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PUBLIC

To: Members of Improvement and Scrutiny Committee - Resources

Wednesday, 8 September 2021

Dear Councillor,

Please attend a meeting of the **Improvement and Scrutiny Committee - Resources** to be held at **2.00 pm** on **Thursday, 16 September 2021** in The Council Chamber, 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

A G E N D A

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

To confirm the non-exempt minutes of the meeting of the Improvement and Scrutiny Committee – Resources held on 22 July 2021

4. Public Questions (30 minute maximum in total) (Pages 1 - 2)

(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 attached)

5. Overview of Levelling Up and Economic Development

6. Customer Feedback/Complaints System - Update

MINUTES of a meeting of the **IMPROVEMENT AND SCRUTINY COMMITTEE – RESOURCES** held at County Hall, Matlock on 22 July 2021**PRESENT**

Councillor S Swann (in the Chair)

Councillors R Ashton, J Barron, M Foster, A Hayes, J Innes, and D Muller.

Apologies for absence were submitted on behalf of Councillors J Dixon and D Murphy

06/21 **MINUTES RESOLVED** that the minutes of the meeting of the Improvement and Scrutiny Committee – Resources held on 4 March 2021 be received.

07/21 **PUBLIC QUESTIONS** There were no public questions.

08/21 **FINANCIAL RESILIENCE IN LOCAL AUTHORITIES** Peter Handford, Director of Finance and ICT attended the meeting and provided members with a presentation on the challenges faced by local authorities in ensuring financial sustainability

The information provided Members with details of financial resilience in the local government sector. Concerns had been expressed regarding the future funding of local authorities, with the position exacerbated by the financial challenges generated for local authorities by the Covid-19 pandemic.

The presentation provided Members with background to the significant issues faced by local authorities, highlighting the funding gap experienced by the sector in the last decade, the financial pressures of the Covid-19 pandemic and the uncertainties and risk faced over the short and medium-term.

In terms of local context, details were given of the need to set a balanced budget, the Revenue Outturn 2020/21, the Five Year Financial Plan and Reserve Balance.

Mitigations in place included: robust procedures and processes to support budget setting, monitoring and medium-term financial planning; unqualified opinion on the Councils Statement of Accounts and Value for money conclusion; Financial Management Code; and experienced officers.

Members made a number of comments and asked questions which were duly noted or answered by Mr Handford,

The Chairman thanked Mr Handford for his update.

RESOLVED to note the presentation on Financial Resilience in Local Authorities.

09/21 **WORK PROGRAMME DISCUSSION** A discussion took place with regards to the future Work Programme of the Committee. A number of suggestions were put forward by members for consideration and the Chairman agreed that he and the Improvement & Scrutiny Officer would liaise further and meet with the appropriate Executive Directors to discuss any potential reviews.

10/21 **EXCLUSION OF THE PUBLIC FROM THE MEETING**
RESOLVED that under Section 100(a)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that in view of the nature of the business, that if members of the public were present exempt information as defined in Paragraph 4 of Part 1 of Schedule 12A of the Local Government Act 1972 would be disclosed to them and the public interest in maintaining the exemption outweighs the public interest in disclosing the information

SUMMARY OF PROCEEDINGS CONDUCTED AFTER THE PUBLIC HAD BEEN EXCLUDED FROM THE MEETING

1. Exempt minutes of the meeting held on 4 March 2021 (Contains information relating to any consultation or negotiations, or contemplated consultation or negotiations in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority)

11/21 **EXEMPT MINUTES RESOLVED** that the exempt minutes of the meeting of the Improvement and Scrutiny Committee – Resources held on 4 March 2021 be received.

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

16 September 2021

Report of the Executive Director - Place

Overview of Levelling Up and Economic Development

1. Purpose

- 1.1 To provide the Improvement and Scrutiny Committee – Resources with an overview of levelling up and what it means for ‘good growth’ and economic development in Derbyshire.
- 1.2 To assist the Committee in considering areas for further scrutiny as part of a future work programme.

2. Information and Analysis

- 2.1 The following overview will be supported by a presentation at the meeting containing more detailed information to assist the Committee in its understanding of the following:
 - The Government’s approach to levelling up
 - The pipeline of major capital regeneration projects for the County Council – and districts/boroughs
 - The pipeline of key revenue projects aimed at supporting business growth, improved routes to employment and skills/training.
 - The approach to staff and financial resourcing to support delivery of the above.

- 2.2 In July this year, the Prime Minister set out his ambitions to ‘level up the UK’; essentially, to rebalance the economy so that the poorest and most disadvantaged areas are lifted to match the outputs and prospects of the wealthiest areas - so that geography and lack of opportunity are not the determining factors of a person or community’s destiny.
- 2.3 Government believes levelling up can only be achieved with a strong and dynamic wealth-creating economy and that there needs to be a catalytic role for Government, providing a strategic lead to the agenda.
- 2.4 This ambition had been supported earlier in the Spring budget by an announcement for Levelling Up Fund (LUF) and Community Renewal Fund (see paragraph 2.7 below).
- 2.5 At headline level, the levelling up agenda has a clear economic focus:
- Investing in public transport, road and rail infrastructure
 - Growing business confidence
 - Housing – to support first time buyers
 - Digital connectivity
 - High street investment
 - Upskilling the population (introduction of T Levels, and focus on higher level apprenticeships, Lifetime Skills Guarantee)
 - Supporting communities and building local capacity
 - Investment in research and development to create innovation hubs
 - Devolution – developing from the city deals and metro mayors to now focus on county deals
- 2.6 But the wider narrative from Government advocates that levelling up also has strong social principles at its heart such as:
- Raising living standards
 - Spreading opportunity
 - Improving public services
 - Tackling crime
 - Ensuring access to outdoor space – such as public playing fields
 - Restored community pride
- 2.7 To support delivery of the levelling up agenda and to facilitate growth post Brexit and post COVID-19, a number of initial funding streams were announced in March 2021 as part of the Spring Budget, these were:

2.8 **1) A Levelling Up Fund:** offering up to £20m per local authority area (identified on a priority basis). For Derbyshire, this meant our nine local authorities were prioritised as set out below; also the County Council, as an upper tier transport authority, was able to bid separately for up to £50m transport improvements.

Priority 1

- Chesterfield
- Derbyshire Dales
- High Peak
- Erewash
- Derby City

Priority 2

- Amber Valley
- Bolsover
- North East Derbyshire

Priority 3

- South Derbyshire

2.9 *LUF Bids were expected to demonstrate and evidence local stakeholder engagement, particularly harder to reach rural communities, and more importantly, the support of the local MP to the proposal.*

2.9 First round (2021-2022) LUF themes were:

- Transport investments - inc. public transport, cycling provision and maintenance
- Regeneration and town centre investment - building on Town Fund framework; improving public realm and designing out crime, creating better connectivity between retail and leisure sites, removing derelict buildings; improving facilities to encourage new businesses and public services
- Cultural investment - regenerating or repurposing museums, galleries, green spaces, heritage assets, creating community owned spaces; acquiring and refurbishing key cultural heritage sites including hotels and historic buildings

2.10 **2) A Community Renewal Fund (CRF):** introduced essentially as a forerunner to the planned Shared Prosperity Fund which is due to be announced next year. The County Council was identified as a lead authority for organising and managing the CRF process (significant initial staffing implications) which involved inviting proposals from district/borough councils, voluntary and community sector, local

education providers. Only two local authority areas – High Peak and Derbyshire Dales – were identified by Government as priority places for up to £3m CRF each. Priority themes for CRF bids were:

Investment in skills

- Work based training
- Retraining upskilling or reskilling
- Promoting advancement of digital skills

Investment for local business

- Feasibility studies for delivering net zero and local energy projects
- Exploring opportunities for promoting culture lead regeneration and community development
- Improving green spaces and preserving important local assets
- Promoting rural connectivity – digital and physical

Investment for communities and place

- Feasibility studies for delivering net zero and local energy projects
- Exploring opportunities for promoting culture lead regeneration and community development
- Improving green spaces and preserving important local assets
- Promoting rural connectivity – digital and physical

Supporting people into employment

- To engage with local services
- Identifying and addressing potential barriers
- Raising aspirations
- Supporting people to gain basic skills
- Testing what works in helping people move into work

2.11 For the LUF, only Chesterfield Borough Council submitted a bid proposing regeneration of the market square and ‘cultural quarter’; the County Council also submitted a proposal to bring forward a new junction on the A50 to facilitate Infinity Garden Village. Other district/borough areas are looking to bring forward LUF bids when a future round is announced.

2.12 For the CRF, the County Council submitted a programme of funding proposals covering High Peak and Derbyshire Dales up to the total £6m allocation. The programme included feasibility work for market town renewal, support to job seekers – particularly those furthest from the labour market and support to businesses. From the overview of the levelling up agenda outlined earlier in this report, it is clear the Council’s CRF submission was very much in line with the core principles.

- 2.13 The Council has not yet received feedback on the LUF or CRF bid submissions, which was due in late July. It is understood Government is unlikely to make any announcement before October/November (possibly aligned to the Autumn budget).
- 2.14 In addition to the proposed schemes prompted by the LUF and CRF funding announcements, the Council has an active pipeline of both capital and revenue projects that support 'good growth' and economic development in the County, in line with the wider levelling up ambitions. At the time of writing, it is not possible to confirm the up to date position of the pipeline as a review is currently under-way but an update will be presented to the Scrutiny Committee at its meeting on 16 September 2021. As well as considering individual projects, the review is examining the 'gateway' process through which projects are approved, and the level of evidence (such as risk assessments and procurement plans) which should be mandatory at each gateway.
- 2.15 In summary, however, the content of the capital pipeline is influenced by a number of inputs: Government initiated projects (e.g. Re-opening Your Railways and town deals); County Council priorities (e.g highway improvement schemes such as Woodville/Swadlincote Regeneration Route, key cycle network); or district/borough priorities such as the Avenue and A61 South. In addition, the process of developing the Economic Development and Employment and Skills Recovery Strategies has also influenced our pipeline – almost without exception, the actions within the Recovery Action Plan are integral to the levelling up agenda and aligned to the Council's pipeline and all of which require preparation, staff resources and funding.
- 2.16 Projects within the pipeline are at varying stages of development – some at early initiation, others at construction stage, and everything in between. Depending on where a project is within the pipeline, impacts on the level of staffing resources applied and the revenue funding that is required to support its development. The presentation to Committee will set this out in more detail.
- 2.17 Once a project has been developed to a certain stage (usually high level design, planning consent, land assembly etc), every effort is made to attract external capital funding such as LUF or specific Department for Transport funding, Heritage Lottery etc to ensure project delivery.
- 2.18 Alongside the Council's capital programme, there is a similar programme of revenue-based projects that are supporting good growth. These include European funded projects focused on routes to employment (especially for those with lower level skills or those furthest

from the jobs market) and support to businesses to help ensure they survive, grow and thrive. An overview of this programme will be presented to the Committee on 16 September 2021 as it is also subject to review currently.

2.19 The above programme of capital and revenue 'growth' projects requires a substantial amount of staff resources, initial revenue funding to facilitate project development and significant capital resources to deliver schemes on the ground. One particular challenge is to ensure the Council has an appropriate and sustainable pipeline and earlier this year, Cabinet approved the creation of a £2m 'kickstart fund' at its meeting on 17 June which is aimed at supporting earlier feasibility work to ensure projects represent value for money and are deliverable in the long term.

2.20 The Economy and Regeneration Service also works closely with other internal Council services such as Highways, Legal, Finance and Corporate Property, along with district/borough council economic development and planning teams, to deliver the agreed projects. Strong, and very recent examples of maximising the available staff and funding resources include: Woodville Swadlincote Regeneration Route, Hollis Lane Link Road phase 1 and Vision Derbyshire Business Start up. More detail on the project management and resourcing approach will be presented at the Committee meeting.

3 Alternative Options Considered

3.1 No alternative options are applicable to the content of this report.

4 Implications

4.1 There are no direct implications as a result of this report, however, the County Council's approach to the opportunities – and challenges – presented by the levelling up agenda will have financial and resourcing implications in the longer term. This may be in relation to funding physical infrastructure, providing direct support to businesses or routes to employment for local people.

5 Consultation

5.1 It has not been necessary to undertake consultation in relation to the direct content of this report.

6 Background Papers

6.1 Cabinet report on Kickstart Funding, 17 June 2021.

7 Appendices

7.1 Appendix 1 – Implications.

8 Recommendation

That the Committee:

- a) Notes the overview provided by the Economy and Regeneration Service and considers the implications for helping drive levelling up in Derbyshire.

9 Reasons for Recommendations

9.1 To support the Committee in understanding the principles and processes linked to delivering levelling up in Derbyshire and the approach the County Council is taking to responding to the agenda.

Report Author: Joe Battye

Contact details: joe.battye@derbyshire.gov.uk

Appendix 1

Implications

Financial

1.1 Not directly as a result of this report

Legal

2.1 Not directly as a result of this report

Human Resources

3.1 Not directly as a result of this report

Information Technology

4.1 Not directly as a result of this report

Equalities Impact

5.1 The levelling up agenda is fundamentally targeted at addressing geographic and socio-economic inequalities and these principles are embedded in the overview and proposals outlined in this report.

Corporate objectives and priorities for change

6.1 Almost all of the projects included in the capital and revenue 'levelling up' pipeline are reflected in priorities set out in the Council Plan or the Place Department's Service Plan.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

IMPROVEMENT AND SCRUTINY COMMITTEE – RESOURCES

16th September 2021

Report of the Assistant Director of Communications & Customers

Customer Feedback / Complaints system update

1. Purpose

To provide the Improvement and Scrutiny Committee - Resources with an update on the implementation of the new Customer Feedback system expected to begin delivery by 30 December 2021.

2. Information and Analysis

This information is provided in the attached slide presentation format. The presentation provides committee members with an outline of the new Customer Feedback system, its place within the Channel Shift programme and progress to date. The presentation also discusses the expected benefits of the new approach to both residents and the organisation.

3. Alternative Options Considered

N/A

4. Implications

The new Customer Feedback system is expected to begin to deliver for Children's Services and Place (initially) this year. Adult Social Care and Commissioning, Communities & Policy will follow in 2022.

5. Consultation

A significant Equality Impact Assessment and Data Privacy Impact Assessment have been completed as part of the wider Channel Shift programme.

Focus groups will begin with residents in Autumn 2021 to better understand their experience of existing feedback systems and their potential use of the new system in order to help improve customer experience.

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 of Customer Feedback for further scrutiny as part of its future work programme

Report Author: Julie Odams

Contact details: 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 feedback processes will both improve internal efficiency, potentially 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

Work is underway to create a target operating model for Customer Feedback management within the council that will optimise use of the new system, reporting and service improvement.

Information Technology

The new Customer Feedback approach relies upon the implementation of the Granicus Customer Relationship Management System. This process is being led by the Channel Shift team with significant support from ICT.

Equalities Impact

A thorough Equality Impact Assessment was carried out as part of the March 2021 Channel shift Cabinet paper and is regularly reviewed.

Corporate objectives and priorities for change

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

Customer Feedback and Complaints

**Resources Information and Scrutiny
Committee**

16 September 2021

What approach are we taking?

Customer feedback is part of the Channel Shift programme:
Improved customer service which improves interaction and satisfaction with the council.
New ways of working which drive efficiency, improve services, give better data and save money

Online portal for residents to interact with the council

Review of current processes = change, improvement and customer focus

Customer relationship management system (CRM) – provided by Granicus

Council service access online

Customer feedback (Compliments, comments and complaints)

Room and event booking system

Councillor portal

Expected Customer Feedback benefits

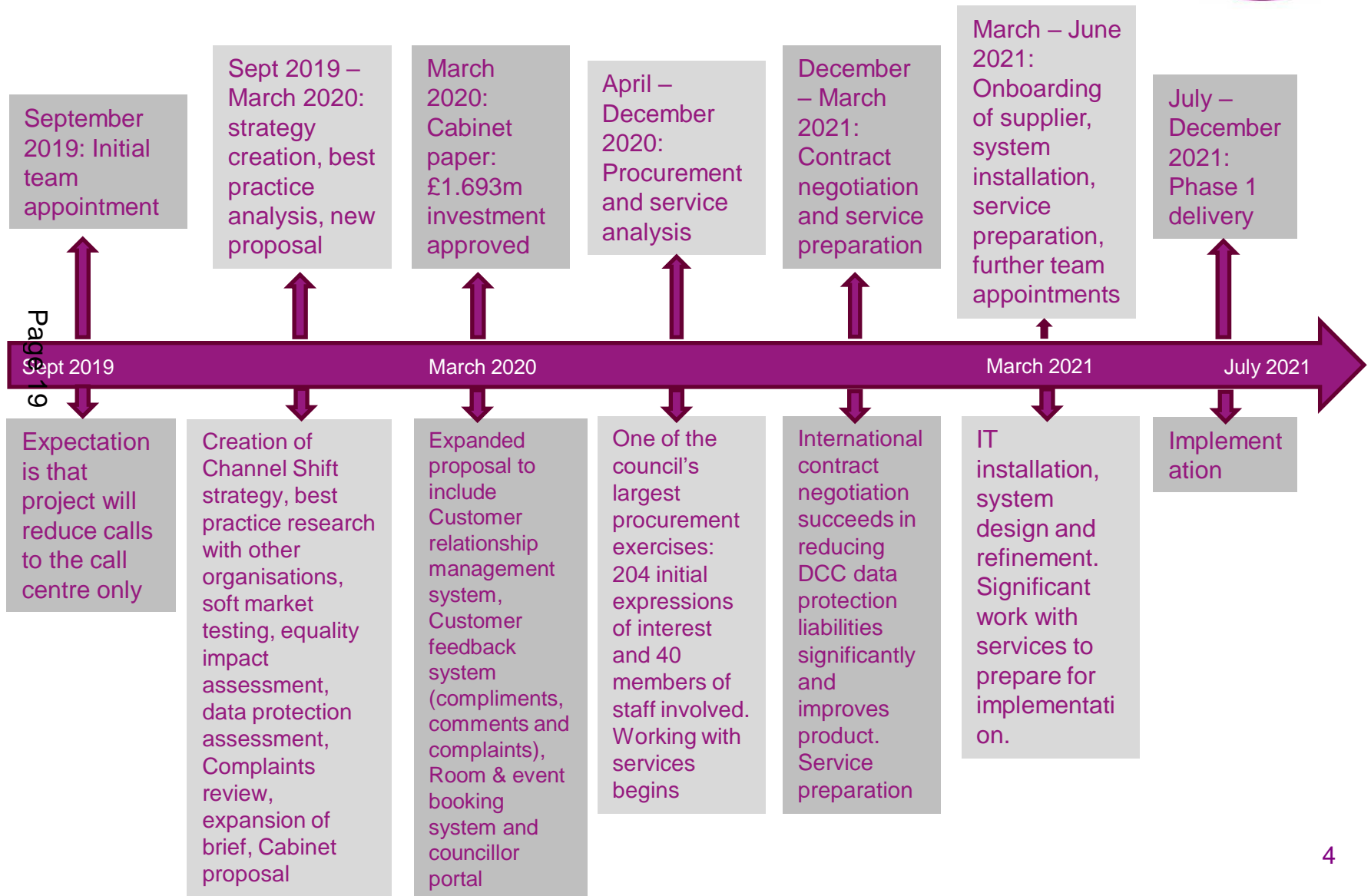
Residents

- A single, online 'front door' for interactions with the council, usable 24 hours a day
- The ability to check on a complaint / comment / compliment and see progress
- Automated updates emailed to the resident, keeping them informed of progress on their issue
- Tangible improvements in the resident experience and an increase in customer satisfaction
- Council officers will have access to feedback a resident has given, so there is no need for the resident to repeatedly explain an issue and will receive a high quality experience.

Organisation

- More efficient 'back office' processes introduced, saving time and money
- Reduction of risk (mishandling of complaints and subsequent escalation / reports to the Ombudsman etc.)
- Consistent system used across the organisation allowing for better cross-department working
- Integration with existing systems like Mosaic (used in Adult Social Care) improving process efficiency
- 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, analysis of performance, service demand prediction and management.

Timeline to this point



Phased delivery approach

Implement in 3 major phases, with releases during each phase

Page 20

Focus on internal capability first with a small number of simple customer journeys on the website

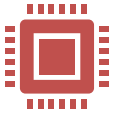
Each phase includes a delivery project and discovery for the next phase

Phase one – low hanging fruit
Stand alone activities

Phase two – more complex customer
journeys. integration

Phase three – establish the continuous
process to redesign service

Why take this approach?



Contains risk to resident experience

Page 1

We 'learn' to implement the system working in phase one with internal customers

We can carry out detailed User Acceptance Testing which will be invisible to our residents

We do not risk damage to critical services such as School admissions or Fostering and adoption



Establish an implementation methodology that can run indefinitely

Deliver approved scope from one phase whilst in parallel designing the content for the next phase



Integration plan

Work to understand integration requirements during phase one, plan for staged releases in phase two and three

Avoid duplication or risk within the departments



Engage and train staff to reach a level of capability to launch complex customer journeys

ICT

Channel Shift team

Departments

Granicus team

Phase 1 delivery (July – December 2021)

Do It Now – Move the existing on-line capability into the CRM

Call Derbyshire - Use the CRM to record contacts

Highways – Use the CRM to handle and record contacts, including Highways Hub

Children’s Feedback - Complaints, Comments and Compliments

Page 22 **Place Feedback - Complaints Comments and Compliments**

Reporting Design and Implementation

Real Nappies – Managing the application process

Business Centre – Managing internal requests

Elective Home Education - Supporting the application process to home educate children

Ordinary Water Courses Land Drainage Consent – Supporting the application process and allow for the payment to be made

Current progress

- Discovery phase complete for Children's Services and Place – to be delivered in Phase 1 – higher volumes and increased risk
- Adult Social Care being looked at for delivery in Phase 2 (Jan – July 2022) requires some Mosaic integration
- Commissioning, Communities and Policy (CCP) to be looked at 2022 – more disparate processes and volumes are lower
- Basic reports should be available from October this year
- Focus to be on improvement, not just reporting

Equality impact – making sure people aren't disadvantaged

- Important for us not to make assumptions – Ofcom Online Nation report 2021 shows 71% of people over 55 make regular use of the internet, spending an average of 2hrs 51 minutes online each day.
- But some people – economically disadvantaged, elderly, limited physical and mental capacity, elderly carers, rural areas etc. – may find online access difficult.
- Full equality impact assessment undertaken and continually reviewed.
- Implications for each service looked at and the best option for the resident taken



- Other options (phone etc.) present
- Data disclosure – residents will be able to use the system as a guest.

9. Q&A



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