

# Public Document Pack



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PUBLIC

To: Members of Improvement and Scrutiny Committee - Resources

Wednesday, 7 September 2022

Dear Councillor,

Please attend a meeting of the **Improvement and Scrutiny Committee - Resources** to be held at **2.00 pm** on **Thursday, 15 September 2022** in Committee Room 1, County Hall, Matlock, DE4 3AG, the agenda for which is set out below.

Yours faithfully,

A handwritten signature in black ink that reads 'Helen E. Barrington'.

**Helen Barrington**  
**Director of Legal and Democratic Services**

## **AGENDA**

### **PART I - NON-EXEMPT ITEMS**

1. Apologies for Absence  
To receive apologies for absence (if any)
2. Declarations of Interest  
To receive declarations of interest (if any)
3. Minutes (Pages 1 - 4)

To confirm the non-exempt minutes of the meeting of the Improvement and Scrutiny Committee – Resources held on 21 July 2022

4. Public Questions (30 minute maximum in total) (Pages 5 - 6)

(Questions may be submitted to be answered by the Scrutiny Committee, or Council officers who are attending the meeting as witnesses, on any item that is within the scope of the Committee. Please see the procedure for the submission of questions at the end of this agenda)

5. Learning and Development Progress Strategy Update (Pages 7 - 16)

6. Channel Shift Update (Pages 17 - 22)

7. Work Programme 2022-23 (Pages 23 - 28)

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**MINUTES** of a meeting of **IMPROVEMENT AND SCRUTINY COMMITTEE - RESOURCES** held on Thursday, 21 July 2022 in Committee Room 1, County Hall, Matlock, DE4 3AG.

## **PRESENT**

Councillor S Swann (in the Chair)

Councillors J Barron, J Dixon, M Foster, A Hayes, J Innes, D Muller and D Murphy.

Apologies for absence were submitted for Councillor R Ashton.

Officers present: Roz Savage, Improvement & Scrutiny Officer and I Walters, Democratic Services

### **14/22 DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **15/22 MINUTES**

**RESOLVED** that the minutes of the meeting of the Improvement and Scrutiny Committee - Resources held on 12 May, be confirmed as a correct record and signed by the Chairman.

### **16/22 PUBLIC QUESTIONS**

There were no public questions.

### **17/22 ICT STRATEGY UPDATE**

Peter Handford, Director of Finance and ICT attended the meeting and provided a presentation to the committee on the ICT Strategy Development update.

Members had received a copy of the presentation in advance of the meeting.

Reference was made to the journey so far with the current ICT Strategy, and Mr Handford made reference to what had gone well and what hadn't, and referred to observations and feedback that had been received following consultation. He then went on to explain why there was need for a different approach.

Details were given of the proposed development of a new ICT Strategy and that this would follow a themes approach:

- To support the Derbyshire's core mission statement, objectives and business plan, a number of key cross-cutting themes have been identified. The vision and strategy for ICT was influenced by many internal and external drivers. The themes had been developed from the needs of the Council, its stakeholders and partners, whom are tasked with delivery of services to the county.
- The themes had also been aligned with and recognise the Vision for Derbyshire.
- The Council's work with other local authorities, stakeholders, partners and central Government agencies and industry specialists had identified a number Key Themes for the provision of ICT, around which objectives had been defined and grouped the Council's outcomes and success factors
- Each theme is linked to the Future Council's Vision and supports the key aims of the Business Plan; the main features of the themes were:

Each theme would be informed by and inform other dependant strategies

- No theme was independent – all are interlaced
- Together they create a Strategy Framework for change
- They would create a minimum, acceptable standard - a 'Reference Architecture'.
- They would be governed and assured centrally; informed and enabled with our stakeholders and partners.
- Each theme would have set KPI's
- Each theme would have a business case

A series of fundamental strategic themes of operation had been identified as key to how the ICT function operated. The aim was to simplify, standardise and share by being: customer focused, innovative, open and empathetic, planned and consistent, service orientated, data driven, and developing every day.

Members made a number of observations and comments and asked questions that were duly answered or noted. Particular reference was made to the many potential benefits that new ICT systems could provide to the residents of Derbyshire when accessing council services but the technical architecture would need to be absolutely right to enable success. The way the Council wished to work should drive the development of the new ICT Strategy

The Chairman thanked Mr Handford for his interesting and informative presentation.

**RESOLVED** to note the presentation on the development of the new ICT Strategy

**18/22**     **DISCUSSION WITH THE NEW EXECUTIVE DIRECTOR FOR CORPORATE SERVICES AND TRANSFORMATION**

The Chairman welcomed Joe O'Sullivan, the newly appointed Executive Director for Corporate Services and Transformation to the meeting.

Joe thanked the committee for inviting him to attend and took the opportunity to outline his three key priorities to members:

1. That Corporate Services and Transformation be seen as the enabling function that helps to make all other departments in the County Council work;
2. In terms of transformation, the ability to change and nurture aspirations around change whilst continually evolving and developing the capacity internally to do that; and
3. That the individual person be valued and feels a connection with what they do in their individual roles and the outcome that has for residents in the local communities.

Members were given the opportunity to make comments and ask question which were duly answered or noted

The Chairman thanked Joe for attending and that the Committee looked forward to working with him moving forward.

The meeting finished at 3.10 pm

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## **Procedure for Public Questions at Improvement and Scrutiny Committee meetings**

Members of the public who are on the Derbyshire County Council register of electors, or are Derbyshire County Council tax payers or non-domestic tax payers, may ask questions of the Improvement and Scrutiny Committees, or witnesses who are attending the meeting of the Committee. The maximum period of time for questions by the public at a Committee meeting shall be 30 minutes in total.

### **Order of Questions**

Questions will be asked in the order they were received in accordance with the Notice of Questions requirements, except that the Chairman may group together similar questions.

### **Notice of Questions**

A question may only be asked if notice has been given by delivering it in writing or by email to the Director of Legal Services no later than 12noon three working days before the Committee meeting (i.e. 12 noon on a Wednesday when the Committee meets on the following Monday). The notice must give the name and address of the questioner and the name of the person to whom the question is to be put.

Questions may be emailed to [democratic.services@derbyshire.gov.uk](mailto:democratic.services@derbyshire.gov.uk)

### **Number of Questions**

At any one meeting no person may submit more than one question, and no more than one such question may be asked on behalf of one organisation about a single topic.

### **Scope of Questions**

The Director of Legal Services may reject a question if it:

- Exceeds 200 words in length;
- is not about a matter for which the Committee has a responsibility, or does not affect Derbyshire;
- is defamatory, frivolous or offensive;
- is substantially the same as a question which has been put at a meeting of the Committee in the past six months; or
- requires the disclosure of confidential or exempt information.

## **Submitting Questions at the Meeting**

Questions received by the deadline (see **Notice of Question** section above) will be shared with the respondent with the request for a written response to be provided by 5pm on the last working day before the meeting (i.e. 5pm on Friday before the meeting on Monday). A schedule of questions and responses will be produced and made available 30 minutes prior to the meeting (from Democratic Services Officers in the meeting room).

It will not be necessary for the questions and responses to be read out at the meeting, however, the Chairman will refer to the questions and responses and invite each questioner to put forward a supplementary question.

## **Supplementary Question**

Anyone who has put a question to the meeting may also put one supplementary question without notice to the person who has replied to his/her original question. A supplementary question must arise directly out of the original question or the reply. The Chairman may reject a supplementary question on any of the grounds detailed in the **Scope of Questions** section above.

## **Written Answers**

The time allocated for questions by the public at each meeting will be 30 minutes. This period may be extended at the discretion of the Chairman. Any questions not answered at the end of the time allocated for questions by the public will be answered in writing. Any question that cannot be dealt with during public question time because of the non-attendance of the person to whom it was to be put, will be dealt with by a written answer.



**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**RESOURCES IMPROVEMENT AND SCRUTINY COMMITTEE**

**15<sup>th</sup> September 2022**

**Report of the Learning and Development Strategy – Progress Update**

**1. Purpose**

1.1 To update Scrutiny Committee on the progress of the deployment of the Learning and Development strategy since approval in April 2021, with focus on:

- The current learning and development offer
- The learning and development budget
- Our priorities for 2022/23

**2. Information and Analysis**

**2.1 Background**

Prior to 2020, learning and development (L&D) teams existed within both the Children's Services and Adult Social Care and Health departments, with a small, centralised team responsible for the core training offer, apprenticeships and leadership development. In April 2020 as part of the wider HR review, the L&D teams were centralised, and a Talent Development team and a Leadership Development team were created.

A review was undertaken of how the current L&D provision supports departments to deliver their services, with feedback from key stakeholders across every department, the L&D team and trade unions. Key themes included the need for more training linked to strategic needs, a blended approach to learning, evaluation to be more aligned to learning outcomes, leadership development for all managers, greater clarity on training budgets, learning pathways for key roles, renewed focus on inductions and a learning management system that is easy to navigate and records all learning.

As a result, the Learning and Development strategy was developed and this was approved by Corporate Management Team in April 2021, which sets out to engage, nurture and develop our current people and future potential (see appendix 1).

Aligned to the Council's People Strategy, the L&D team will enable professional development, clear career pathways, a performance culture and succession planning to support the potential, performance, and diversity of our workforce. To achieve high performance, we will deliver across three different levels – develop the individual, develop the organisation, and develop the talent pipeline. The values and behaviours will be central to all development.

The aim of the L&D Strategy is to develop a learning culture, where development is owned by the employee, supported by the manager, and enabled by the L&D team.

The new learning and development operating model proposal was also approved in April 2021 and this was deployed in September 2021, following an extensive restructure. The new operating model introduced:

- L&D Business Partner roles to operate at a strategic level to deploy the customer facing L&D provision, supporting departments to ensure employees have the skills and knowledge to deliver the current and future priorities
- Separate design and delivery functions, creating specialist roles for L&D designers and facilitators to create more efficient ways of working, allowing specialist knowledge and skills to be developed and maintained effectively.
- Expansion of our digital capability to ensure the future development of the learning management system, a digital learning designer role introduced to increase our digital learning capability and the administration of the learning management system was centralised to ensure accurate recording of learning
- Increased Social Worker development resource and a centralised vocational qualification assessment centre
- A centralised Leadership Development and Performance Management team
- A centralised Talent Development team with leads aligned to departments
- A dedicated Employee Engagement Manager role created to develop the new employee engagement cycle

## **2.2 Current Learning Offer**

### **2.2.1 Develop the individual**

The focus of the Design and Delivery team is to support all aspects of learning, including on-the-job, learning from others and formal learning to ensure learning is meaningful and results in practice improvement, effectiveness in role and high performance.

Learning priorities are identified through the four Departmental People Plans and Workforce Plans. L&D deliverable plans have been developed and implemented to support progress and outcomes in these areas. Many initiatives identified were either not in place previously or required significant review.

A quarterly needs review takes place with senior leaders across the Council where the current learning offer is reviewed, and emerging needs understood and added to the L&D plan.

We have a hybrid operating model consisting of both in-house provision and commissioned services where appropriate.

### 2.2.2 In-House Provision

As part of our in-house provision, we design and deliver blended learning through a combination of virtual (via MS Teams) or face to face training, e-learning and videos. We offer a wide range of learning activities from mandatory training for which we monitor compliance (e.g. Information Governance), job specific training (e.g. Care Certificate for direct care employees) and a variety of optional development courses (e.g. interview skills).

Our current learning offer can be accessed through Derbyshire Learning Online. A summary of our offer is as follows:

Portfolio	Learning Activities Available
Core Skills	165
Health and Safety	92
Social Care	168
Vocational Qualifications	6
<b>Total</b>	<b>431</b>

- Within the core skills portfolio, which is available to colleagues across the Council, the learning activities on offer include Induction pathways, Interview Skills, Assertive Communication, Equality and Diversity and Change Management. There are currently 165 learning activities on offer within this portfolio.
- There are 92 learning activities that make up the Health and Safety portfolio including Display Screen Equipment, First Aid at Work and Moving and Handling – Single Handed Care Equipment.
- The Social Care portfolio, for both Children’s Services and Adult Social Care and Health, currently has 168 learning activities including a variety of safeguarding courses, Court Skills for Social Workers, Social Pedagogy, Care Certificate and ASYE – Graded Care Profile.
- For Adult Social Care and Health and Children’s Residential Services, we offer 6 vocational qualifications ranging from Level 2 Diploma in Care to Level 5 Diploma in Leadership and Management.

In addition to the offer outlined above, there are currently 70 new learning activities being developed, including ‘Introduction to Visual Impairment’, ‘How to Facilitate Continued Professional Development’ and ‘Effective Communication in the Workplace’.

### **2.2.3 Commissioned Provision**

Each department currently holds their own L&D budget to commission learning activities and the combined budget identified for 2022/23 is c.£900k. Work is underway to understand and monitor spend of this budget. The aim is to centralise L&D spend into one budget held within the L&D team to ensure greater transparency on the available budget with spend, then allocate and monitor according to priority learning needs across the Council.

Linked to this is the need for a robust centralised learning request and validation process to understand priority needs. In the meantime, learning needs will be captured in quarterly reviews with senior management teams. A process will also be developed to capture ad hoc individual learning requests.

### **2.2.4 Develop the organisation**

The focus of the Leadership Development and Performance Management team and our Engagement Manager is to develop engaging leaders who lead and manage high performing teams.

Key activities since 2020 are:

- the introduction of a performance management process for our 200 senior leaders
- regular engagement and development forums for our senior leaders
- a learning needs analysis of leadership skills
- introduced leadership apprenticeships from level 3 to 7 which 93 leaders are currently completing with University of Derby and DACES
- a new annual employee engagement cycle with a refreshed employee survey, team action planning and engagement forums

### **2.2.5 Develop the talent pipeline**

The focus of the Talent Development team is to enable leaders to identify, attract, develop, and retain talent to deliver a high-performance culture.

Key activities since 2020 are:

- development of strategic workforce plans for priority areas
- undertaken succession planning pilots in all departments
- apprentice levy data processes improved to support departments and align to workforce planning

## **2.3 Priorities for 2022/23**

The following priorities have been identified for delivery in 2022/23:

### **2.3.1 Develop the individual**

- A learning evaluation strategy will be determined so that all future learning interventions are measured against the target outcomes, ensuring there is a return on our investment.

- Learning pathways will start to be developed for priority roles, so that colleagues within those roles understand their learning requirements.

### **2.3.2 Develop the organisation**

- We have commenced the second year of the PDR performance management pilot, to enable a full review and consideration of the expansion of the process to other leaders.
- A further 41 leaders have successfully applied for leadership apprenticeships at levels 3, 5, 6 and 7 which commence in September 2022.
- We are developing an engagement strategy which identifies four key enablers of engagement – strategic narrative, engaging leaders, employee voice and organisational integrity. Plans behind each of the four enablers are being developed.
- A three-phase leadership development programme has been approved and we are currently procuring a provider to design and deliver phase one for all grade 12 and above leaders and all line managers regardless of grade, c. 1,800 colleagues. This will equip leaders with a consistent set of essential core leadership skills, creating a shared language to drive a culture of high performance and embed best practice. The programme will enable our leaders to understand their role in leading their teams within a high-performance culture and support the facilitation of cultural transformation across the Council.

### **2.3.3 Develop the talent pipeline**

- The first talent review process is currently being undertaken for 200 senior leaders which helps prepare the Council for the future by supporting the identification and development of a talent pipeline for business-critical roles. The talent review is the 4<sup>th</sup> stage of our performance management cycle. It is a structured annual process where leaders calibrate individuals' performance and potential ratings established during the PDR. It provides a mechanism to ensure a consistent approach across divisions and departments and will result in the identification of the Council's high potential employees and a succession plan for senior business-critical roles.
- In order to ensure that the apprenticeship levy is maximised, leaders will be supported to embed apprenticeships into their workforce plans. Frameworks, processes and an evaluation approach will be developed to ensure apprenticeships are an effective talent pathway.
- There will be a range of placement opportunities available over the coming years such as 12-month 'sandwich' university placements, internships, short industry placements as part of T-levels and other post 16 learning and work experience to support education in the county, whilst building the Council's reputation as an employer of choice and building a pipeline of future employees.
- We will develop, lead and coordinate the approach to graduate recruitment and development. A development programme will be created to support graduates at the Council to become future leaders. A Council-wide graduate programme will be developed for the first intake in September 2023.
- We will start to develop clear career paths in difficult to recruit to areas, improving career development and job satisfaction for employees.

### **3. Consultation**

3.1 Extensive consultation on the L&D strategy and operating model took place with stakeholders across the organisation, the L&D team and trade unions.

### **4. Alternative Options Considered**

4.1 To maintain the original L&D operating model which was not the most effective way to support departments to deliver their services.

4.2 To maintain a decentralised budget which would not result in greater transparency or allocated funding according to priority learning needs across the Council.

### **5. Implications**

5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

### **6. Background Papers**

6.1 None.

### **7. Appendices**

7.1 Appendix 1 – Implications

7.2 Appendix 2 – Learning and Development Strategy

### **8. Recommendation(s)**

That Committee:

- a) Note the work to date in implementing the L&D strategy, operating model and associated implications for the budget.
- b) Receive an update in 6 months on progress including further updates on the Leadership Development Programme.

### **9. Reasons for Recommendation(s)**

9.1 To ensure the Committee are updated on work associated with L&D strategy and planned priorities for 2022/23.

**Report Author: Sally Pearson**

**Contact details: [sally.pearson@derbyshire.gov.uk](mailto:sally.pearson@derbyshire.gov.uk)**

## **Appendix 1**

### **Implications**

#### **Financial**

1.1 As outlined in the report, financial considerations will be considered aligned to the work underway to formulate a centralised organisational learning budget.

#### **Legal**

2.1 None identified within the report.

#### **Human Resources**

3.1 As outlined within the report.

#### **Information Technology**

4.1 As outlined within the report.

#### **Equalities Impact**

5.1 Learning is aimed to be accessible to all employees across the organisation and work will continue to ensure equality and inclusion is central to the deployment of the L&D strategy.

#### **Corporate objectives and priorities for change**

6.1 The L&D Strategy is a key enabler for deployment of the Council's People Strategy and aligns to the Council Plan.

#### **Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)**

7.1 None identified within the report.

# Learning & Development Strategy



Engage, nurture and develop our people and our future potential

We will enable professional development, clear career pathways, a performance culture and succession planning to support the potential, performance and diversity of our workforce.

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# Learning & Development Strategy



## The role of Learning & Development

We will know we have been successful when development is owned by the employee, supported by the manager and enabled by the Learning & Development Team.

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### Develop the Individual

We support all aspects of learning, including on-the-job, learning from others and formal learning to ensure learning is meaningful and results in practice improvement, effectiveness in role and high performance.

Deliver high quality blended and accessible learning interventions through a combination of professional facilitators and subject matter experts

Quality assure L&D activity and evaluate the impact of learning interventions; aligned to specified learning outcomes

Design innovative, inspiring and flexible learning interventions in partnership with subject matter experts, aligned to our values, behaviours and competencies

Produce strategic L&D plans and learning pathways to meet the current and future learning needs of the organisation

Store learning resources that are accessible for all and easy to navigate

Record all learning interventions, including CPD and provide MI

### Develop the Organisation

We develop engaging leaders who lead and manage high performing teams.

Identify behaviours which the Council value and develop a competency framework so that individuals understand what behaviours are expected

Introduce a performance management cycle enabling leaders to monitor, maintain and improve individual's performance; agree goals aligned to the Council/service plan so individuals know what they are expected to achieve and what behaviour will help them achieve it, through regular conversations and gathering feedback

Leadership development programmes and robust management inductions to equip leaders with the skills to engage and motivate their teams and develop aspiring leaders

Provide an employee engagement framework where we engage, listen, shape & respond to employees both at a local, departmental and organisational level

### Develop the Talent Pipeline

We enable leaders to identify, attract, develop and retain talent to deliver a high performance culture.

Attract talent into our organisation, showcasing careers and our talent development offer, building partnerships with local education providers

Design corporate and occupational talent schemes and pathways to build pipelines of external talent

New starters and individuals changing roles have a comprehensive induction to ensure effective integration into the organisation and their team so they quickly settle into their role

Identify and develop internal talent through succession planning and talent reviews

Create career pathways and tools to enable career planning

Provide frameworks to support professional development and young people's strategy, utilising apprenticeships where possible

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**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**IMPROVEMENT AND SCRUTINY COMMITTEE – RESOURCES**

**15<sup>th</sup> September 2022**

**Report of the Assistant Director of Communications & Customers**

**Channel Shift Programme update**

## **1. Purpose**

To provide the Improvement and Scrutiny Committee - Resources with an update on the implementation of the Channel Shift programme, its achievements and next steps.

## **2. Information and Analysis**

### **2.1 Channel Shift programme overview**

The Channel Shift programme was approved by Cabinet in March 2020 with the aim of improving interaction and satisfaction with the council. This is delivered through an online portal (web access) for residents to interact with the council and request services, underpinned by significant work within council departments to review current processes, improve them for residents and staff and to make them available through the new system.

The above is enabled by a Customer Relationship Management system (CRM) which has the benefit of giving the council a 'single view of the customer' and enabling the delivery of complex and varied services to residents across Derbyshire.

## **2.2 Programme aims**

The aims for the programme, as stated in the March 2020 Cabinet paper and in divisional service plans, are:

- Achieve a significant proportion of Derbyshire's residents engaging, communicating and transacting with the Council through a single online portal, significantly improving the resident experience.
- Achieve a 'single view' of the customer, improving their experience of the council and our 'one council' response.
- Deliver significant organisation efficiencies in terms of processes, feedback response, service improvement, reporting and data use.
- Phase 1 online, with approximately 80 services, by December 2021.

## **2.3 Expected benefits**

The expected benefits of the programme, as stated in the March 2020 Cabinet paper, are:

For residents:

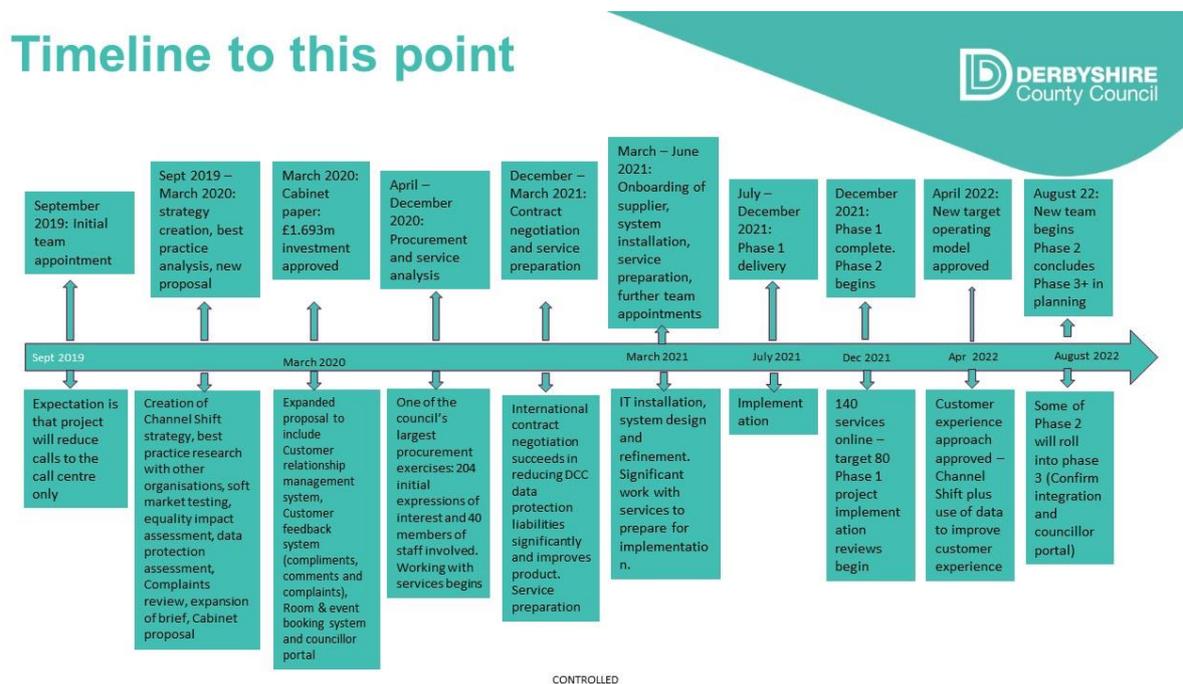
- A single, online 'front door' for interactions with the council, usable 24 hours a day
- The ability to check on a request / report and see progress
- Automated updates emailed to the resident, keeping them informed of progress on their issue
- Ability to see on a map where an issue like a pothole has already been reported
- Tangible improvements in the resident experience and an increase in customer satisfaction
- Council officers will have access to requests / reports a resident has made, so there is no need for the resident to repeatedly explain an issue and receives a high quality experience.

For the council:

- More efficient 'back office' processes introduced, saving time and money
- Consistent system used across the organisation allowing for better cross-department working
- Integration of the CRM with existing systems, improving process efficiency
- Reduced need for multiple systems – savings on software
- Reductions in inbound call volumes
- Reductions in complaints volumes and an increase in the number of compliments and comments
- Significant data received from the system, allowing for improvements based on customer feedback (complaints), analysis of performance, service demand prediction and management.
- A true measure of customer satisfaction – NetPromoter score

## 2.4 Timeline to date

An overview of the programme timeline is given below.



## 2.5 Programme achievements to date

After a significant period of procurement, contract negotiation and technical implementation, the CRM system went live in December 2021. The programme's achievements to date are:

- Over 140 services available online.
- 19,843 reports made by residents through the website (as of 5 September 2022).
- 50,352 reports using the system via Call Derbyshire (as of 5 September 2022).
- 3,360 accounts opened by residents.
- 42% of interactions rated 5 star by residents (as of 25 August 2022).
- Netpromoter score (a customer satisfaction measure) of 48 (with anything over zero being positive, and a score of 30+ being considered good) – as of 25 August 2022).
- Phase 1 delivered on time and on budget.
- Benefit tracking processes established and implemented.
- Additional services being included through a flexible approach – example being the Derbyshire Discretionary Fund.
- Programme held up by supplier as an example of best practice – featured in webinars and press activity, and now advising other councils on their implementation.

- Project implementation reviews have established learning of benefit to the council as a whole.

## **2.6 Next steps**

The Channel Shift programme continues until March 2025 and there are a range of significant delivery points in the next six months.

- Launch of event booking functionality – September 2022
- Launch of room booking functionality – September 2022
- Derbyshire Discretionary Fund application process online – October 2022
- Childrens' Services use of new Customer feedback process (complaints etc.) – from October 2022
- Agreement of the programme roadmap to March 2025 by the Channel Shift Governance Board – October 2022
- Launch of the Councillor portal – tbc: dependent on the implementation of the new highways asset management system.
- Place use of new Customer feedback process (complaints etc.) - tbc: dependent on the implementation of the new highways asset management system.
- Enhanced reporting established- Autumn 2022.

Some challenges are being experienced in the implementation and integration of complex IT systems which has led to the movement of intended timescales for Children's Feedback and the Councillor portal implementation. This is consistently monitored by the programme governance board and through performance monitoring.

## **2.7 Customer Experience activity**

In August 2022 the Channel Shift team took on a new function related to customer experience and will now analyse the data from the CRM and selected other systems to identify areas where customer interaction is not optimal and could be improved. It will use this data to work with departments to improve the customer experience, leading to an enhanced service to residents.

## **3. Alternative Options Considered**

N/A

## **4. Implications**

The benefits of the programme and next steps are outlined above.

## **5. Consultation**

Extensive Equality Impact Assessment and Data Privacy Impact Assessments have been completed and continue to be reviewed.

## **6. Background Papers**

N/A

## **7. Appendices**

Appendix 1 - Implications

## **8. Recommendation(s)**

That the Committee:

a) notes the overview information provided by the Assistant Director of Communications & Customers.

## **9. Reasons for Recommendation(s)**

To support the committee to consider areas for further scrutiny as part of its future work programme

**Report Author: Julie Odams**

**Contact details: [julie.odams@derbyshire.gov.uk](mailto:julie.odams@derbyshire.gov.uk)**

### **Implications**

#### **Financial**

The Channel Shift programme as a whole has the potential to achieve significant financial benefits for the Council as outlined in the Channel Shift Cabinet Paper of March 2020.

Improved customer experience and processes will improve internal efficiency, leading to benefit release, and will reduce risk which in turn reduces the risk of fines imposed by the Local Government Ombudsman.

#### **Legal**

As above, improved processes will reduce the referral of cases to the Local Government Ombudsman.

#### **Human Resources**

There are no specific implications for HR resource as part of the Channel shift programme.

#### **Information Technology**

The programme activity and delivery is based upon a Customer Relationship Management system which has been in place since December 2021. There are significant and ongoing ICT implications in the maintenance and enhancement of the system and integration with other council ICT systems. A thorough Data Protection Impact Assessment has been carried out and is regularly reviewed.

#### **Equalities Impact**

A thorough Equality Impact Assessment has been carried out and is regularly reviewed.

#### **Corporate objectives and priorities for change**

This programme delivers against the Enterprising Council priority and supports corporate transformation.



**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**IMPROVEMENT AND SCRUTINY COMMITTEE - RESOURCES**

**WEDNESDAY, 15 SEPTEMBER 2022**

**Report of the Director - Legal and Democratic Services**

**Work Programme 2022/23**

**1. Purpose**

- 1.1 To review the Committee's work programme and invite committee members to suggest possible agenda items for the remainder of the municipal year 2022-23.

**2. Information and Analysis**

- 2.1 It is considered good practice that each Scrutiny Committee develops and agrees an annual work programme. The identification of relevant topics and their allocation to a specific meeting date, focuses the work of the Committee and promotes transparency.
- 2.2 Scrutiny work programmes are best viewed as flexible documents. The timescales are indicative of when each issue will be considered by the Committee. Throughout the year timings may change and new issues may emerge. For example, new items may be identified from the Council's Forward Plan.
- 2.3 The work programme for 2022/23 is given at Appendix two and Members are invited to propose additional items to be considered for inclusion.
- 2.4 When identifying issues for the work programme Members are advised to consider:

- Whether the issue falls within the remit of the Committee
- How the issue aligns with the Council Plan priorities
- Whether the issue is in the public interest
- If there has been a change to National Policy and how this will affect people in Derbyshire
- If there are any performance, financial or safety concerns about a particular service or function
- How consideration by the Scrutiny Committee will add value.

### **3. Consultation**

- 3.1 Scrutiny work programmes are developed in consultation with Committee members. They are also informed by discussions with Executive Directors, who offer guidance about the timing of the Committee's involvement, to ensure that scrutiny work coincides with the availability of performance data, specific milestones, and appropriate stages of policy development.

### **4. Alternative Options Considered**

- 4.1 The option of not having a work programme was rejected as it is considered important that topics are allocated to specific meeting dates in order to focus the work of the Committee and promote transparency.

### **5. Implications**

- 5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

### **6. Background Papers**

- 6.1 None

### **7. Appendices**

- 7.1 Appendix 1 – Implications
- 7.2 Appendix 2 –Work Programme 2022/23

### **8. Recommendation(s)**

That the Committee:

a) Notes the 2022/23 work programme and considers any proposed revisions.

**9. Reasons for Recommendation(s)**

9.1 To focus the work of the Committee and promote transparency.

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**Implications**

**Financial**

1.1 None Identified for this report

**Legal**

2.1 None Identified for this report

**Human Resources**

3.1 None Identified for this report

**Information Technology**

4.1 None Identified for this report

**Equalities Impact**

5.1 None Identified for this report

**Corporate objectives and priorities for change**

6.1 Resilient, healthy and safe communities.

6.2 High performing, value for money and resident focused services.

6.3 Effective early help for individuals and communities.

6.4 A prosperous and Green Derbyshire

**Other (for example, Health and Safety, Environmental, Sustainability, Property and Asset Management, Risk Management and Safeguarding)**

7.1 None Identified for this report

## Resources I &amp; S Committee

## 2022/23 Work Programme

Thursday 1 December 2022			
Topic	Lead Officers	Purpose/ Line of enquiry	Portfolio Holder
Budget Consultation	Paul Stone	To consult the Committee on the Council's budget	Cllr Spencer
Capital Programme Approvals	Paul Stone Wendy Round	To consider progress of capital programmes in each department	Cllr Spencer

Thursday 2 March 2023			
Topic	Lead Officers	Purpose/ Line of enquiry	Portfolio Holder
Equality, Diversity and Inclusion	Emma Crapper Sara Eaton	How is the new Equality, Diversity and Inclusion Strategy being embedded across the Council?	Cllr Hart
Construction and Property Maintenance Delivery	Dave Massingham	How is Construction and Property Maintenance being delivered? What have been the successes to date what are the challenges?	Cllr Spencer

Thursday 11 May 2023			
Topic	Lead Officers	Purpose/ Line of enquiry	Portfolio Holder

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