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**North East
Derbyshire**
District Council

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Date: Monday, 16 August 2021

To: **Members of the Organisation Scrutiny Committee**

Please attend a meeting of the Organisation Scrutiny Committee to be held on **Tuesday, 31 August 2021 at 10.00 am in the Council Chamber**, District Council Offices, 2013 Mill Lane, Wingerworth, Chesterfield.

Yours sincerely

A handwritten signature in cursive script that reads "Sarah Steuberg".

Joint Head of Corporate Governance and Monitoring Officer

Members of the Committee

<u>Conservative Group</u>	<u>Labour Group</u>	<u>Independent Group</u>
Councillor Stephen Clough Councillor Heather Liggett Councillor Diana Ruff Councillor Richard Welton Councillor Philip Wright	Councillor Joseph Birkin Councillor Maggie Jones Councillor Pat Kerry	Councillor John Funnell

For further information about this meeting please contact: Damon Stanton 01246 217011

AGENDA

1 Apologies for Absence

2 Declarations of Interest

Members are 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.

3 Minutes of Last Meeting (Pages 4 - 5)

To approve as a correct record and the Chair to sign the minutes of the formal Organisation Scrutiny Committee held on 29 September 2020, and the informal Organisation Scrutiny Committees held on 02 February 2021, 02 March 2021, 11 May 2021 and 06 July 2021 (attached).

4 Annual Report of Human Resources and Organisational Development 2020-21 (Pages 6 - 10)

To consider the attached Report from the Human Resources and Organisational Development Manager

5 Scrutiny Review - ICT and Transformation

To consider a briefing from the Portfolio Holder for Leisure, Transformation and Climate Change, and the Director of Operations and Head of Paid Service.

6 Forward Plan of Executive Decisions

To consider the Forward Plan of Executive Decisions. The most up-to-date Forward Plan of Executive Decisions can be accessed via the following link:

<https://democracy.norfolk.gov.uk/mgListPlans.aspx?RPId=1137&RD=0&bcr=1>

7 Work Programme (Pages 11 - 16)

To consider the Work Programme for the Organisation Scrutiny Committee 2021-22 and review the proposed workload.

8 Additional Urgent Items

To consider any other matter which the Chair of the meeting is of the opinion should be considered as a matter of urgency.

9 Date of Next Meeting

The next meeting of the Organisation Scrutiny Committee is scheduled to take place on Tuesday 5 October 2021 at 10.00 am.

We speak your language



North East
Derbyshire
District Council

Polish

Mówimy Twoim językiem

Romanian

Vorbim limba dumneavoastră

Urdu

ہم آپ کی زبان بولتے ہیں

Chinese

我们会说你的语言



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ORGANISATION SCRUTINY COMMITTEE

MINUTES OF MEETING HELD ON TUESDAY, 6 JULY 2021

Present:

Councillor Richard Welton (Chair) (in the Chair)

Councillor Joseph Birkin
Councillor Maggie Jones
Councillor Diana Ruff

Councillor John Funnell
Councillor Pat Kerry
Councillor Philip Wright

Also Present:

S Veerman Overview and Scrutiny Manager
D Stanton Governance Officer

OSC/ Apologies for Absence

10/2

1-22 Apologies for absence were received from Councillors A Foster and H Liggett.

OSC/ Declarations of Interest

11/2

1-22 Members were requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest, not already on their register of interest, in any item on the agenda and withdraw from the meeting at the appropriate time.

There were no interests declared at this meeting.

OSC/ Minutes of Last Meeting

12/2

1-22 RESOLVED – That the Minutes of the Informal Organisation Scrutiny Committee held on 11 May 2021 be noted and recommended that the Committee approves them at its next formal meeting.

The Committee discussed the previous review into homeworking and the potential to review the Council's Agile Working Policy to see how it had been implemented.

The Overview and Scrutiny Manager informed Members that the Scrutiny Reviews from the previous Municipal Year would be presented at the next meeting of Council.

OSC/ Remit of Committee

13/2

1-22 The Overview and Scrutiny Manager detailed a number of key points in relation to Scrutiny at North East Derbyshire District Council (NEDDC). Members were provided with the Terms of Reference for the Organisation Scrutiny Committee, Growth Scrutiny Committee, Communities Scrutiny Committee, and the Audit and Corporate Governance Scrutiny Committee.

Members were reminded that the Committees' Terms of Reference provided the basis for the Committees' remit.

The Committee noted that the Overview and Scrutiny Manager was responsible for three Scrutiny Committees at the Council, and that on some occasions, particular issues could fall within the functions of two or more Scrutiny Committees. It was stated that at this point, it would be up to the Chairs' to decide which Committee would be best suited to review that particular topic.

Members were reminded that Scrutiny was a mechanism in which Council performance could be monitored. That included monitoring performance, monitoring action plans, being alert to service information, and monitoring Cabinet decisions.

The Committee heard that following a Scrutiny Review it could make a series of recommendations to Cabinet. It was advised, however, that Scrutiny could not make decisions or policies.

RESOLVED – That the update be noted.

OSC/ Selection of Scrutiny Review Topic

14/2

1-22

Members discussed a number of potential topics to review in the new Municipal Year which included waste management services; procurement and outsourcing services; ICT and the Council's Transformation Programme; Council Policy interpretation, implementation and work ethics; staff turnover; and whistleblowing. The Committee agreed that a review on the Council's ICT and Transformation Programme was their preferred topic.

In order to scope the Review, the Committee requested to speak to a number of Members and Officers including the Portfolio Holder for Leisure, Transformation and Climate Change; the Director of Corporate Resources and Head of Paid Service; the Head of Corporate Governance and Monitoring Officer, and the HR and OD Manager.

OSC/ Draft Work Programme

15/2

1-22

AGREED – That the draft Work Programme for the Organisation Scrutiny Committee 2021-22 be noted.

OSC/ Forward Plan of Executive Decisions

16/2

1-22

AGREED – That the Forward Plan of Executive Decisions be noted.

OSC/ Additional Urgent Items

17/2

1-22

There were no additional urgent items discussed at this meeting.

OSC/ Date of Next Meeting

18/2

1-22

The next meeting of the Organisation Scrutiny Committee is scheduled to take place on Tuesday 31 August 2021 at 10.00 am.

North East Derbyshire District Council

Organisation Scrutiny

31 August 2021

Annual Report of Human Resources and Organisational Development 2020/21

Report Author: HR & OD Manager

Purpose of the Report

- To inform and update the Organisational Scrutiny committee on a range of employee related issues pertaining to the 2020/21 financial year.

1 Report Details

Recruitment & Selection

- 1.1 During the reporting period, the Council have placed 71 adverts for job vacancies at NEDDC, (last year 94 adverts were placed). Work is continuing to market and promote the Council as a good employer to attract candidates. This includes career days, increased use of social media, branding as well as continuing our partnership with Derbyshire County Council in relation to our online recruitment service, which has been upgraded.
- 1.2 110 new employment contracts (in 2019/20 there were 209 contracts) and 186 variation to employment contracts were processed during 2020/21 (last year there were 195 variations to contracts)
- 1.3 There were 68 leavers during the reporting period, with the top three reasons for leaving being End of Contract (10), Resignation (21), and Retirement (7). (Last year there were 85 leavers).

Employee Health & Wellbeing

- 1.5 The sickness absence out-turn figure for the reporting period was 7.36 days per employee. This is a reduction on the previous year but higher than our target of 8.5 days per employee.

Sickness Absence Summary – 2017-2021

	2017/18	18/19	19/20	20/21	Current Year Costs
Quarter One	2.71	2.35	2.28	1.17	£42,561.66
Quarter Two	1.86	2.00	2.21	2.12	£76,562.37
Quarter Three	2.91	2.37	2.09	2.15	£73,500.42

Quarter Four	3.08	2.98	2.56	1.92	£70,306.47
Overall Outturn	10.55	9.7	9.14	7.36	£262,930.92

Reasons for Absence – 2018-2021

	18/19	19/20	20/21
Quarter One	1 Stress/Dep/M.Health 2 Stomach/Kidney/Liver 3 Ops/Post OP/Hosp	1 Hospital/Operations 2 Stomach/Kidney/Liver 3 Stress/Depression	1 Other Musc/Skeletal 2 Stress/Depression 3 Viral Infection
Quarter Two	1 Other Musc/Skeletal 2 Stress/Dep/M.Health 3 Other	1 Other Musc/Skeletal 2 Stress/Depression 3 Other	1 Stress/Dep/M.Health 2 Other Musc/Skeletal 3 Back problems
Quarter Three	1 Other Musc/Skeletal 2 Stress/Dep/M.Health 3 Viral Infection	1 Other Musc/Skeletal 2 Stress/Depression 3 Viral Infection	1 Covid Symptoms 2 Stress/Depression 3 Operations/Hospital
Quarter Four	1. Other Musc/Skeletal 2. Viral Infection 3. Ops/Post OP/Hosp	1. Other Musc/Skeletal 2 Viral Infection 3 Eye, Ear, Nose, Mouth	1 Stress/Dep/M.Health 2 Other Musc/Skeletal 3 Covid Symptoms
Overall Outturn	1 Other Musc/Skeletal 2 Stress/Dep/M.Health 3 Stomach/Kidney/Liver	1 Other Musc/Skeletal 2 Ops/Post OP/Hosp 3 Stress/Dep/M.Health	1 Stress/Dep/M.Health 2 Other Musc/Skeletal 3 Covid Symptoms

For 2020/21, 1463.5 days were attributed to long-term absence and 1382.5 days attributed to short-term sickness absence.

In comparison, for 2019/20, 1915 days were attributed to long-term absence and 1648.5 days attributed to short-term sickness absence.

Over the reporting year (2020/21), NED has had 45 long-term cases, last year there were 52 cases.

1.6 Actions currently being taken to address sickness absence:

- HR Link Officers working directly with Service Managers and providing monthly sickness analysis reports.
- Action Plans produced for service areas to assist Managers in awareness of actions required and support needed for employees concerned.

- Information has been provided to Heads of Service on an in depth analysis of sickness absence patterns and trends
- Regular review of Occupational Health Provision
- Regular sickness absence management training each quarter

Health and Wellbeing Initiatives

- 1.7 The initiatives undertaken during the year include:
- Access to an Employee Assistance Programme offering 24/7 telephone and on-line support to employees covering a range of topics, including confidential telephone counselling.
 - Health Checks offered to employees
 - Occupational Health, Counselling, Physiotherapy and Eye examinations
 - Cycle to work scheme and Kaarp Benefits.
 - Health surveillance and vaccination programme in place.
 - Mental Health / Supporting Employees at Work briefings
 - Resilience Training
 - Twice weekly wellbeing bulletin during the pandemic
 - Health & Wellbeing Notice Boards at all sites
 - Promotion of Work Well initiatives and information
 - Facilitating access to Council Leisure facilities
 - Covid-19 advice, guidance, statistics and risk assessments
 - Lead role in supporting new ways of working implementation

It is important to note the HR Team has been significantly involved in the response to the COVID-19 pandemic which commenced at the end of March 2020.

Organisational Development

- 1.8 Organisational Development covers a range of workstreams that include:

- Workplace Culture
- Work Environment
- Employee Engagement & Experience
- Workforce Development
- Recruitment & Retention
- Employee Health & Wellbeing

- 1.9 There are a wide range of different activities being undertaken across the Council that fall under the above workstreams and result in varying levels of success. Some activities have proven successful such as mental health awareness training, resilience training, Leadership Academy, in-house learning and development programme.

- 1.10 Key work has been undertaken to develop and implement the Agile Working Policy. HR has played a significant role in the corporate agile working activities and roll out over the last 12 months.

Apprenticeships/Trainees

- 1.11 During 2020/21 one apprenticeship, three trainees and two interns commenced at

the Council. Discussions take place on a regular basis with all Service Managers to explore options for Apprenticeships, Trainees and Interns across the Council.

HR & OD Achievements 2020/21

- Supporting Covid Response
- Continuing to streamline, improve and develop HR practices and working relationships with key stakeholders
- Delivering a fully integrated and joint service
- Coaching Managers
- Implementation of new E-recruit system
- Supporting Transformation initiatives such as Service Reviews
- Rolling out a Corporate Learning and Development Programme 2021
- Successful Leadership Development Programme (ILM Level 3, 5 and 7 together with an internal Leadership training course)
- Mental Health and Resilience Training available to all employees
- Rolling out a Health and Wellbeing Framework 2021
- Gender pay gap reporting
- Provision of Services to other Councils and Parish Councils

2 Conclusions and Reasons for Recommendation

2.1 N/A

3 Consultation and Equality Impact

3.1 None specifically in relation to this report, although consultation and equality issues are addressed in each specific area of reporting as required and appropriate.

4 Alternative Options and Reasons for Rejection

4.1 N/A

5 Implications

5.1 Finance and Risk Implications

As covered within the report

5.2 Legal Implications including Data Protection

As covered within the report

5.3 Human Resources Implications

As covered within the report

6 Recommendations

N/A

7 Decision Information

Is the decision a Key Decision?	No
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District Wards Affected	N/A
Links to Corporate Plan priorities or Policy Framework	Transforming our organisation

8

Document Information

Appendix No	Title
Background Papers	
N/A	
Report Author	Contact Number
Sara Gordon - HR & OD Manager	Ext 7677

**ORGANISATION WORK PROGRAMME 2021/22
TUESDAY AT 10:00 AM**

Chair: Cllr Steve Clough Vice Chair Cllr Heather Liggett

MEETING DATE	AGENDA ITEM	SCRUTINY ACTIVITY	WHAT IT WILL COVER	UPDATE/COMMENTS
6 th July, 2021	Remit of the Committee		<ul style="list-style-type: none"> • Briefing on Scrutiny: <ul style="list-style-type: none"> - Setting the scene - The terms of reference of the Committee - How the Committee operates, ways of working - Discussion 	Sue Veerman - Overview and Scrutiny Manager/ Committee Members
	Selection of Scrutiny Review Topic	Review	<ul style="list-style-type: none"> • To consider suggestions for review and select a topic for the Scrutiny Review • Consider what we want to look at 	Committee members

Agenda Item 7

			<ul style="list-style-type: none"> Consider stakeholders who we want to see 	
	Draft Work Programme	Consultee, monitor and challenge	<ul style="list-style-type: none"> To consider the draft work programme for the year and any suggested items for inclusion 	Committee Members/ Sue Veerman - Overview and Scrutiny Manager
	List of key decisions	Consultee, monitor and challenge	<ul style="list-style-type: none"> To consider the Forward Plan of Executive Decisions 	Sue Veerman- Overview and Scrutiny Manager
31st August, 2021	Annual Report of Human Resources and Organisational Development	Monitor and challenge	<ul style="list-style-type: none"> Organisational Development Apprentices Question and Answer Session 	Human Resources Manager
	Scrutiny Review	Review	<ul style="list-style-type: none"> Scoping of Review including scene setting – ICT and Transformation 	Lead Officer Committee
	List of key decisions	Consultee, monitor and	<ul style="list-style-type: none"> To consider the Forward Plan of Executive Decisions 	Sue Veerman Overview and Scrutiny Manager

		challenge		
	Scrutiny Work Programme	Consultee, monitor and challenge	<ul style="list-style-type: none"> To consider the Committees' work programme 	Sue Veerman Overview and Scrutiny Manager
5th October, 2021	Whistleblowing	Consultee, monitor and challenge	<ul style="list-style-type: none"> Discussion with Monitoring Officer 	Sarah Sternberg
	Ethics and Culture	Consultee, monitor and challenge	<ul style="list-style-type: none"> Discussion with a member of staff 	In private
	Scrutiny Review		<ul style="list-style-type: none"> Approval of Project Plan Approval of timetable for the review Documentation 	
	List of key decisions	Consultee, monitor	<ul style="list-style-type: none"> To consider the Forward Plan of Executive Decisions 	Sue Veerman Overview and Scrutiny

		and challenge		Manager
	Scrutiny Work Programme	Consultee, monitor and challenge	<ul style="list-style-type: none"> To consider the Committees' work programme 	Sue Veerman Overview and Scrutiny Manager
7 th December, 2021	Scrutiny Review	Consultee, monitor and challenge	<ul style="list-style-type: none"> Interviews 	Committee
	Forward Plan of Executive Decisions	Consultee, monitor and challenge	<ul style="list-style-type: none"> To consider the Forward Plan of Executive Decisions 	Sue Veerman Overview and Scrutiny Manager
	Scrutiny Work Programme	Consultee, monitor and challenge	<ul style="list-style-type: none"> To consider the Committees' work programme 	Sue Veerman Overview and Scrutiny Manager
1st February, 2022	Scrutiny Review	Review	<ul style="list-style-type: none"> Interviews 	

	Transformation Programme update	Monitor and challenge	<ul style="list-style-type: none"> To consider progress against the action Plan (including WFH project and impacts of Pandemic) 	Lee Hickin –Director Matt Broughton – HOS
	List of key decisions	Consultee, monitor and challenge	<ul style="list-style-type: none"> To consider the Forward Plan of Executive Decisions 	Sue Veerman Overview and Scrutiny Manager
	Scrutiny Work Programme	Consultee, monitor and challenge	<ul style="list-style-type: none"> To consider the Committees’ work programme 	Sue Veerman Overview and Scrutiny Manager
29th March, 2022	Scrutiny Review	Review	<ul style="list-style-type: none"> Triangulation of evidence – Scrutiny Review 	Committee Members
	List of Key Decisions	Consultee, monitor and challenge	<ul style="list-style-type: none"> To consider the Forward Plan of Executive Decisions 	Sue Veerman - Overview and Scrutiny Manager
	Scrutiny Work Programme	Consultee, monitor and challenge	<ul style="list-style-type: none"> To consider the Committee’s Work Programme 	Sue Veerman - Overview and Scrutiny Manager

10th May, 2022	Draft Scrutiny Review report	Review	<ul style="list-style-type: none"> To agree the draft report for Scrutiny Review 	
	Monitoring of O&S recommendations	Monitor	<ul style="list-style-type: none"> To monitor the implementation of previous committee and review recommendations 	Sue Veerman - Overview and Scrutiny Manager
	List of key decisions	Consultee, monitor and challenge	<ul style="list-style-type: none"> To consider the Forward Plan of Executive Decisions 	Sue Veerman - Overview and Scrutiny Manager
	Scrutiny Work Programme	Consultee, monitor and challenge	<ul style="list-style-type: none"> To consider whether the Committees' work programme has been completed at year end 	Sue Veerman - Overview and Scrutiny Manager