

## Bolsover District Council Plan 2020-2024

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

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

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

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

## Aim - Customers

### Our Priorities

We are committed to:

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

To deliver these priorities we will:

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

12. Develop mobile working and other digital solutions to enable new ways of working by 31<sup>st</sup> March 2021. (KE)
13. Develop fully integrated end-to-end online application processes for Environmental Health and Licensing enquiries and applications (including online payments) by 31<sup>st</sup> March 2022. (KE)
14. To mobile enable 18 field workers by 31/03/2021. (KE) *Service target*
15. Increase online self-service transactions for environmental and licensing services by 20% per year. (KE) *Service target*
16. Monitor performance against the corporate equality objectives and publish information annually (SS)
17. Prevent homelessness for more than 50% of people who are facing homelessness each year (GG)
18. Reduce average relet times for standard voids (council properties) to 20 calendar days by March 2021 and maintain thereafter (GG)
19. Reduce the % of current rent arrears against annual rent debit to 5% by March 2021 and maintain thereafter (GG)
20. Reduce the level of former tenants arrears by 5% through early intervention and effective monitoring (GG)

## Aim - Economy

### Our Priorities

We are committed to:

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

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

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

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

## Aim - Environment

### Our Priorities

We are committed to:

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

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

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

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