Bolsover District Council

Executive

26th October 2020

Transformation Programme Review

Report of the Portfolio Holder – Partnerships and Leisure

This report is public

Purpose of the Report

- To seek approval to change the emphasis of the Transformation Programme, post Covid19, and move to a programme focusing on strategic projects with reduced governance.

1   Report Details

1.1   As demonstrated in the January 2020 Executive report 'Transformation Plan Update', the Transformation Programme has achieved great things since its adoption in late 2018 which will have a lasting positive impact on the organisation. However, Covid-19 has significantly changed the world we live in, certainly for the medium term, if not forever. With such seismic change, the Council truly needs to be agile and adapt and react to the risks and opportunities presented by Covid19.

1.2   In line with the Recovery Plan, this report considers and proposes a revision to the transformation programme for future years.

1.3   Firstly, the review of services we offer and the development of staff should be considered a fundamental and ongoing part of any successful organisation. With this in mind, the Leadership Programme and Service Reviews will continue as a fundamental part of the Transformation Programme, all be it with a change of emphasis and as part of the Covid19 Recovery Plan.

1.4   The January Executive report outlined the strengths and achievements of the Transformation Programme however, elements of the programme have been problematic and could should be improved, namely:

  a) Governance of the programme - The governance structure is resource intensive with in the region of 6 quarterly meetings to monitor progress across differing themes and a monitoring process for in excess of 43 projects, along with providing feedback on in excess of 128 project ideas.

     The proposed governance structure is to move to one quarterly meeting of a Transformation Group to maintain a strategic overview of the programme. It is likely that project specific working groups may support and feed into Transformation

Group, rather than the theme groups. The theme groups will all be disbanded with the exception of the Climate Change Theme Group which will remain focused on the delivery of the Carbon Reduction Plan. The work of the Investment Theme Group is to be absorbed into the role of Asset Management Group (AMG).

b) Project Ideas – The Transformation Programme commenced with a 'Call for ideas' for staff and stakeholders which generated in excess of 128 ideas. This created a large task of progressing all ideas to a stage where we were able to give meaningful feedback to the stakeholder who raised the idea. This year we were able to publish for staff a list of project ideas and an update to ensure staff felt their idea had been considered.

To reduce the monitoring resource required from the Partnership Team, Heads of Service and Service Managers, it is proposed that we stop monitoring the historic project ideas and switch to monitoring strategic transformation projects. There will be no 'open call' for project ideas, this will be replaced with direct engagement with staff on specific issues, similar to the survey recently undertaken about working from home, as well as encouraging staff and service managers to identify and implement operational improvements through team meetings and a rolling service plan development and review process.

c) Financial Savings – proposals for cost savings can be addressed through the existing 'line by line' annual budget review process led by the Finance team. This removes the risk of 'double counting' savings and ensures that members are provided with consistent financial information presented by the Section 151 role. The financial impact of strategic projects will continue to be reported to the Transformation Group.

d) Strategic Projects – Covid19 has advanced cultural change around digital transformation and agile working by many years. This advancement has created an opportunity for the Council to maximise the benefits over the next few years. This opportunity should be capitalised through the following strategic projects:

- Home/agile working – An organisation where work is what you do, not necessarily where you are. Embedding home/agile working and video conferencing to reduce the need to attend the workplace and ultimately reduce the number of desks required by both organisations.

  Financial improvement = £67k/annum
  Carbon Reduction = 100Tonne/annum

- Review of vacant space – A successful move to long-term home working will in the short-term assist with the social distancing challenges in the workplace whilst provide longer term, vacant space which could be better utilised by the Council.

- Development of Leisure Infrastructure – enabling and supporting partners to invest in leisure and recreation infrastructure to stimulate economic activity and improve the health and fitness of the community.

- Bolsover Homes – Direct delivery of 400 new Council homes across the district to stimulate economic activity, improve the availability and quality of affordable housing and

- Pleasley Vale Mills – Potential £60m investment to create and enhanced tourism offer, secure the future of the historic site and generate an income stream for the Council.

- Corporate Asset Carbon Reduction – The Council has two major contributors to its carbon footprint, its fleet and its buildings. This project deals with the buildings to procure advice and solutions to significantly reduce the Council's carbon footprint.

- Climate change marketing campaign to combine a survey of residents with the promotion of active support schemes to assist residents and businesses alike in saving money whilst reducing their carbon footprint.

1.5 These strategic projects, if successful, will deliver the majority of remaining £1m transformation financial target and 90% of the overall (725 Tonne) carbon reduction target. This is all in addition to unlocking strategic development sites, improving the customer experience and enabling significant capital receipts.

1.6 In addition to the strategic projects identified above, the Council and Mark Fletcher MP, have agreed to campaign and lobby on the projects listed below. Once any of the projects become closer to a delivery phase, these will be added to the list of transformation programme strategic projects:

- The development of a new purpose-built growth corridor to Shirebrook
- The development of the Treble-Bob roundabout in Barlborough
- An extension of the Robin Hood Railway Line from Shirebrook to Ollerton
- The development of a new passenger service and station in Pinxton
- Strongly lobbying HS2 to reconsider the routing of the line through the district
- Development of new cycling opportunities across the district
- The development of further education provision in Bolsover, one of the few local authority districts in the country without any post 16 educational opportunities
- To pursue the development of a Green Enterprise Zone, and other opportunities for regeneration and the creation of skilled job
- To work closely with the four town and parish councils of Bolsover, Clowne, Shirebrook and South Normanton in anticipation of future Towns Deal bids.
- A positive outcome for the district through Vision Derbyshire and Local Government Reform.

2 Conclusions and Reasons for Recommendations

2.1 Building upon the actions in the Covid19 recovery plan, the report proposes what a post Covid19 Transformation Programme should look like, suggesting less governance and more focus on key strategic projects that have the ability to deliver the key transformation programme drivers of:
- o Transforming Finances
- o Digital Transformation
- o Transforming our Environment

o   Transforming our Organisation.

3   Consultation and Equality Impact

3.1   There are no consultation and equality impact implications from this report.

4   Alternative Options and Reasons for Rejection

4.1   The Jan 2020, Executive report evidences that the existing Transformation Programme is delivering on the strategic aims. If nothing changes, this work will still continue however, the process will be less efficient than proposed and less focussed on strategic projects.

5   Implications

5.1   Finance and Risk Implications

5.1.1   Financial issues and implications are covered in the relevant sections throughout this report.

5.1.2   The Council has a risk management strategy and associated framework in place and the Strategic Risk Register is regularly reviewed through the Council's performance management framework. Strategic risks along with the mitigation in place to ensure such risks are manageable are reported to the Audit and Corporate Governance Scrutiny Committee at each meeting. The risk of not achieving a balanced budget is outlined as a key risk within the Council's Strategic Risk Register and is therefore closely monitored through these practices and reporting processes.

5.2   Legal Implications including Data Protection

5.2.1   There are no legal issues arising directly from this report.

5.3   Human Resources Implications

5.3.1   There are no human resource implications arising directly from this report.

6   Recommendations

6.1   That Executive agree to the Transformation Programme changes as outlined in the body of the report.

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: *BDC: Revenue - £75,000* ☐ * Capital - £150,000* ☐ *NEDDC: Revenue - £100,000* ☐ * Capital - £250,000* ☐ ☑ *Please indicate which threshold applies*	No
Is the decision subject to Call-In?(Only Key Decisions are subject to Call-In)	No
Has the relevant Portfolio Holder been informed	Yes
District Wards Affected	All
Links to Corporate Plan priorities or Policy Framework	All

8   Document Information

Appendix No	Title	
Background Papers		
Report Author		**Contact Number**
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