> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
<b>Is the decision subject to Call-In?</b> <i>(Only Key Decisions are subject to Call-In)</i>	No
<b>District Wards Significantly Affected</b>	N/A
<b>Consultation:</b> <b>Leader / Deputy Leader</b> <input type="checkbox"/> <b>Executive</b> <input checked="" type="checkbox"/> <b>SLT</b> <input checked="" type="checkbox"/> <b>Relevant Service Manager</b> <input checked="" type="checkbox"/> <b>Members</b> <input type="checkbox"/> <b>Public</b> <input type="checkbox"/> <b>Other</b> <input type="checkbox"/>	Yes  Details: Executive; Service managers

<b>Links to Council Ambition: Customers, Economy and Environment.</b>
All

<b>DOCUMENT INFORMATION</b>	
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<b>Appendix No</b>	<b>Title</b>

<b>Background Papers</b>
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<i>(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 you must provide copies of the background papers).</i>
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