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**North East  
Derbyshire**  
District Council

Contact: Damon Stanton

Tel: 01246 217011

Email: [damon.stanton@ne-derbyshire.gov.uk](mailto:damon.stanton@ne-derbyshire.gov.uk)

Date: Monday, 16 May 2022

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

Please attend a meeting of the Organisation Scrutiny Committee to be held on **Tuesday, 24 May 2022 at 10.00 am in the Council Chamber**, District Council Offices, Mill Lane, Wingerworth, Chesterfield S42 6NG.

Yours sincerely

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

Assistant Director of Governance and Monitoring Officer

## **Members of the Committee**

<b><u>Conservative Group</u></b>	<b><u>Labour Group</u></b>	<b><u>Independent Group</u></b>
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 - 8)

To approve as a correct record and the Chair to sign the Minutes of the Organisation Scrutiny Committee held on 29 March 2022.

**4 Members' IT Provisions**

To receive an update on Members' IT – Sarah Sternberg, Assistant Director of Governance and Monitoring Officer, Alan Maher, Interim Governance Manager, and Nicola Astle, Joint ICT Service and Delivery Manager.

**5 Rykneld Homes**

To receive an update on Rykneld Homes – Karl Apps, Assistant Director of Economic Development, Regeneration and Housing Delivery and Lorraine Shaw, Managing Director – Rykneld Homes.

**6 Monitoring of Overview and Scrutiny Recommendations** (Pages 9 - 15)

To monitor the implementation of previous Committee and review recommendations.

**7 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>

**8 Work Programme** (Pages 16 - 23)

To consider whether the Committee's Work Programme has been completed at year end.

**9 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.

**10 Date of Next Meeting**

The next meeting of the Organisation Scrutiny Committee is scheduled to take place in the new Municipal Year.

# 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, 29 MARCH 2022

#### **Present:**

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

Councillor Joseph Birkin  
Councillor Philip Wright

Councillor Diana Ruff

#### **Also Present:**

S Gordon	HR & OD Manager
B MacArthur-Williams	Health & Safety Manager
S Lee	Assistant Director of Transformation & Communications
R Pope	Customer Services Manager
D Stanton	Governance Officer
A Bond	Governance Officer

#### **OSC/ Apologies for Absence**

57/2

1-22 Apologies for absence were received from Councillors P Kerry and J Funnell.

#### **OSC/ Declarations of Interest**

58/2

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**

59/2

1-22 RESOLVED – That the Minutes of the previous meeting of the Organisation Scrutiny Committee held on 1 February 2022 be approved as a correct record and signed by the Chair.

#### **OSC/ Scrutiny Review - ICT and Transformation**

60/2

1-22 Interview with the Customer Services Manager

##### 1. What Progress has been made towards full digital services?

Members heard that there had been a lot of progress made towards a full digital service, this included the addition of a number of self-service forms such as the one created to assist residents in self-isolation. There had been 7251 service requests through this form.

It was noted that the most used form of contact by residents was telephone,

followed by email and in-person meetings. Web chat had been implemented in December 2021.

Committee were informed that the Mill Lane site had transitioned to cashless payments only in January 2019. Residents were still able to make cash payments at alternative sites such as post offices and payzone outlets.

There were also a large range of alternative payment methods made available to residents. These included telephone and website payments, as well as a new automated telephone based payment service. These services were available 24 hours a day, seven days a week. No complaints had been received as a result of this transition to a cashless service.

Members heard that the ability to send fully encrypted texts and a hybrid mail service were currently being investigated.

## 2. How Easy and Intuitive are the Services we have introduced?

Committee were informed that advice and assistance was still available for those residents that required it but often this was only required for first time users.

Residents still had the option of paying in cash at other premises outside of Mill Lane.

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

Members heard that customer satisfaction surveys across all access channels were due to be completed during 2022/2023. The services were also promoted and questions asked, during Citizens Panels. Residents also had access to a comments, compliments and complaints form that they were able to fill out.

Committee were informed that after completed a webchat, residents would have the option to complete a survey on their experience.

The Officer stated that a quality impact assessment was undertaken prior to the removal of the physical payments service at the Mill Lane premises and all residents that had made cash payments at the site were contacted and informed of the changes.

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

Committee heard that internet access and the use of a self-help PC in reception at the Mill Lane premises, as well as the fact that internet access was available through DCC Libraries was actively promoted.

Customer services were also able to assist residents without internet access to create email accounts and complete online forms. This has been used in the past to assist residents in registering for free food during the Covid

pandemic and for accessing Universal Credit.

The Officer highlighted ten core services that residents contacted the council for and suggested that a video series on how to access these could be created.

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

Members noted that the most extensive costs had been the implementation of the telephone payment service at a cost of £20,000 but this was needed in order for the organisation to be compliant with regulations.

There would also be a cost of £10,000 to implement the hybrid mail system but this would deliver savings of £30,000 this year.

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

Committee were informed that the primary barrier was getting the forms online and ensuring that the right forms were available for residents.

There had been no complaints or barriers for residents to date.

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

Members were told that the hybrid mail service would deliver significant savings and efficiencies. After this had been implemented, the implementation of a chatbot could be considered as this would reduce telephone time for Officers.

Committee discussed the interview and enquired as to whether the progress towards digital services would affect staffing levels. They heard that the service were not looking to make any redundancies but might consider succession planning once people leave the service.

Members noted that 734 residents had made cash payments this year at no charge to the resident.

The Officer informed Members that different ways to make payments were being actively promoted but if any residents were having issues then they were welcome to contact Customer Services.

#### **OSC/** **Update on Apprenticeships/Degrees**

**61/2**

**1-22**

Members received an update on Apprenticeships and Degrees that were being completed by employees such as the Health & Safety Manager.

They heard that the Manager was completing an MBA (Facilities Management) that included eight modules, and eight assignments. Once this had been completed there would be an applied business report to undertake and present which is based on a 10,000 word dissertation.

As well as this, they would have to complete an apprenticeship. This would require the participant to identify key pieces of work that would benefit the

Council and then produce ten or fifteen fully evidenced mini projects that would be discussed at the end point assessment. The end point assessment would be facilitated by an external examiner.

The Health & Safety Manager informed members of the benefits that they were receiving from participating in the course. These included; developing strategic thinking, appreciating how Health & Safety impacts upon other Council services and departments, and an understanding of facilities management at a more structural level.

Members were informed that the MBA course would last a total of three years and that the apprenticeship would be completed within three and a half years.

**OSC/ Scrutiny Review - ICT and Transformation**

**62/2**

**1-22** The Committee then considered all of the evidence which it had received during its review of the Council's ICT and transformation towards digital services.

Committee identified areas of good practice such as service areas performing well within their areas, in-house developed programmes and services and the support delivered to residents.

Members also highlighted a number of areas for improvement. These included a lack of a dedicated central budget for digital services, the opportunity for a greater partnership with Citizens Advice, and no cloud based system for staff.

RESOLVED – That the draft report on Committee's review be prepared and submitted to Committee for approval.

**OSC/ Forward Plan of Executive Decisions**

**63/2**

**1-22** RESOLVED – That the Forward Plan of Executive Decisions be noted.

**OSC/ Work Programme**

**64/2**

**1-22** RESOLVED – That the work programme be noted.

**OSC/ Additional Urgent Items**

**65/2**

**1-22** There were no additional urgent items.

**OSC/ Date of Next Meeting**

**66/2**

**1-22** The next meeting of the Organisation Scrutiny Committee would be held on Tuesday 10 May at 10.00 am.

**OSC/ Venue for Next Meeting**

**67/2**

**1-22** The next meeting of the Organisation Scrutiny Committee would be held in the Council Chamber, District Council Offices, 2013 Mill Lane, Wingerworth, Chesterfield, S42 6NG.





**Monitoring of Scrutiny Recommendations – 2021/22**

<b><u>COMMITTEE MAKING RECOMMENDATION</u></b>	<b><u>RECOMMENDATION</u></b>	<b><u>DATE OF COMMITTEE</u></b>	<b><u>TO BE ACTIONED BY</u></b>	<b><u>OUTCOMES OF RECOMMENDATION</u></b>
<b>GROWTH</b>	<b>NONE</b>	28 June 2021		
<b>COMMUNITIES</b>	That a review into a potential out of hours service be commenced.	02 July 2021	Overview and Scrutiny Manager	Review scoped and commenced <b>COMPLETE</b>
<b>ORGANISATION</b>	That a review on ICT and Transformation be commenced.	06 July 2021	Overview and Scrutiny Manager	Review scoped and commenced <b>COMPLETE</b>
<b>AUDIT &amp; CORPORATE GOVERNANCE</b>	That additional items be added on to the Committee's work programme including reports on the Council's IT security, safeguarding, benchmarking, projected budget shortfall, and overpaid housing benefit.	28 July 2021	S151 Officer	Items placed on Committee work programme <b>COMPLETE</b>
<b>GROWTH</b>	None	02 August 2021		
<b>ORGANISATION</b>	That a review into ICT & Transformation be commenced.	31 August 2021	Overview and Scrutiny Manager	Review scoped and commenced <b>COMPLETE</b>
<b>COMMUNITIES</b>	None.	03 September 2021		

<p><b>AUDIT &amp; CORPORATE GOVERNANCE</b></p>	<ol style="list-style-type: none"> <li>1. That the Audit and Corporate Governance Scrutiny Committee approve the letter of representation contained within the Audit Completion Report and authorise the Chief Financial Officer to sign the letter on behalf of the Council.</li>   <li>2. The Audit and Corporate Governance Scrutiny Committee approve the audited statement of accounts in respect of 2020/21.</li>   <li>3. That delegated powers are granted to the Chief Financial Officer in consultation with the Chair of the Audit and Corporate Governance Scrutiny Committee to agree any changes which may be necessary in order to ensure the</li> </ol>	<p>22 September 2021</p>	<p>S151 Officer</p> <p>Strategic Partnership Co-ordinator</p>	<p>COMPLETE</p>
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finalisation of the external audit currently being concluded by the Council's external auditors Mazars to ensure completion of the Statement of Accounts by the statutory deadline of 30 September 2021.

4. That the Audit and Corporate Governance Scrutiny Committee approve the local Code of Corporate Governance
5. That delegated powers are granted to the Chief Financial Officer in consultation with the Chair or Deputy Chair of the Audit and Corporate Governance Scrutiny Committee to agree any changes which may be necessary in order to ensure the finalisation of the external audit currently being concluded

	<p>by the Council's external auditors Mazars to ensure completion of the Statement of Accounts by the statutory deadline of 30 September 2021.</p> <p>6. That further information be provided to the Committee in regards to the tendering process for the awarding of grants to external partners.</p>			
<b>GROWTH</b>	To continue monitoring the Council's assets and for the AD of property services to be invited to a future meeting.	27 September 2021	Overview and Scrutiny Manager	Officer gave further update. COMPLETE
<b>ORGANISATION</b>	<p>The Committee requested that the whistleblowing policy be considered by the Council Joint Consultative Group when it was next up for review.</p> <p>Members requested a further update on NBA apprenticeships.</p>	05 October 2021	<p>AD of Governance &amp; Monitoring Officer</p> <p>Senior Scrutiny Officer</p>	<p>Policy not yet due for renewal ONGOING</p> <p>HR &amp; OD Manager invited back to give further update COMPLETE</p>

<b>AUDIT &amp; CORPORATE GOVERNANCE</b>	<p>That the Audit and Corporate Governance Scrutiny Committee approved the updated Anti-Fraud and Corruption Strategy subject to the amendment that further consideration be given to the mitigation identified on the anti-fraud and corruption strategy action plan.</p> <p>That updates on cyber security, section 106 payments, and growth directorate spending be added to the work programme</p>	03 November 2021	S151 Officer	<p>COMPLETE</p> <p>Added to the work programme and considered by Committee. COMPLETE</p>
<b>COMMUNITIES</b>	That further information be provided to the Committee on active service requests from environmental health	12 November 2021	Senior Scrutiny Officer	Information provided. COMPLETE
<b>GROWTH</b>	That a spotlight review on business engagement be commenced.	22 November 2021	Senior Scrutiny Officer	Review commenced COMPLETE
<b>AUDIT &amp; CORPORATE GOVERNANCE</b>	Additions to the work programme including an overview of the Council's	01 December 2021	S151 Officer Head of Internal Audit	COMPLETE

	financial considerations, an updated risk register, and an action plan arising from the external review of internal audit.			
<b>ORGANISATION</b>	Members requested that an update on Members IT be added to the work programme.	7 December 2021	Senior Scrutiny Officer	COMPLETE Added to work programme.
<b>COMMUNITIES</b>	None.	10 December 2021		
<b>AUDIT &amp; CORPORATE GOVERNANCE</b>	The Committee requested additions to the work programme including a returns on investment report, a verbal update on section 106 agreements, and a report on the digital transformation strategy.	12 January 2022	S151 Officer  Head of Internal Audit	COMPLETE Added to work programme.
<b>GROWTH</b>	That a further update be provided on progress against the action plan – previous review on business centres and industrial units.	24 January 2022	Senior Scrutiny Officer  AD Property Services and Estates	Added to work programme  COMPLETE
<b>ORGANISATION</b>	None.	01 February 2022		
<b>COMMUNITIES</b>	The Committee considered progress against the action plan on residential parking –	11 February 2022	Senior Scrutiny Officer	NOT COMPLETE

	previous scrutiny review. The Director of Growth was requested to return to provide a further update.		Director of Growth	Will be added to next year's work programme.
<b>AUDIT &amp; CORPORATE GOVERNANCE</b>	The Committee approved the accounting policies.  The Committee requested a further reports on Section 106 agreements and allocation of resources for the parking strategy.	23 February 2022	S151 Officer  S151 Officer Head of Planning	COMPLETE  NOT COMPLETE To be presented at next meeting.
<b>GROWTH</b>	Review evidence triangulated and report to be prepared for consideration by Committee	14 March 2022	Senior Scrutiny Officer	NOT COMPLETE Report being prepared
<b>ORGANISATION</b>	Review evidence triangulated and report to be prepared for consideration by Committee	29 March 2022	Senior Scrutiny Officer	NOT COMPLETE Report being prepared.
<b>COMMUNITIES</b>	Review evidence triangulated and report to be prepared for consideration by Committee  Committee requested that regular updates and a timetable on delivery be provided on the CCTV in taxis Policy.	01 April 2022	Senior Scrutiny Officer  Environmental Health Manager	NOT COMPLETE Report being prepared.  NOT COMPLETE (ONGOING)

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

**Chair: Cllr Steve Clough    Vice Chair Cllr Heather Liggett**

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

**Agenda Item 8**



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

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

		and challenge		Manager
	Scrutiny Work Programme	Consultee, monitor and challenge	<ul style="list-style-type: none"> <li>To consider the Committees' work programme</li> </ul>	Sue Veerman Overview and Scrutiny Manager
7 <sup>th</sup> December, 2021	Scrutiny Review	Consultee, monitor and challenge	<p>Interviews</p> <ul style="list-style-type: none"> <li>Kristen O Gorman - Project and Development Manager 10.00</li> <li>Andrew Gascoigne - Revenues and Benefits Manager 11.00</li> <li>Matt Finn – Environmental Health Manager 11.30</li> </ul>	Committee
	Forward Plan of Executive Decisions	Consultee, monitor and challenge	<ul style="list-style-type: none"> <li>To consider the Forward Plan of Executive Decisions</li> </ul>	Overview and Scrutiny Manager

	Scrutiny Work Programme	Consultee, monitor and challenge	<ul style="list-style-type: none"> <li>To consider the Committees' work programme</li> </ul>	Overview and Scrutiny Manager
<b>1<sup>st</sup> February, 2022</b>	Scrutiny Review – ICT & Transformation	Review	<p>Interviews</p> <ul style="list-style-type: none"> <li>Gillian Sladen (CEO of Citizens Advice NED) &amp; Liz Holt (CA Mid Mercia) 10.00</li> <li>David Vickers &amp; Amar Bashir 10.30</li> </ul>	Committee
	Transformation Programme update	Monitor and challenge	<ul style="list-style-type: none"> <li>To consider progress against the action Plan (including WFH project and impacts of Pandemic)</li> </ul>	Lee Hickin –Director Matt Broughton – HOS
	List of key decisions	Consultee, monitor and challenge	<ul style="list-style-type: none"> <li>To consider the Forward Plan of Executive Decisions</li> </ul>	Overview and Scrutiny Manager
	Scrutiny Work Programme	Consultee, monitor and challenge	<ul style="list-style-type: none"> <li>To consider the Committees' work programme</li> </ul>	Overview and Scrutiny Manager
<b>29<sup>th</sup> March, 2022</b>	Scrutiny Review – ICT & Transformation	Review	<p>Interviews</p> <ul style="list-style-type: none"> <li>Rachael Pope - Customer Services</li> </ul>	Committee Members

			Manager - <b>Accepted</b>	
		Consultee, monitor and challenge	Update on apprenticeships/degrees from the HR & OD Manager - <b>Accepted</b>	Sara Gordon – HR & OD Manager
	Scrutiny Review – ICT & Transformation	Review	<ul style="list-style-type: none"> <li>• Triangulation of evidence – Scrutiny Review</li> </ul>	Committee Members
	List of Key Decisions	Consultee, monitor and challenge	<ul style="list-style-type: none"> <li>• To consider the Forward Plan of Executive Decisions</li> </ul>	Damon Stanton – Senior Scrutiny Officer
	Scrutiny Work Programme	Consultee, monitor and challenge	<ul style="list-style-type: none"> <li>• To consider the Committee’s Work Programme</li> </ul>	Damon Stanton – Senior Scrutiny Officer
<b>24 May 2022</b>	Members IT provisions	Consultee, monitor and challenge	<ul style="list-style-type: none"> <li>• To receive an update on Members IT.</li> </ul>	Alan Maher – Interim Governance Manager  Sarah Sternberg – Assistant Director of Governance and Monitoring Officer

				Nicola Astle – Joint ICT Service Delivery Manager
	Rykneld Homes	Consultee, monitor and challenge	<ul style="list-style-type: none"> <li>To receive an update on Rykneld Homes.</li> </ul>	Karl Apps - Assistant Director Economic Development, Regeneration and Housing Delivery Lorraine Shaw – Managing Director Rykneld Homes Ltd
	Monitoring of O&S recommendations	Monitor	<ul style="list-style-type: none"> <li>To monitor the implementation of previous committee and review recommendations</li> </ul>	Damon Stanton – Senior Scrutiny Officer
	List of key decisions	Consultee, monitor and challenge	<ul style="list-style-type: none"> <li>To consider the Forward Plan of Executive Decisions</li> </ul>	Damon Stanton – Senior Scrutiny Officer
	Scrutiny Work Programme	Consultee, monitor and challenge	<ul style="list-style-type: none"> <li>To consider whether the Committees' work programme has been completed at year end</li> </ul>	Damon Stanton – Senior Scrutiny Officer

