

Public Document Pack



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PUBLIC

To: Members of Improvement and Scrutiny Committee - Resources

Tuesday, 2 May 2023

Dear Councillor,

Please attend a meeting of the **Improvement and Scrutiny Committee - Resources** to be held at **12.00 pm** on **Thursday, 11 May 2023** in the Council Chamber, County Hall, Matlock, 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 - 8)

To confirm the non-exempt minutes of the meeting of the Improvement and Scrutiny Committee – Resources held on 1 December 2022.

4. Public Questions (30 minute maximum in total) (Pages 9 - 10)

(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. Call in: Approval of Allocation from the Feasibility Reserve for the Setting Up Costs for the East Midlands County Combined Authority (Pages 11 - 26)

6. Integration between the Place highways management solution (Alloy) and the corporate customer relationship management solution (Granicus) (Pages 27 - 32)

PUBLIC

MINUTES of a meeting of **IMPROVEMENT AND SCRUTINY COMMITTEE - RESOURCES** held on Thursday, 1 December 2022 at 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.

19/22 DECLARATIONS OF INTEREST

There were no declarations of interest.

20/22 MINUTES

RESOLVED that the minutes of the meeting of the Improvement & Scrutiny Committee Resources held on 21 July be confirmed as a correct record and signed by the Chairman

21/22 PUBLIC QUESTIONS (30 MINUTE MAXIMUM IN TOTAL)

Question from D Ingham:

I've raised questions at this Committee before - in December 2021 and May 2022 relating to Equalities and Wellbeing.

In May the draft Wellbeing strategy referenced HSE 2020 national statistics – e.g. 5.8 days sickness per employee. No figures for DCC were included within the report or comparison data available albeit requested.

However, at Full Council, a matter of days after the Scrutiny Committee a figure of 10.1 days was reported for DCC employees.

Furthermore, there were ambiguous points within the report e.g. the Attendance Management procedure was reported as having been updated, not that it still required approval of ACOS and circulation.

There was reference to previously excluded groups now being reported in absence metrics - when in actual fact and for context this was just one group of less than 40 individuals.

By March 2022 the average number of days sickness for DCC employees had increased to 10.66 per year and within ASCH 15.74 per employee, around double the national 2021 sector average.

In the interests of transparency, why were these known facts at the time of the Scrutiny meeting in May 2022 not reported to the Committee and/or made clearer for their benefit and consideration?

Response :

The Wellbeing Strategy is an overarching strategy document. The figure from the HSE that was quoted in the draft Wellbeing Strategy was in the section highlighting the 'National Picture'. This was included to provide national context to the strategy and why such a strategy is beneficial to Derbyshire County Council. There is no direct correlation between the 2020 HSE figure and Derbyshire County Council sickness absence rates, as COVID-19 has had a significant effect on absence levels and the Council has made changes to the way it calculates sickness absence rates.

Furthermore, the report to the Improvement and Scrutiny Committee was to discuss the draft content of the revised Wellbeing Strategy as part of the consultation process and not a report on sickness absence rates. The Council does however report on the progress against the Council Plan to Cabinet as part of a joint Performance and Budget Monitoring Report on a quarterly basis. This includes details of sickness absence performance. Internally, regular performance reports are also shared with corporate management team and departmental management teams.

Supplementary Question:

I also made reference to this at the Extra-ordinary Full Council meeting on 02-11-22. I raised with Cllr Lewis my observations/ concerns around the use of wording within EIAs and how anticipations/reality differ.

The written response to my public question at the time when I came to Scrutiny in December made reference to the fact that Trade Unions had been consulted.

Anybody reading that would be left thinking wrongly everything therefore was fine.

They were consulted but it failed to mention that UNISON were unhappy with the process, how it was handled and the way they were communicated with and that the process didn't meet expectations and was raised by the TU EO Observer.

It didn't make it clear that the Observer didn't see individual application forms –

which was a requirement at the time and still is within the Recruitment and Selection Procedure.

I'm not seeking a reply from officers unless you wish to invite – what I do ask Chair is will the Committee acknowledge my overall detailed concerns regarding what is sometimes presented and agree it's just as important to continue to scrutinise what isn't said than is?

Response:

The Chairman on behalf of the Committee acknowledged the concerns raised.

22/22 LEARNING AND DEVELOPMENT - PROGRESS STRATEGY UPDATE

Jen Skila, Assistant Director HR, and Sally Pearson, Head of Learning and Development attended the meeting and provided an update 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; and the priorities for 2022/23.

A presentation was provided to compliment the detailed report that had been circulated in advance of the meeting, which gave the background, and the current learning offer, which aimed to develop the individual through both in house and commissioned provision.

Members were informed of a number of Priorities that had been identified for delivery in 2022/23 including developing the individual, the organisation and the talent pipeline.

Extensive consultation had taken place on the Learning and Development Strategy and operating model with stakeholders across the organisation, the Learning & Development Team and the trade unions.

Members were given the opportunity to make comments or ask questions which centred around the centralised learning and development budget; recruitment and retention issues, the need for future measures to evidence how well the strategy was working; and the need for employees to be able to train in area of interest to them. These were duly noted or answered by the officers present.

The Chairman, on behalf of the committee thanked the officers for their most comprehensive and informative report.

RESOLVED (1) to note the work the to date in implementing the Learning and Development Strategy, and

(2) to receive an update report in 6 months on progress including further updates on the Leadership Development Programme.

23/22 CHANNEL SHIFT UPDATE

Julie Odams, Assistant Director Communications and Customers, attended the meeting and provided an update on the implementation of the Council's Channel Shift programme, its achievement and next steps.

The report which had been circulated in advance of the meeting provided an overview of the programme aims and its expected benefits for both residents and the Council.

After a significant period of procurement, contract negotiation and technical implementation, the CRM system went live in December 2021, and details of the programme achievements to date were given in the report.

The Channel Shift programme continued until March 2025 and there were a range of significant delivery points in Autumn and Winter 2022

- Launch of event booking functionality
- Launch of room booking functionality
- Derbyshire Discretionary Fund application process online – target January 2023
- Childrens' Services use of new Customer feedback process (complaints etc.) – from November 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 were being experienced in the implementation and integration of complex IT systems which had led to the movement of intended timescales for Children's Feedback, enhanced highways issue reporting and the Councillor portal implementation. This was consistently monitored by the programme governance board and through performance monitoring.

In August 2022 the Channel Shift team took on a new function related to

customer experience and would now analyse the data from the CRM and selected other systems to identify areas where customer interaction was not optimal and could be improved. It would use this data to work with departments to improve the customer experience, leading to an enhanced service to residents.

Members made a number of comments and asked questions which mainly centred around the reporting of Highways issues for both the public and elected members and the issues with the move from the Confirm system to the Alloy system in the Place department, which were duly noted or answered, and would be taken up with the department. It was also requested that future reports should include past figures to enable trends to be identified.

The Chairman thanked Julie for her comprehensive update, and as this would be her last meeting of the committee, thanked her on behalf of the committee, for her valued contribution to the committee and the authority.

RESOLVED to note the progress of the Channel Shift programme;

24/22 PRODUCTION OF 2023-24 REVENUE BUDGET

Wayne Sutton, Finance Manager attended the meeting to consult with members as part of the process towards production of the 2023-24 budget. Mr Sutton gave a presentation to the committee to compliment the detailed report that had been circulated in advance of the meeting which provided members with an update of the Revenue Budget Forecast Outturn for 2022-23, a summary of the Autumn Statement and Spending Review 2022, an update on Cost Pressure Bids received in respect of the 2023-24 Revenue Budget and Pay pressures for 2023-24

Members were given the opportunity to make comments or ask questions which were duly noted or answered by Mr Sutton, and would be considered as part of the consultation process moving forward.

The Chairman, on behalf of the committee thanked Mr Sutton for his most comprehensive and informative report, and also placed on record the committee's thanks and appreciation to Peter Handford, Director of Finance and ICT , who was leaving the County Council after many years and praised his hard work and dedication and wished him all the best for the future.

RESOLVED to (1) note the Revenue Budget Forecast Outturn for 2022-23 as at Quarter 1 (30 June 2022);

(2) note that was likely to be a significant shortfall in the Revenue Budget 2023-24 based on currently known information;

(3) note the ongoing work to identify further savings options, to reduce the 2023-24 Revenue Budget shortfall and therefore mitigate the use of one off reserves to deliver a balanced budget; and

(4) note the a key announcements in the Autumn Statement 2022 relevant to Local Government.

25/22 CAPITAL BUDGET MONITORING & FORECAST AS AT QUARTER 1 2022-23

Wayne Sutton, Finance Manager, attended the meeting and provide members with Capital budget monitoring position as at 30 June 2022.

A detailed report had been circulated in advance of the meeting and included Cabinet approved schemes that had been active during this financial year, including schemes closed in year. Each scheme had a nominated budget holder who was responsible for ensuring the scheme stayed within budget, and who provides the projected spend figures. The schemes had been approved over several previous years in addition to the current year. Monitoring Reports had been considered by Cabinet in accordance with the Budget Monitoring Policy and Financial Regulations.

The 2022-23 capital programme was £101.896m, approved adjustments to this figure reduced this to £95.757m. The budget for active schemes being monitored this year total £624.846m, this reduction reflected the projects closed since 1 April 2022. There was a forecast underspend of £5.309m over the life of these projects, and details were given in Appendix 1 to the report.

Set out in Appendix 2 was a summary of the ten largest current capital schemes, representing approximately 49% of the current budget. These schemes were currently projected to underspend by £1.226m. This was mainly due to projected under spends of £1.557m relating to the LED Invest to Save project. As the project was funded by Invest to Save monies the underspend cannot be recycled or transferred to cover any potential overspends on other projects.

Members were given the opportunity to make comments or ask questions

which centred around mechanisms for planning for inflation, and the future use of reserves, which were duly noted or answered by Mr Sutton.

The Chairman, on behalf of the committee thanked Mr Sutton for his most comprehensive and informative report

RESOLVED to note the current position on the monitoring of Capital schemes as at 30 June 2022 (Quarter 1)

The meeting finished at 3.30 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

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

IMPROVEMENT AND SCRUTINY COMMITTEE - RESOURCES

11 May 2023

Report of the Director - Legal and Democratic Services

Call in: Approval of Allocation from the Feasibility Reserve for the Setting Up Costs for the East Midlands County Combined Authority

1. Purpose

- 1.1 To consider a call-in in respect of the decision taken by Cabinet Member for Corporate Services and Budget to approve the allocation of £0.480m from the Feasibility Reserve to support development on the next stages of the East Midlands County Combined Authority (EMCCA).

2. Information and Analysis

- 2.1 The Council's Constitution provides for decisions to be called-in where Members consider that the decision-making principles set out in Article 7 (Decision-Making), which are set out at Appendix 2 to this report, have been breached. The Improvement and Scrutiny Procedure Rules set out in the Constitution require a call in to be requested by at least 4 councillors, from a minimum of 2 political groups
- 2.2 On 18 April 2023 the Cabinet Member for Corporate Services and Budget considered a report of the Executive Director Place and agreed:
 - a) To approve an allocation of £0.480m from the Feasibility Reserve in order to support the development of the next stage of the EMCCA.
 - b) To delegate to the Managing Director, in consultation with the S151 officer, approvals and management of expenditure within this amount.

A copy of the report considered by the Cabinet Member is attached at Appendix 3 to this report.

- 2.3 In accordance with the provisions of the County Council's Constitution, Councillors Joan Dixon, Ruth George, Philip Rose, and Alex Stevenson have asked that the decision be called-in and considered by this Committee.
- 2.4 The call in has been requested on the basis that the decision breaches Articles:
- 7.2 (c) proportionality (i.e. the action must be proportionate to the desired outcome);
 - 7.2 (f) a presumption in favour of openness;
 - 7.2 (g) clarity of aims and desired outcomes.
- 2.5 The principal objections, as given in the call-in notice, were stated as follows:

"On 22nd March 2023, a report went to Full Council (Agenda item 8) with regards to the proposed Devolution Deal for the EMCCA. In Appendix 1, the financial implications of the decision are addressed (page 48.) It states that "there will be an ongoing need for enabling activities from the Constituent Councils to continue pending Government approval and receipt of capacity and other funding." There is mention of government capacity funding for enabling activities and also that the investment funding of £38m can be used to meet the costs of enabling activities, if the capacity funding is insufficient to meet such costs.

At no point in the report is there any reference to any monies required from the County Council - so elected members would not think the decision would place a financial burden on the County Council.

The decision taken on 18th April 2023 comes less than a month after that meeting and the majority of elected members were not sighted that the decision they had made previously would now mean there were £0.480m worth of financial implications for the county council as a result of the decision made on 22nd March. The amount of approval at £0.480m comes just below the level of funding needed for this decision to be made at Cabinet and in public. It was not done in an open and transparent way.

The report is not clear how much of the burden of the costs for enabling activities falls on DCC in comparison with the other three Unitary authorities, so the proportionality of the level of financial input between the four authorities is not clear."

- 2.6 The procedure to be adopted when a decision is called in is set out in the Call-in procedure set out in the Improvement and Scrutiny Procedure Rules at Appendix 5 to the Constitution. This is attached at Appendix 4 to this report.
- 2.7 The Committee will need to determine whether or not the decision-making principles set out in Article 7.2 (c), (f) and (g) have been breached in relation to the decision of Cabinet set out in paragraph 2.2 above.
- 2.8 If, having considered the matter, the Committee is satisfied that the principles have been followed, the decision of Cabinet can be implemented. If, however, the Committee concludes that the decision making principles have been breached, it may:
- refer the decision back to Cabinet for reconsideration; or
 - refer the matter to Full Council.

The Committee must state in writing the nature of the concerns regarding the decision.

- 2.9 As with all Improvement and Scrutiny Committee meetings, the call-in process should be inquisitorial not adversarial.

3. Consultation

- 3.1 Not applicable.

4. Alternative Options Considered

- 4.1 To not consider the call-in request, however this would result in the Council failing to comply with the Constitution.

5. Implications

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

6. Background Papers

6.1 None identified.

7. Appendices

7.1 Appendix 1 – Implications

7.2 Appendix 2 – Extract from Article 7 of the Constitution

7.3 Appendix 3 – Report to the Cabinet Member dated 18 April 2023

7.4 Appendix 4 – Call in procedure set out in the Improvement and Scrutiny Procedure Rules

8. Recommendation

That the Committee consider the call-in of the decision made by the Cabinet Member for Corporate Services and Budget on 18 April 2023 and determine whether or not the decision-making principles set out in Article 7.2 (c), (f) and (g) have been breached.

9. Reasons for Recommendation

9.1 To comply with the Council's Constitution.

Report Author: Alec Dubberley **Contact details:** alec.dubberley@derbyshire.gov.uk

Implications

Financial

1.1 None directly arising from the report.

Legal

2.1 The Council's Constitution sets out the procedures for 'call in' which must be followed and is based upon relevant paragraphs of the Local Government Act 2000 as follows:

- a) s9F(2) provides the general power for overview and scrutiny committees to review or scrutinise executive decisions;
- b) s9F(4) provides a specific power to review or scrutinise a decision made, but not implemented.

Human Resources

3.1 None directly arising from the report.

Information Technology

4.1 None directly arising from the report.

Equalities Impact

5.1 None directly arising from the report.

Corporate objectives and priorities for change

6.1 None directly arising from the report.

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

7.1 None directly arising from the report.

7.2 Principles of decision-making

All decisions of the Council will be made in accordance with the following principles:

- (a) due regard to all relevant and material considerations and without regard to any irrelevant considerations;
- (b) where appropriate, the realistic evaluation of alternatives;
- (c) proportionality (i.e. the action must be proportionate to the desired outcome);
- (d) due consultation and the taking of professional advice from officers;
- (e) respect for human rights and equalities;
- (f) a presumption in favour of openness;
- (g) clarity of aims and desired outcomes; and
- (h) reasons being given for the decision, as appropriate.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

**REPORT TO CABINET MEMBER FOR CORPORATE SERVICES &
BUDGET**

18 April 2023

Report of the Executive Director - Place

**Approval of Allocation from the Feasibility Reserve for the Setting Up
Costs for the East Midlands County Combined Authority**
(Cabinet Member for Corporate Services & Budget)

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is not a Key Decision.

3. Purpose

3.1 To request Cabinet Member approval to allocate £0.480m from the Feasibility Reserve (with approvals within this amount delegated to the Managing Director in consultation with the S151 Officer), to support development of the East Midlands Combined County Authority (EMCCA).

4. Information and Analysis

4.1 On 7 April 2022, Cabinet approved the establishment of a Feasibility Reserve to enable assessment and viability work to be undertaken on a

number of Corporate, Investment and Regeneration initiatives (Minute No. 88/22 refers).

- 4.2 In order to allow schemes to progress in a timely manner, a set of procedures have been developed to allow schemes to gain access to the funding. This includes responsibility to allocate resources up to £0.100m from the Feasibility Reserve being delegated to the Executive Director – Corporate Services and Transformation, amounts in excess of this to be approved by the Deputy Leader and Cabinet Member for Corporate Service and Budget.
- 4.3 As this bid is in excess of £0.100mm, Cabinet member approval is sought in line with the approved process.
- 4.4 This Council, in parallel with Derby City, Nottingham City and Nottinghamshire County Councils, is in the process of taking a decision on whether to submit a proposal to Government to bring forward the EMCCA. If this decision is approved by all four Councils, then the proposal will be submitted to Government in April 2023. In this case funds will be required to support the implementation of this decision.
- 4.5 This bid is to request approval for £0.480m to cover the costs of progressing the development of the EMCCA until autumn 2023 when Full Council will be asked to take a decision on approving the creation of the EMCCA through Statutory Instrument. Without these feasibility funds, the Council will not be in a position to develop work to that point.
- 4.6 Costs identified in this period include:
 - Consultancy support (a contract has been procured with Deloitte LLP for advisory services,
 - Individuals recruited through agencies to fill temporary, development roles
 - Backfill costs for Council staff working on the project
 - Further legal support (being provided via Browne Jacobson to advise on a complex legal and governance process)
 - Events, marketing, communications and publications
- 4.7 Some of these costs are split equally amongst the 4 Upper Tier Authorities, approval is sought for the Council's element. Inevitably, in a fast evolving situation, it is difficult to pin down costs precisely, so the funding sought contains contingency.

5. Consultation

5.1 Not applicable.

6. Alternative Options Considered

6.1 **Not fund the development work on the EMCCA** – this would leave the Council in a position where it did not contribute its share to the development of the Combined County Authority to reach the stage where the Council can take an informed, democratic decision on whether to proceed to establish the organisation.

6.2 **To support the work from within current staff resources** – while Council staff are working on the EMCCA development as part of their core functions, the Council does not have the full capacity or capability to do this work from within its existing resources.

7. Implications

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

8. Background Papers

8.1 Report to Cabinet, Establishment of a Feasibility Reserve, dated 7 April 2022 (Minute No. 88/22 refers).

9. Appendices

9.1 Appendix 1 – Implications.

10. Recommendations

That the Cabinet Member:

- a) Approves an allocation of £0.480m from the Feasibility Reserve in order to support the development of the next stage of the EMCCA.
- b) Delegates to the Managing Director, in consultation with the S151 officer, approvals and management of expenditure within this amount.

11. Reason for Recommendations

11.1 To provide resources to support the next stage of the development and setting up of the EMCCA in the period until autumn 2023.

12. Is it necessary to waive the call in period?

12.1 No.

Report Chris Henning
Author:

Contact Chris.Henning@derbyshire.gov.uk
details:

Implications**Financial**

- 1.1 The Feasibility Reserve was established in order to allocate revenue budget and allow projects to be implemented which will support the delivery of the outcomes identified in the Council Plan 2021-2025. A Cabinet Report from 7 April 2022, approved the use of this reserve for these costs.
- 1.2 If this proposal is approved, the £0.480m will be used to progress the proposal that will be submitted to Government. If the proposal is not approved the funding will remain in the feasibility reserve to be used to take forward other future projects.
- 1.3 The requested funding is essential to enable the proposal to be progressed to the next stage, if approval of this bid is not granted this Council will not be able to progress further and would not contribute its share towards the development of the Combined Council Authority.
- 1.4 A breakdown of estimated costs is as follows:

	£
Consultancy work for advisory services	77,255
Consultation work	27,186
Development roles	119,269
Further legal work	93,051
Events, marketing, coms and publications	5,000
Other, backfill costs, contingency	158,239
Total	480,000

Legal

- 2.1 Following a consultation exercise, Derbyshire County Council, Nottinghamshire County Council, Derby City Council and Nottingham City Council are due to consider reports and determine whether to submit their final Proposal to Government. In the event that all four councils do not agree to the submission of the Proposal, the Levelling Up and Regeneration Bill does not receive Royal Assent or the Secretary of State does not approve the Proposal, further work to progress the creation of the EMCCA will no longer be required.

Human Resources

3.1 None.

Information Technology

4.1 None.

Equalities Impact

5.1 For this decision there is no impact on equalities however, a full equalities impact assessment will take place if the decision to develop the Combined authority further goes ahead.

Corporate objectives and priorities for change

6.1 The proposal demonstrates “Strategic fit” by supporting the Council Plan objective and headline initiative of ‘delivering devolution and the levelling up agenda across Derbyshire as one of nine early County Deal pathfinder areas, helping to boost economic performance and improve opportunities and outcomes for people and places’.

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

7.1 There are no other implications at this stage of the proposal; however, if a future recommendation to proceed to establish the organisation is made a full Business Case will be produced which will consider the wider implications of the proposal.

CALL-IN PROCEDURES

Procedure to be Adopted when a Decision is Called-In

1. The Director of Legal & Democratic Services on receiving a request for the call-in will check that the call-in notice is signed by the requisite number of Members. The call-in notice must identify which principle(s) of decision making in Article 7 of the constitution have allegedly been breached and give reasons. This requirement will be checked by the Director of Legal & Democratic Services.
2. The Director of Legal & Democratic Services will arrange a meeting of the appropriate Committee, in consultation with the Chairman of that committee.
3. The Director of Legal & Democratic Services will acknowledge the call-in notice and notify the appropriate Cabinet member.
4. The Scrutiny Officer will invite the signatories to the call-in notice, the relevant Council Cabinet member(s) and the relevant Strategic Director to attend the call-in meeting. The call-in signatories and the relevant Council Cabinet member or a Cabinet member nominee would be expected to attend. The relevant Strategic Director may nominate a second or third tier officer to attend in his/her place. If none of the call-in signatories attend, the Committee will decide whether to proceed. If the Committee decides not to proceed, then the call-in will be decided on the basis that the Committee does not have any concerns it wishes to refer to the Council Cabinet, and the Council Cabinet will not be required to reconsider the decision.
5. The Scrutiny Officer will send copies of the call-in notice, minute of Cabinet/record of the Cabinet Member decision and any associated reports to members of the Committee with the agenda for the meeting.
6. The Scrutiny Officer will liaise with the Chairman and the Vice Chairman of the Committee over any other appropriate arrangements for the call-in, e.g. additional information, witnesses etc. If the Chairman or Vice Chairman have signed the call-in notice, the SO will liaise with another member of the Committee nominated by the Chairman or Vice Chairmen.
7. The aim of the Committee meeting when the call-in is considered should be inquisitorial not adversarial. The Meeting Procedure for a call-in of a Council Cabinet decision will be adopted.

Meeting Procedure for a Call-in of a Council Cabinet Decision The role of the Chair

1. This procedure shall be implemented at the meeting by the Chairman and any deviation from this procedure will be at the discretion of the Chairman. The Chairman will advise attendees at a Call-in meeting of any reasonable intention to deviate from the procedure at the start of the meeting where possible.

2. In the absence of the Chairman, the meeting will be led by the Vice Chairman. In the absence of both, the Monitoring Officer or their representative shall facilitate a vote of Members so that a Chairman shall be appointed. The appointed Member will chair for the duration of the meeting or until the Chairman or Vice Chairman is present.

3. Where the Chairman is in attendance, the Vice Chairman shall be treated in the same way as every other Member of the Board.

Role of signatories to the Call-in notice and the Council Cabinet member

4. Signatories to the Call-in notice and the Council Cabinet Member will be invited to provide evidence to the Committee, both in terms of a presentation and by answering questions put to them by the Committee.

5. There is no provision for either the signatories to the Call-in or the Cabinet Member to question each other, either directly or through the Chairman.

Role of officers in attendance

6. Supporting Officers will be present from Democratic Services (providing procedural advice to the Chairman and Committee as required and recording decisions) and Improvement and Scrutiny (advising the Chairman and the Committee as required on relevant scrutiny of the decision under consideration). The Monitoring Officer or their representative may also be present and may undertake any of these duties in addition to providing any legal advice if required.

7. The Managing Director, Executive Directors or Assistant Directors or Heads of Service may provide support to the Council Cabinet Member and contribute to the meeting as required by advising the Committee on the strategic, technical or operational basis of decisions taken or considerations given relevant to the Call-in, or by responding to questions referred by the Council Cabinet Member to them.

Procedure at the meeting

8. The signatories to the Call-in notice will be invited to address the Committee on the Call-in and will be required to focus on justifying why they considered the council's decision-making principles to have been breached as raised in the signed Call-in Notice lodged with the Monitoring Officer. The order in which signatories are invited to speak will be at the discretion of the Chair. Signatories shall limit their contributions to the reasons for the call-in

9. After all signatories have made their contributions, members of the Committee will be invited to put questions to the signatories and receive responses to those questions.

10. The Council Cabinet Member will then be invited to address the Committee on the call-in by the Chairman and will be required to respond to the assertions relating to the council's decision-making principles as set out in the Call-in notice.

11. Members of the Committee to make any contributions they may wish prior to the vote being taken. Each member of the Committee shall be permitted to make one speech lasting no more than ten minutes.

Voting on whether decision-making principles have or have not been breached

12. The Chairman shall then ask each Member in turn to state whether they consider the decision-making principles identified in the Call-in Notice were, or were not, breached giving reasons. Where a Member considers that a principle has been breached, they will be required, at this stage, to state which principles they consider to have been breached. This information shall be recorded by the Monitoring Officer or their representatives.

13. The Chairman may, at their discretion, state whether they believe the decision-making principles identified in the Call-in Notice were or were not breached, giving reasons.

Finding of no breach

14. In the event that a majority of Members consider that there was not a breach, the Chairman will state that the Committee has resolved that the Council Cabinet Decision identified in the Call-in Notice did not breach the decision-making principles and close the meeting.

Finding of a breach

15. In the event that a majority of Members consider that there was a breach in the decision-making procedure, the Chairman will invite the Monitoring Officer or their representative to address the Committee. The Monitoring Officer or their representative will state which decision-making principles were individually identified by Committee members as having been breached, and which of those principles were identified by a majority of Members present as having been breached.

16. The Chairman will declare the outcome of the vote and the resultant resolution and close the meeting referring the decision back to the next meeting of the Council Cabinet.

Consideration of multiple Call-in notices in relation to the one decision of Council Cabinet

17. In the event that more than one Call-in notice is received in relation to a single matter, the Chairman will use their discretion to vary the procedure accordingly to afford signatories to all Call-in notices equal opportunity to state their case.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

IMPROVEMENT AND SCRUTINY COMMITTEE – RESOURCES

11 MAY 2023

Report of the Executive Director - Place

Integration between the Place highways asset management solution (Alloy) and the corporate customer relationship management solution (Granicus)

1. Purpose of the report

1.1 This report seeks to present a summary of the lessons learned report presented to the Portfolio Direction Group (PDG) on 4 April 2023 concerning the integration between the Place highways asset management solution (Alloy) and the corporate customer relationship management solution (Granicus).

2. Information and Analysis

2.1 The Confirm system has been the Highways ICT solution in its latest form since its last procurement in 2014. Its functionality has included the end to end management of all the Highways enquiries (or services) and some wider Place enquiries, the management of the highway assets and the works ordering/jobs processing system.

2.2 Following the approval of the Channel Shift (now Customer Experience) programme by Cabinet in March 2020 a Customer Relationship Management system was procured with the intention of giving the council a single view of the customer and enabling the delivery of complex and varied service to residents across Derbyshire. This provided Highways with an opportunity to procure a new asset management and works ordering system (Alloy) due to the corporate CRM system Granicus Firmstep being intended to undertake the

management function of all the Highways enquiries. As a key customer, Highways was consulted in helping to develop requirements and the benefits case whilst the Channel Shift team developed the specification for procurement and ultimately the Contract ready for implementation.

2.3 During the implementation of Phase 1 of the CRM with Highways a number of issues with the functionality of the Granicus Firmstep system were identified, including its ability to effectively replace the existing Confirm enquiry system and its capability to integrate with the current Confirm system and the new asset management system Alloy. These issues were presented to PDG on 12 September 2022 and a solution approved on 1 November 2022.

2.4 At the request of PDG a lesson learned review of the integration between Alloy and Granicus Firmstep was commissioned and undertaken by the Place Department IT Senior Relationship Manager. This was completed and presented to PDG on 4 April 2023.

2.5 The lessons learned review findings were that the challenges with integration between the systems were due to:

a) **Granicus Firmstep system capability.** The product has a lack of complex fault and case management functionality, required to deliver the volume and complexity of the Highways requirements for enquiry management. Therefore the efficiencies and improvements (benefits) in customer experience, improved reporting and business intelligence could not be realised as intended. The product offers fewer and less well-developed options for integration with other systems due to the products relative age in comparison to more recently developed solutions. Concerns were only raised by the Highway Service at implementation stage when training had been provided on the system. This is unlikely to be unique to Highways and may be experienced by other areas of service delivery, albeit the complexity of activity within Highways service delivery means that the issues are exacerbated.

b) **Complexity of the configuration of the Granicus solution.** Officers experience was that the configuration is more complex and less flexible than anticipated. The model adopted by Customer Experience of each service area to able to create, edit and maintain the system for their service area following training supplied through Customer Experience along with technical support from ICT services. However, in order to configure the system officers required a level of technical ability and service areas did not hold the resource expertise to implement (with the exception of Highways), and therefore had to rely and find additional funding to procure Granicus consultants to complete the work. This has led to a slower than planned implementation and multiple instances of templates for similar processes and configurations being overwritten for some areas of the business by mistake.

2.6 The lesson learned review concluded the following:

- a) There was a failure to understand the system capabilities from both an ICT and business perspective during the procurement process and;
- b) A distributed model for implementation for configuration has not been effectively managed, funded or resourced.

2.7 The lessons learned report highlighted a number of recommendations as follows:

- a) Requirement of programme and project governance to meet both corporate and service specific requirements through clarity about solution design to meet business and service need.
- b) Integration risks should be identified and managed as part of the ICT strategy.
- c) Requirement for solutions design capacity to ensure that essential capabilities are correctly identified to be delivered and the complex service and business area requirements can be met.
- d) Requirement for corporate management and change control over the implementation of the Granicus solution through a centralised resource.

3. Alternative Options Considered

N/A

4. Implications

4.1 As stated in the body of the report

5. Consultation

5.1 In the compilation of the lessons learned report highway project, ICT and Customer Experience leads have all been consulted along with Granicus Firmstep users. The procurement documentation for both Granicus Firmstep and Alloy have been examined.

6. **Background Papers** (set out here where documents are kept in respect of this report)

6.1 N/A

7. Appendices

7.1 N/A

8. Recommendation(s)

That the Committee:

- a) Notes the overview information, challenges and lessons learned that are provided in the body of the report

9. Reasons for Recommendation(s)

9.1 To support the committee in understanding the issues and lessons learned concerning the integration between the Place highways asset management solution (Alloy) and the corporate customer relationship management solution (Granicus).

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Implications

Financial

1.1

Legal

2.1

Human Resources

3.1

Information Technology

4.1

Equalities Impact

5.1

Corporate objectives and priorities for change

6.1

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

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