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**North East
Derbyshire**
District Council

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Date: Monday, 24 January 2022

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

Please attend a meeting of the Organisation Scrutiny Committee to be held on **Tuesday, 1 February 2022 at 10.00 am in the Council Chamber**, District Council Offices, 2013 Mill Lane, Wingerworth, Chesterfield.

Yours sincerely

A handwritten signature in black ink that reads "Sarah Steuberg".

Assistant Director of 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 David Drabble Councillor Diana Ruff 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

A G E N D A

- 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 - 10)

To approve as a correct record and the Chair to sign the Minutes of the Organisation Scrutiny Committee held on 7 December 2021.

4 Scrutiny Review

Interviews:-

- 10.00 am - Gillian Sladen (CEO Citizens' Advice NED) and Liz Holt (CA Mid Mercia)
- 10.30 am - David Vickers and Amar Bashir

5 Transformation Programme Update

To consider progress against the Action Plan – including WFH and the impacts of the Pandemic – Lee Hickin, Managing Director and Matt Broughton, Director of Transformation

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 - 17)

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 29 March 2022 at 10.00 am.

10 Venue for Next Meeting

To determine whether the next meeting be held formally (in person) at Mill Lane or informally via virtual conference call.

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, 7 DECEMBER 2021

Present:

Councillor Stephen Clough (Chair) (in the Chair)
Councillor Heather Liggett (Vice-Chair)

Councillor Joseph Birkin
Councillor Pat Kerry
Councillor Philip Wright

Councillor Maggie Jones
Councillor Diana Ruff

Also Present:

A Bond	Governance Officer
D Stanton	Governance Officer
K O’Gorman	Projects and Development Manager
A Gascoigne	Revenues And Benefits Manager
M Finn	Service Manager - Environmental Health

OSC/ Apologies for Absence

39/2

1-22 An apology for absence was received from Councillor J Funnell.

OSC/ Declarations of Interest

40/2

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 interests, 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

41/2

1-22 RESOLVED – That the Minutes of the previous meeting of the Organisation Scrutiny Committee held on the 5 October 2021 be approved as a correct record and signed by the Chair.

OSC/ Scrutiny Review

42/2

1-22 Members conducted a series of interviews with Heads of Service to assess the accessibility of the Council’s online services.

Interview One with the Projects & Development Manager

1. What progress has been made towards full digital services?

Committee heard that the Projects and Development Manager had worked alongside the Joint ICT Service to develop online forms, contact centre scripts and build websites. They had also supported all service

areas with digital transformation.

Members heard that they had achieved their target goal of 50% digital services in quarter two, the current figure was at 51.19%.

The Officer informed Members that work was being undertaken to ensure that residents could access information online. The website included one page for all online services such as 101 forms. This also included forms available through Derbyshire County Council (DCC), revenue and planning. The page also contained redirection links to the Parish or County Council if the District was unable to provide the relevant information.

Committee heard that interest in online services had increased since the start of the pandemic but some residents would still prefer to use traditional methods of communication such as via the telephone or in-person visits.

Members requested to view a breakdown of this information.

2. **How easy and intuitive are the services we have introduced?**

Members heard that the services were designed to be as easy and intuitive as possible but residents have different needs and it is not intuitive for all individuals to work online.

The Council had less control over third party forms, such as those used by revenue and planning, but they provided guidance on these and residents had the ability to phone the contact centre for assistance completing forms.

The Officer informed Members that they had not received much negative feedback but this did not mean that residents weren't struggling.

3. **How do we promote digital services and how are we measuring the customer experience?**

The Officer informed Members that the Communications department advertised online services wherever possible. Information on what services the Council provided online were also included on the Streetscene newsletter. But residents that viewed this information were more likely to already know about online services. It would be important to find a method of contacting those residents that do not engage with many online services.

The Officer notified Members that customer experience was measured through an annual review but they would be adding a customer satisfaction survey to the end of every form in order to gain increased feedback.

4. **How are we ensuring that all customers can access digital**

services, and what are we doing to help those who can't?

Members were informed that all service areas were promoting themselves digitally.

Committee heard that each individual would have different needs and requirements but it would be important to identify those individuals that cannot access online services so that the Council could improve its accessibility.

Members discussed reasons why residents could struggle to access online services and heard that it was younger people, rather than older people, that were becoming less connected through choice.

5. What are the costs of implementation?

The Officer informed Members that the cost of implementation would be around £13,000 per annum.

Members were informed that there was no budget in place for digital transformation. Instead it was funded as part of the Joint ICT Service. There was a £2000 software contingency but any other spend had to go through a report first.

Committee heard that the team consisted of a GIS Officer, a Property Gazette Officer, two part time form developers, a web developer shared between three authorities and a software developer. There was a vacant position for a senior application development officer.

6. What are the barriers to success?

Members heard that more investment was needed.

Other barriers to success included a high volume of emails received by the department and a lack of customer feedback.

7. Do you have any other opinions/suggestions to improve digital services?

The Officer suggested that a "single sign-on system" that gave residents complete access by linking services such as revenues and the Council's self-service, would be beneficial but would include high costs for linking the accounts.

Members noted that consideration could also be given to a centralised and dedicated digital transformation budget, as currently digital transformation came out of individual departmental budgets.

Interview Two with the Customer Services Manager

The Customer Services Manager was unable to attend the meeting.

Interview Three with the Revenues & Benefits Manager

1. **What progress has been made towards full digital services?**

The Officer informed Members that it was important to ensure that residents who could not or would not access digital services were not restricted from those services. But it was also important to provide online services to those that wanted them.

A number of services could now be completed virtually such as online payments; housing benefit, council tax reduction, changing circumstances, council tax, business rates and benefits forms were available online. Residents could contact staff in person or over the phone to receive assistance completing any of these forms.

Residents could have their council tax bill, business rates and housing benefit letters emailed to them instead of posted through the mail. 3176 residents had signed up to view their council tax details online, over 9000 residents had their bill emailed, 189 residents had signed up to receive housing benefit details online, and 25 had signed up to view their business rates bill online. The Officer would like to increase these numbers.

Members heard that the department were advertising a post for progression of digital services.

The Officer informed Members that they would like to introduce a form for residents to inform the Council when they have moved out of the District. They would also like to design a form that could be used for a corporate perspective.

Committee discussed the various forms. In particular they enquired as to the cost and whether certain forms could be constructed in-house.

Members heard that IEG4 forms were around £29,000 per annum and Capita forms were sold as part of a package that cost £15,000 to £20,000 per annum. They also heard that certain forms would be difficult to build in-house as the external forms were intuitive to the Council's database.

2. **How easy and intuitive are the services we have introduced?**

Committee heard that a majority of the online forms were intuitive. If a resident had indicated that they were disabled then they would have different and more relevant questions to another resident that had not.

3. **How do we promote digital services and how are we measuring the customer experience?**

The Officer informed Members that information on digital services were promoted on outgoing bills and had been included on flyers with council tax and benefit letters. It was hoped that once filled, the new post would do more to help promote online services.

The Officer would identify residents that were not signed up for online

accounts and email them information around the Council's online services.

4. **How are we ensuring that all customers can access digital services, and what are we doing to help those who can't?**

Members heard that residents could contact the department via telephone and staff would assist them in completing the forms. There was also a Visiting Officer who could perform home visits.

5. **What are the costs of implementation?**

Committee were informed that the contract with IED4 cost around £25,900 per annum and was set up as a two year contract with the option of extending.

The Council had a rolling contract with Capita. Because Capita had established the initial systems, it was more difficult for other providers to access information within the system.

The Officer informed Members that they were always reviewing services to ensure that they provided the best user experience and assessing whether to use an external or in-house form.

The Officer praised the work carried out by the in-house development team.

6. **What are the barriers to success?**

Members heard that the barriers to success included informing on and encouraging residents to use the online services.

7. **Do you have any other opinions/suggestions to improve digital services?**

The Officer suggested that more advertising should be done at the corporate level to inform residents on the online services offered by the Council.

It was important that the Council did not go completely digital as this would restrict access to residents.

Interview Four with the Service Manager for Environmental Health

1. **What progress has been made towards full digital services?**

The Officer listed a number of areas where the Council had progressed towards a full digital service. A majority of all front-facing environmental health services, such as pest control, were available online via a self-service portal.

Environmental Health had invested in a noise app that would allow residents to take a recording of noise nuisance and send it to the relevant officer. The department had also invested in a mobile

inspection platform that would allow for a number of inspections to be built up and shared with the relevant businesses. As well as this, certificates and inspection results could all be supplied electronically to businesses.

New online services included a Covid self-assessment that businesses could complete online, a digital customer satisfaction survey to gauge how effective the food hygiene service had been delivered, and an online licensing application system was due to go live in March.

Committee heard that they would now be conducting research into mobile survey requests and inspections with the goal of establishing a more intuitive inspection based service that an officer could have access to on a tablet device.

2. How easy and intuitive are the services we have introduced?

The services introduced were designed to be as user friendly and straightforward as possible.

Customer satisfaction surveys were needed to fully assess how easy and intuitive the services were.

3. How do we promote digital services and how are we measuring the customer experience?

Committee heard that customer experience was not yet being monitored.

Members were informed that the Covid certification scheme had been promoted during visits to businesses and that the new scheme would be promoted via social media. The website was also utilised and information was marketed through emails.

Environmental Health had worked with the food standards agency to launch an online scheme. Officers worked with new businesses during visits to help them fill out the form.

4. How are we ensuring that all customers can access digital services, and what are we doing to help those who can't?

The Officer stated that they wanted to ensure that their digital services were easy to understand and access. This was being developed further by sending staff on deaf awareness courses.

The Officer informed Committee that they would like to see more work completed on disability awareness at a corporate level.

5. What are the costs of implementation?

Members heard that the cost of removing paper and handling time would provide savings but some of the digital solutions were also expensive and so it was important to balance these costs.

It would be important to roll services out wider to allow for other savings.

6. What are the barriers to success?

The Officer suggested that cost was the primary barrier to success. It would be crucial to make the right investments early on for savings down the line.

7. Do you have any other opinions/suggestions to improve digital services?

The Officer informed Committee that they would like to see investment in more digital services that would support people with additional needs.

The Committee heard that investment in a centralised communications system such as Microsoft 365 could also be considered.

OSC/ Forward Plan of Executive Decisions

43/2

1-22 RESOLVED – That the forward plan of Executive Decisions be noted.

OSC/ Work Programme

44/2

1-22 Members requested to speak to officers about Members IT.

Members agreed that an additional item to decide on the location of future meetings should be added to the agenda.

Committee requested that the current review topic be added onto the work programme for clarity.

RESOLVED – That the Organisation Scrutiny Committee Work Programme be noted.

OSC/ Additional Urgent Items

45/2

1-22 There were no urgent items discussed at this meeting.

OSC/ Date of Next Meeting

46/2

1-22 The next meeting of the Organisation Scrutiny Committee will be held on 1st February 2022 at 10am.

**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 • Consider stakeholders who we want to see 	Committee members

Agenda Item 7

	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 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

5 th October, 2021	Whistleblowing	Consultee, monitor and challenge	<ul style="list-style-type: none"> • Discussion with Monitoring Officer 	Sarah Sternberg accepted
	Ethics and Culture	Consultee, monitor and challenge	<ul style="list-style-type: none"> • Discussion with a member of staff 	In private - accepted
	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 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

7 th December, 2021	Scrutiny Review	Consultee, monitor and challenge	Interviews <ul style="list-style-type: none"> • Kristen O Gorman - Project and Development Manager 10.00 • Andrew Gascoigne - Revenues and Benefits Manager 11.00 • Matt Finn – Environmental Health Manager 11.30 	Committee
	Forward Plan of Executive Decisions	Consultee, monitor and challenge	<ul style="list-style-type: none"> • To consider the Forward Plan of Executive Decisions 	Overview and Scrutiny Manager
	Scrutiny Work Programme	Consultee, monitor and challenge	<ul style="list-style-type: none"> • To consider the Committees’ work programme 	Overview and Scrutiny Manager
1st February, 2022	Scrutiny Review – ICT & Transformation	Review	Interviews <ul style="list-style-type: none"> • Gillian Sladen (CEO of Citizens Advice NED) & Liz Holt (CA Mid Mercia) 10.00 • David Vickers & Amar Bashir 10.30 	Committee

	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 	Overview and Scrutiny Manager
	Scrutiny Work Programme	Consultee, monitor and challenge	<ul style="list-style-type: none"> To consider the Committees’ work programme 	Overview and Scrutiny Manager
29th March, 2022	Scrutiny Review – ICT & Transformation	Review	<p>Interviews</p> <ul style="list-style-type: none"> Rachael Pope - Customer Services Manager - Accepted 	Committee Members
		Consultee, monitor and challenge	<p>Update on apprenticeships/degrees from the HR & OD Manager - Accepted</p>	Sara Gordon
	Scrutiny Review – ICT & Transformation	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 	Overview and Scrutiny Manager
	Scrutiny Work Programme	Consultee, monitor and challenge	<ul style="list-style-type: none"> To consider the Committee's Work Programme 	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 	
		Consultee, monitor and challenge	<ul style="list-style-type: none"> To receive an update on Members IT 	
	Monitoring of O&S recommendations	Monitor	<ul style="list-style-type: none"> To monitor the implementation of previous committee and review recommendations 	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 	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	Overview and Scrutiny Manager
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