

NORTH HERTFORDSHIRE DISTRICT COUNCIL



3 July 2020

Our Ref O&S – 14.07.20
Contact. Committee Services
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To: Members of the Committee: Councillors David Levett (Chai), Kate Aspinwall (Vice-Chair), Val Bryant, Sam Collins, Terry Hone, Tony Hunter, Jim McNally, Lisa Nash, Sue Ngwala, Adem Ruggiero-Cakir, Claire Strong and Tom Tyson

Substitutes: Councillors Clare Billing, Ruth Brown, Bill Davidson, Morgan Derbyshire, Simon Harwood, Ian Mantle, Gerald Morris, Sam North, Helen Oliver and Kay Tart

NOTICE IS HEREBY GIVEN OF A

MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

to be held as a

VIRTUAL MEETING

On

TUESDAY, 14TH JULY, 2020 AT 7.30 PM

Yours sincerely,

Jeanette Thompson
Service Director – Legal and Community

****MEMBERS PLEASE ENSURE THAT YOU DOWNLOAD ALL AGENDAS AND REPORTS VIA THE MOD.GOV APPLICATION ON YOUR TABLET BEFORE ATTENDING THE MEETING****

Agenda **Part I**

Item		Page
1.	APOLOGIES FOR ABSENCE	
2.	NOTIFICATION OF OTHER BUSINESS Members should notify the Chair of other business which they wish to be discussed at the end of either Part I or Part II business set out in the agenda. They must state the circumstances which they consider justify the business being considered as a matter of urgency. The Chair will decide whether any item(s) raised will be considered.	
3.	CHAIR'S ANNOUNCEMENTS Members are reminded that any declarations of interest in respect of any business set out in the agenda, should be declared as either a Disclosable Pecuniary Interest or Declarable Interest and are required to notify the Chair of the nature of any interest declared at the commencement of the relevant item on the agenda. Members declaring a Disclosable Pecuniary Interest must withdraw from the meeting for the duration of the item. Members declaring a Declarable Interest, wishing to exercise a 'Councillor Speaking Right', must declare this at the same time as the interest, move to the public area before speaking to the item and then must leave the room before the debate and vote.	
4.	PUBLIC PARTICIPATION To receive petitions, comments and questions from the public.	
5.	URGENT AND GENERAL EXCEPTION ITEMS The Chair to report on any urgent or general exception items which required their agreement. At the time of printing the agenda, the Chair had not agreed any urgent or general exception items.	
6.	CALLED-IN ITEMS To consider any matters referred to the Committee for a decision in relation to a call-in of decision. At the time of printing the agenda, no items of business had been called-in.	
7.	PRESENTATION BY THE LEADER OF THE COUNCIL To receive a presentation from Councillor Martin Stears-Handscomb, Leader of the Council.	
8.	RESOLUTIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE REPORT OF THE COMMITTEE, MEMBER AND SCRUTINY MANAGER To consider the outcome of Overview and Scrutiny Committee resolutions.	(Pages 5 - 8)

9. **OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME FOR 2020/21** (Pages 9 - 24)
REPORT OF THE COMMITTEE, MEMBER AND SCRUTINY MANAGER
- To consider the issues that the Overview and Scrutiny Committee plans to review at future meetings and the activities of its sub-groups.
10. **THE COUNCIL'S PLAN FOR RECOVERY FOLLOWING THE COVID-19 PANDEMIC**
- To receive a presentation from the Deputy Chief Executive regarding the Council's Plan for Recovery following the Covid-19 pandemic.
11. **FULL YEAR UPDATE ON COMMENTS, COMPLIMENTS AND COMPLAINTS (3CS)** (Pages 25 - 36)
INFORMATION NOTE OF THE CUSTOMER SERVICES MANAGER
- To provide the Committee with an update of Comments, Compliments and Complaints (3Cs) for the period 01 April 2019 - 31 March 2020.
12. **ANNUAL REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE 2019/20** (Pages 37 - 46)
REPORT OF THE COMMITTEE, MEMBER AND SCRUTINY MANAGER
- To consider the Overview and Scrutiny Annual Report 2019/20..
13. **MEMBERS' QUESTIONS**
- To receive and respond to any questions from Members either set out in the agenda or tabled at the meeting.

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RESOLUTIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE

COMMITTEE RESOLUTIONS

REF	RESOLUTION	RESPONSE/OUTCOME	STATUS
	Recycling and Waste		
Sept 18 Min 37 (4)	<p>That the following issues be referred to the Task and Finish review mentioned in (1) above:</p> <p>(i) Why a decision was made to mobilise the contract in an unreasonable timescale;</p> <p>(ii) Why, when there was such a short mobilisation period, was a decision made to make major changes to the service in what were already challenging circumstances, rather than delay the implementation of changes to the service for one year;</p> <p>(iii) Why sufficient staff resources were not made available prior to implementation of the contract;</p> <p>(iv) What happened when high volumes of calls were received in terms of systems and staff;</p> <p>(v) Consider the differences between area where the service worked well and those where the service was poor.</p>	To be included within the Task & Finish Scope	In progress
Mar 19 Min 11 (2)	That the Scrutiny Officer be requested to ask Group Leaders for nominations to a Task and Finish Group review of the Waste Contract.	<p>The Committee, Member and Scrutiny Officer has contacted Group Leaders asking for Panel Members and Chairs for the 2 proposed T&F Groups.</p> <p>Conservative nominations are awaited.</p>	In progress
Mar 19 Min 13 (2)	That the Scrutiny Officer be requested to schedule a review of the Waste Contract Implementation and draw up a draft scope upon completion of the SIAS audit.	<p>The SIAS Report was circulated to Members on 6 September 2019.</p> <p>Drafting of scopes for the Task and Finish Group on the Waste Contract has been delayed due to the pressures on both Waste and Committee Officers due to the Covid-19 pandemic. Once Council business is able to</p>	In progress

REF	RESOLUTION	RESPONSE/OUTCOME	STATUS
		return to a more normal structure and pressures are reduced, a draft scope will be prepared	
July 19 Min 17 (2)	That the Committee, Member and Scrutiny Manager be asked to liaise with the Chairman to schedule in the Task and Finish Group on Waste to start as soon as the current Task and Finish Group is concluded;	At the meeting held on 16 June 2020 the Committee discussed the difficulties of effective engagement with other organisations and members of the public regarding this task and finish group under the current circumstances. The effects and impacts of Covid-19 on all services of the Council has resulted in a delay in the ability for officers to prepare and organise Task and Finish Groups. Officers will draft a scope as soon as the business of the Council returns to some normality. The commencement of this task and finish group is likely to be delayed some time.	In progress
Sept 19 Min 38 (3)	That the Task and Finish Group for the Waste Contract be divided into two separate groups: (i) Tender and Contract; (ii) Community Engagement	At the meeting on 16 June the Committee agreed that the scope of the proposed Task and Finish Group on communication in relation to the Waste Contract be widened to encompass Communication and Engagement generally.	In progress
Sept 19 Min 39 (4)	That the Scope for the Task and Finish Group on the Waste Contract be approved by the Chairman of that Task and Finish Group, and the Chairman of the Overview and Scrutiny.	Please see the comments above regarding the preparation of draft scopes.	
June 20 Min 9 (1)	That the Task and Finish Group on the Waste Contract continue to be undertaken, but consideration be given to timing in light of Covid 19 and the need to engage with the community.	Please see the notes above	In Progress
	Task and Finish Group on Community Engagement		
June 20 Min 9 (3)	That the scope of the proposed Task and Finish Group on communication in relation to the Waste Contract be widened to encompass Communication and Engagement generally.	Please see notes above	
	Task and Finish Group Protocol		

REF	RESOLUTION	RESPONSE/OUTCOME	STATUS
June 20 Min 9 (2)	That the Committee, Member and Scrutiny Manager be requested to prepare a proposed Protocol on Task and Finish Reviews, taking into account research and the Peer Challenge report and that it be presented to the Committee as soon as is practicable.		In progress
	STAFF		
Jun 19 Min 10 (5)	That the Chairman be requested to discuss sickness data with the Head of Paid Service with the aim of identifying what breakdown of figures would be available to the Committee and to identify any problem areas and the reasons for those issues	Update pending.	In progress
	PERFORMANCE MONITORING		
Sept 19 Min 44 (2) Page 7	That whilst it had been reported to the Committee that the Local Plan had been marked as complete, following consideration by the Inspector, there was still further work to be prepared. The Controls, Risk and Performance Manager was requested to continue to report to the Overview and Scrutiny Committee on the Local Plan.	Further examination of the Local Plan was due to take place in March 2020 but due to the Covid-19 pandemic this was cancelled. A new date has not yet been set by the Examiner	In progress
	OTHER RESOLUTIONS		
Jan 20 Min 66	(1) That the Service Director- Commercial be requested to present the closure report regarding the Hitchin Town Hall and District Museum to the Overview and Scrutiny Committee for consideration.	This was considered on the agenda in March 2020	Complete to be removed
June 20 Min 9 (4)	That the following outside organisations be requested to attend a future meeting of the Overview and Scrutiny Committee or a Task and Finish Group: (1) Local Enterprise Partnership (2) Settle	This has been included in the Work Programme as "to be scheduled"	Complete to be removed
June 20 Min 9 (5)	That the Deputy Chief Executive be requested to make a presentation or present a report to the Overview and Scrutiny Committee regarding the Council's plan for recovery following the Covid-19 pandemic including views on the new normal regarding delivery of services.	The Deputy Chief Executive is presenting at the meeting on 14 July 2020	Complete to be removed

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OVERVIEW AND SCRUTINY COMMITTEE
14 JULY 2020

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME FOR 2020/21

REPORT OF THE COMMITTEE, MEMBER AND SCRUTINY MANAGER

EXECUTIVE MEMBER: NOT APPLICABLE

COUNCIL PRIORITY: BE A MORE WELCOMING AND INCLUSIVE COUNCIL / RESPOND TO CHALLENGES TO THE ENVIRONMENT / ENABLE AN ENTERPRISING AND CO-OPERATIVE ECONOMY

1. EXECUTIVE SUMMARY

- 1.1 This report highlights items scheduled in the Overview and Scrutiny Committee's work programme and items that may be considered in 2020/21. It includes details of those items that have yet to be assigned to a specific meeting.
- 1.2 The work programme includes both items previously agreed by the Committee and those that the Committee is required by the Constitution to consider.

2. RECOMMENDATIONS

- 2.1 That the Committee prioritises proposed topics for inclusion in the work programme attached as Appendix A and, where appropriate, determines the high level form and timing of scrutiny input.
- 2.2 That the Committee, having considered the Forward Plan attached as Appendix B, suggests a list of items to be considered at its meeting on 8 September 2020 and beyond.
- 2.3 That the Corporate Peer Challenge Action Plan Extract as attached at Appendix C be considered;
- 2.4 That the Corporate Peer Challenge Action Plan Extract be appended to future work programme reports

3. REASONS FOR RECOMMENDATIONS

- 3.1 To allow the Committee to set a work programme which provides focussed Member oversight, encourages open debate and seeks to achieve service improvement through effective policy development and meaningful policy and service change.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The Committee has varied its approach to overview and scrutiny activity over recent years. Currently it seeks to enter the process of policy development at an early stage and consequently may consider items associated with service action plans.
- 4.2 The need to observe Constitutional requirements and monitor the Forward Plan for appropriate items to scrutinise remains a key aspect of work programming.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1 Each Committee meeting includes the opportunity for Members to comment on and input to the Committee's work programme.

6. FORWARD PLAN

- 6.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.
- 6.2 The Committee is asked to review the Forward Plan at each regular meeting to identify potential issues for inclusion in the work programme. Identification of a focus for the Committee's future activity should be identified at this stage wherever possible.

7. BACKGROUND

- 7.1 In line with the recommendation of the Corporate Peer Challenge 2020 Executive Members are invited to present reports that fall under their remit and to make presentations on specific issues that the Committee wish to consider.
- 7.2 The Committee now considers a wide range of issues, where appropriate, commencing its reviews early in the policy development process. By doing this it seeks to ensure assumptions are challenged at an early stage, mistakes are avoided and eventual outcomes provide optimal benefit to the community.
- 7.3 The Committee seeks to ensure that consideration of agenda items minimises additional burdens on staff resources. Wherever possible, requests are made for the presentation of documents already in existence rather than the production of new documents specifically for the Committee.

8. RELEVANT CONSIDERATIONS

Work Programme

- 8.1 The Committee's work programme for the year requires reviewing at each meeting and direction is sought from the Committee on the items they wish adding. Appendix A contains the work programme for 2020/2021.
- 8.2 When considering additional topics, their risk assessment and prioritisation will ensure that the most appropriate items are taken forward to the work programme.

Forward Plan

- 8.3 The Forward Plan for 26 June 2020 is attached at Appendix B for consideration.

Task and Finish Group Reviews

- 8.4 The Committee resolved at its meeting on 17 September 2019:

That the Task and Finish Group for the Waste Contract be divided into two separate groups:

- (i) Tender and Contract*
- (ii) Community Engagement; and*

That for the balance of political proportionality, 5 Members would sit in each of the two Task and Finish Groups for the Waste Contract.

- 8.5 It was further resolved at the meeting held on 16 June 2020:

That the scope of the proposed Task and Finish Group on communication in relation to the Waste Contract be widened to encompass Communication and Engagement generally.

- 8.6 As discussed at the meeting held on 16 June 2020, Officers have been and continue to devote their efforts into ensuring the business of the Council continues during the Covid-29 pandemic This has meant that the Committee, Member and Scrutiny Manager and Service Manager- Waste and Recycling have been unable to allocate any time to preparing draft scopes for consideration by the Task and Finish Chairs.
- 8.7 The Committee also discussed that this type of review will require evidence being gathered from many people and organisations from various areas including canvassing members of the public and agreed that the Task and Finish Group on the Waste Contract continue to be undertaken, but consideration be given to timing in light of Covid 19 and the need to engage with the community.
- 8.8 In view of the above the commencement of Task and Finish Groups is likely to be delayed until the business of the Council returns to some form of normality.

Corporate Peer Challenge

- 8.9 The Committee received the Corporate Peer Challenge Action Plan at its meeting on 16 June 2020. This was subsequently considered and agreed by Cabinet.
- 8.10 There were a number of actions that referred directly to the Overview and Scrutiny Committee and its work. Appendix C is an extract of those actions.
- 8.11 A number of actions have already been completed or instigated such as the reduction in membership of the Committee and the manner in which Performance Indicators are presented to the Committee.
- 8.12 There a number of actions that require either further action or that the Committee should bear in mind when considering their work programme.

8.13 It is recommended that this extract is appended to the Work Programme report in future to:

- Act as an aide memoire when considering the work programme;
- Consider any actions that need further work;
- Asses the effectiveness of changes made.

9. LEGAL IMPLICATIONS

9.1 Under Section 6.2.5 of the Constitution, the Committee is responsible for setting its own work programme. However, it must ensure it retains sufficient capacity within the programme to meet its statutory obligations.

9.2 Section 6.2.7 (u) of the Constitution allows the Committee “to appoint time limited task and finish Topic Groups to undertake detailed scrutiny work and report back to the Overview and Scrutiny Committee to make recommendations to the Cabinet.”

10. FINANCIAL IMPLICATIONS

10.1 Dependent on how they are applied in practice, the scope of the options presented in Sections 7 and 8 have the potential to be wide reaching. As detailed Section 14, Human Resource Implications, the wider the reach, the more significant the impact on officer time in terms of report writing, data analysis and committee meeting attendance. Given recent funding pressures and the consequent reduction in officer numbers, significant requests to support scrutiny work will limit officer time available to spend on activities such as identifying and delivering cost reductions, income generation and project management.

10.2 Although not significant, a committee attendance allowance of £25.17 per officer per evening meeting is payable to officers in attendance. This is in addition to providing time off in lieu, or overtime as an alternative.

11. RISK IMPLICATIONS

11.1 Effective overview and scrutiny of policy, administrative, service delivery and expenditure decisions helps reduce the risk of an inappropriate decision being made. The scope and time frame for scrutiny interventions should be considered in the light of the potential impact of inappropriate scrutiny leading to decisions not being made, inappropriately made or not made at the right time.

12. EQUALITIES IMPLICATIONS

12.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.

12.2 There are no direct equality implications arising from the report. Effective scrutiny is an essential part of ensuring that local government remains transparent, accountable and open which ensures that the delivery of public services benefits all aspects of the community, where practical.

13. SOCIAL VALUE IMPLICATIONS

- 13.1. The Social Value Act and “go local” requirements do not apply to this report.

14. HUMAN RESOURCE IMPLICATIONS

- 14.1 The widening of the reach of scrutiny reviews has the potential to significantly impact on officer time in terms of the reprioritisation of already agreed projects, their scope or timetabling and resources. There is also the potential for additional resource requirements in relation to report writing, information collection and analysis and committee attendance. Delivery of service plans to achieve the Council’s agreed Corporate Plan objectives might, therefore, be potentially negatively impacted.

15. APPENDICES

- 15.1 Appendix A – Work Programme for future Committee meetings
- 15.2 Appendix B – Forward Plan for 26 June 2020
- 15.3 Appendix C – Corporate Peer Challenge Extracts from Action Plan

16. CONTACT OFFICERS

- 16.1 Hilary Dineen
Committee, Member and Scrutiny Manager
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ScrutinyOfficer@north-herts.gov.uk
- 16.2 Reuben Ayavoo
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- 16.3 Legal Services
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- 16.5 Ian Couper
Service Director- Resources
01462 474243
ian.couper@north-herts.gov.uk
- 16.6 Tim Everitt
Performance Improvement Officer
01462 474646
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17. BACKGROUND PAPERS

17.1. Previous reports to the Overview and Scrutiny Committee and forward plans.

WORK PROGRAMME FOR FUTURE COMMITTEE MEETINGS 2020-21

<p>14 July 2020</p>	<p>Presentation by the Leader of the Council Presentation by the Deputy Chief Executive regarding the Council's plan for recovery following the Covid-19 pandemic Resolutions Report Work Programme 3Cs End of Year report Annual Report</p>
<p>8 September 2020</p>	<p>Resolutions Report Work Programme - including review of T&F Protocol 1st Quarter Performance against PIs 1st Quarter Key Projects</p>
<p>8 December 2020</p>	<p>Resolutions Report Work Programme Annual review of Safeguarding Priorities for the District – Key Projects Half Year Monitoring 2nd Quarter Performance against PIs 3Cs Half Year Report</p>
<p>19 January 2021</p>	<p>Crime and Disorder Matters Resolutions Report Work Programme Priorities for the District – Key Projects Half Year Monitoring</p>
<p>9 March 2021</p>	<p>Resolutions Report Work Programme Annual Report New PIs for 2020/21 Priorities For The District – Key Projects 2020/21 3rd Quarter PIs 3rd Quarter Key projects</p>
	<p>To be Scheduled. Invitations to: Settle LEP</p>

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NORTH HERTFORDSHIRE DISTRICT COUNCIL

Forward Plan of Key Decisions - 26 June 2020

The Forward Plan contains brief details of Key Decisions that the Council is likely to take over the next four month period and beyond. You will also find details of contacts who can provide further information and hear your views. **Please note that the dates of some of the decisions may change from month to month, please check with Committee, Member and Scrutiny Services on (01462) 474655 before deciding to attend a meeting.**

Decision required	Overview and Scrutiny	Decision Maker	Date of Decision	Documents to be submitted to Decision Maker	Contact Officer from whom documents can be requested	Confirmation that other documents may be submitted to the Decision Maker	Procedure for requesting details of other documents
REVISED ANIMAL LICENSING POLICY (13.03.20)		Delegated decision by the Executive Member for Housing and Environmental Health	Before 30 Jun 2020		Steve Cobb, Licensing Manager steven.cobb@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
DEVELOPER CONTRIBUTIONS SPD (05.05.20)		Cabinet	21 Jul 2020		Sam Dicocco, Planning Officer sam.dicocco@north-hertes.gov.uk	Yes	Via the Contact Officer named in Column 6
STATEMENT OF COMMUNITY INVOLVEMENT (05.05.20)		Cabinet	21 Jul 2020		Clare Skeels, Senior Planning Officer clare.skeels@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
ANNUAL REPORT ON RISK MANAGEMENT (05.05.20)		Cabinet	21 Jul 2020		Rachel Cooper, Controls, Risk and Performance Manager rachel.cooper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6

Decision required	Overview and Scrutiny	Decision Maker	Date of Decision	Documents to be submitted to Decision Maker	Contact Officer from whom documents can be requested	Confirmation that other documents may be submitted to the Decision Maker	Procedure for requesting details of other documents
RISK MANAGEMENT UPDATE (05.05.20)		Cabinet	21 Jul 2020		Rachel Cooper, Controls, Risk and Performance Manager rachel.cooper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
COVID-19 FINANCIAL IMPACTS UPDATE (08.06.20)		Cabinet	21 Jul 2020		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
MODERN DAY SLAVERY UPDATE (26.06.20)		Cabinet	21 Jul 2020		Jeanette Thompson, Service Director - Legal and Community jeanette.thompson@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
NHDC INFRASTRUCTURE PLAN FOR WASTE (26.06.20)		Cabinet	21 Jul 2020		Jamie Sells, Service Manager - Waste and Recycling jamie.sells@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
LEISURE CONTRACTS - RECOVERY (26.06.20)		Cabinet	21 Jul 2020		Louise, Leisure Contracts Manager louise.randall@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
RISK MANAGEMENT FIRST QUARTER UPDATE 2020/21 (05.05.20)		Cabinet	15 Sep 2020		Rachel Cooper, Controls, Risk and Performance Manager rachel.cooper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6

Decision required	Overview and Scrutiny	Decision Maker	Date of Decision	Documents to be submitted to Decision Maker	Contact Officer from whom documents can be requested	Confirmation that other documents may be submitted to the Decision Maker	Procedure for requesting details of other documents
FIRST QUARTER INVESTMENT STRATEGY (CAPITAL AND TREASURY) REVIEW 2020/21 (05.05.20)		Cabinet	15 Sep 2020		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
FIRST QUARTER REVENUE MONITORING 2020/21 (05.05.20)		Cabinet	15 Sep 2020		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
OP DARELINE FUTURE PROVISION (06.06.20)		Cabinet	15 Sep 2020		Howard Crompton, Service Director - Customers howard.crompton@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
DRAFT DESIGN SPD (15.08.20)		Cabinet	15 Sep 2020		Helen Leitch, Principal Landscape and Urban Designer hilary.dineen@north-herts.gov	Yes	Via the Contact Officer named in Column 6
COUNCIL TAX REDUCTION SCHEME (26.06.20)		Cabinet	15 Sep 2020		Howard Crompton, Service Director - Customers howard.crompton@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6

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EXTRACT OF ITEMS ON THE CORPORATE PEER CHALLENGE ACTION PLAN THAT RELATE TO THE OVERVIEW AND SCRUTINY COMMITTEE

		Recommendation	Action	Led by	Timescale	Update
27	Organisational Leadership and Governance	The peer team were surprised that only low / negative PI's were debated at O&S and those reports were shared publicly. Publishing positive performance alongside amber and red performance would provide the public with a rounded summary of performance, allowing NHDC to outwardly celebrate what is being delivered to agreed performance levels.	Agreed. Reports will reflect this going forwards	Chair and Vice Chair Overview and Scrutiny Committee Controls, Risk and Performance Manager		The Controls, Risk and Performance Manager is now presenting the complete report to the Committee. This can now be marked as complete
28	Organisational Leadership and Governance	Peers understand that the full performance report is sent to councillors one month before O&S to provide the opportunity for requesting the appropriate lead executive member and officer to attend O&S to be accountable for questioning. This opportunity has never been requested and should be used in order to strengthen the debate and challenge at O&S.	Agreed. Chair of Overview and Scrutiny to remind committee members of this opportunity	Members of Overview and Scrutiny Committee Controls, Risk and Performance Manager		
53	Overview and Scrutiny Committee	Executive members should lead at O&S and be visibly	Agreed as recommendation	Executive Members	Immediate	Executive Members are now presenting

		accountable for decisions and performance.				reports under their remit This can now be marked as complete
54	Overview and Scrutiny Committee	Future meetings would benefit from taking a longer-term view of the key issues for the district (not just focussing on the next immediate meeting), fewer, more targeted agenda items, and be focused on key areas informed by performance reports and a forward work plan. Fewer agenda items will support more allocated time for meaningful scrutiny and related debate.	Agreed. To be taken forward as part of the training for the committee members	Chair and vice chair of O+S Scrutiny support		The Committee to bear this in mind when considering the work programme
55	Overview and Scrutiny Committee	The current membership of O&S was considered to be too large and would benefit from reducing from 15 members to 11 or 9.	Proposal to Full Council to reduce Committee size to 12	Group Leaders Monitoring Officer	Annual Council (May/June 2020)	The Committee membership was reduced from 16 to 12 at Annual Council on 4 June 2020 This can now be marked as complete
56	Overview and Scrutiny Committee	It is recommended that all O&S members undertake formal training to ensure a robust base of skills and expertise can be deployed in the O&S environment.	Formal scrutiny training has previously been provided to the Committee, but given changes to committee membership agree it makes sense to put in place further training and ensure that any new	Chair and Vice Chair of O+S Scrutiny support Member training champions		

			members receive training in the future			
57	Overview and Scrutiny Committee	Use the task and finish programme to support early engagement and involvement with policy making.	Agreed. To be taken forward by the Leader (on behalf of Cabinet) and Chair and vice chair of Overview and Scrutiny, to discuss work programme	Leader Chair and Vice Chair of O+S Scrutiny support		
58	Overview and Scrutiny Committee	It is recommended that finish times should be agreed in the constitution and meetings end promptly at those times. There was a concern around individual personal effectiveness, accessibility, external public perception and health & safety / personal welfare of both members and officers from such excessively long and late meetings.	<p>Moving meeting times is not supported politically at the current time due to concerns it may dissuade people with caring responsibilities from standing to be Councillors.</p> <p>Alternative of allowing officers to attend meetings virtually from home to be explored</p> <p>A 'guillotine' provision on committee meetings is not supported politically at the current time due to concerns it might stifle debate. It is proposed that this is considered once the other recommendations have been implemented regarding work programme, training and chairing of meetings to establish whether it remains an issue or has been resolved by other action.</p> <p>Training is provided to Chairs and Vice Chairs, but this could be reviewed to ensure that Chairs and Vice Chairs are able to confidently</p>	Service Director Legal and Community Member training champions		

			manage meetings to ensure they proceed in a timely manner			
59	Overview and Scrutiny Committee	Peers recommend clarification of the governance arrangements between O&S and cabinet panels.	Proposal to Full Council to clarify relationship	Group Leaders Monitoring Officer	Annual Council (May/June 2020)	
60	Overview and Scrutiny Committee	Ensure the O&S forward work plan includes scrutiny of external partners and contractors as a contribution to the leadership of 'place'.	Agreed as recommendation	Chair and Vice Chair of O+S Scrutiny support	Immediate	

OVERVIEW & SCRUTINY COMMITTEE
14 JULY 2020

***PART 1 – PUBLIC DOCUMENT**

TITLE OF INFORMATION NOTE: FULL YEAR UPDATE ON COMMENTS, COMPLIMENTS AND COMPLAINTS (3CS)

INFORMATION NOTE OF THE CUSTOMER SERVICE MANAGER

EXECUTIVE MEMBER: COUNCILLOR MARTIN STEARS-HANDSCOMB

PRIORITY: RESPONSIVE AND EFFICIENT

1. SUMMARY

- 1.1 This information note is to provide an update on the full year (2019/20) performance regarding the Comments, Compliments and Complaints (3Cs) for the Council and the Contractors that provide services on the Council's behalf. This briefing note accompanies the 3Cs dashboard at Appendix A and the breakdown of 3Cs by service and type at Appendix B.

2. STEPS TO DATE

- 2.1 The Council has a well embedded policy and procedures for handling customer feedback; the Comments, Compliments and Complaints (3Cs) Policy. We welcome feedback from our customers about our services so that we can continue to learn about how we can make improvements and what we do well.
- 2.2 The 3Cs policy, which was reviewed and updated in September 2019, sets out clearly the definition of a comment, compliment and complaint as well as how to escalate a complaint further either to stage 2 of the process or the Local Government Ombudsman (LGO). Customers are able to give feedback in a number of ways and can do this to us directly or to the contractors who provide key services on our behalf.
- 2.3 Whilst the role of the LGO is to consider complaints about Councils, they are also a useful source of information and guidance around best practice. If the LGO upholds a customer's complaint it will seek to put the complainant back in the position they would have been in had the fault not occurred and will suggest a remedy and make recommendations to avoid a similar situation, if appropriate. The Assistant Ombudsman had been due to provide a briefing session to the Senior Management Group (SMG) in March; however, this was postponed due to Covid-19.

3. INFORMATION TO NOTE

- 3.1 The areas that generally receive the highest amount of feedback are, not surprisingly those where there is the highest level of contact or interactions such as the waste and recycling service and the leisure facilities.

- 3.2 During 2019/20 the number of 3Cs received, specifically comments and complaints, decreased compared to the previous year, whilst compliments have remained at the same level as the previous year. 2018/19 saw an unusually high number of 3Cs following a major service change with the waste service. We know from previous changes of this scale that it takes time for customer feedback to return to a level consistent with before the change.
- 3.3 The number of complaints received decreased from 1,947 in 2018/19 to 764 in 2019/20. This includes complaints received directly at NHDC and by our contractors. Of the 764 complaints, 613 (80%) relate to services delivered by our key contractors, waste and recycling (340) and the leisure centres (273) It is also worth noting that of the 543 compliments received, 402 (74%) relate to the same services, waste and recycling and the leisure centres.
- 3.4 Comments and complaints regarding the waste and recycling service were mostly regarding missed collections, crew behaviour and difficulties with the telephone lines into the Urbaser call centre. The complaints started to increase during the garden waste subscription period from May and peaking in July and August. This follows a similar pattern to the year before. This year garden waste subscriptions are being managed differently to spread the communications over a longer period and to allow customers to set up direct debit payments to make the process easier.
- 3.5 Compliments regarding the waste and recycling service related to the crew, complimenting them for working well and efficiently and for specific acts such as offering to change a flat tyre on a lady's car and explaining to an interested child how the road sweeper works. There were also compliments regarding leaf clearance works and keeping the streets and roads clean and tidy.
- 3.6 Comments and complaints regarding the leisure centres were mostly concerning; maintenance items, other customers not wearing blue overshoes and the temperature of the pool, showers and changing areas. Compliments were regarding the classes and instructors, the cleanliness and temperature of the pools and complimenting the facilities in general.
- 3.7 Following the installation of feedback machines in all leisure centres, there has been an increase in feedback. The machines are entirely self-service which means that the customer decides whether their feedback is a comment, compliment or complaint. Analysis of the feedback shows that different customers may record the same issue differently depending on their own interpretation. This change in how feedback is captured makes it essential that the feedback is reviewed in detail. An example of this is that North Herts Leisure received numerous complaints regarding the squash court lights over a period. The fluorescent tubes were replaced but some of the fittings were also faulty, so a replacement project took place. Once this has been completed the centre then received several compliments about the new lighting. Listening to the customer feedback in this situation led to longer term improvement and satisfaction.
- 3.8 The summary dashboard at appendix A shows the key 3Cs data for the contractors alongside the numbers of annual bin collections and the number of visitors the leisure facilities received in this reporting period.

- 3.9 Appendix B provides a breakdown of all 3Cs received by service and by type. The areas of highest complaints reported directly were Planning Control & Conservation (33) Revenues and Billing (25) and Housing (20). The specific areas of complaints were relating to the planning application process, the issuing of reminders and summonses and the housing application process. This is not surprising as these are services that are highly regulated, and the outcomes will not always be those desired or expected by customers.
- 3.10 The Careline service received a high number of compliments; these are generally submitted by a client's family following an incident where the Careline staff had provided an emergency response service.
- 3.11 There were 16 stage 2 complaints received, across a range of services, of which 7 were considered justified or upheld. If a complainant remains dissatisfied with the complaint outcome after completing our process, they may escalate their complaint to the Local Government Ombudsman. The LGO received ten complaints during this period across a range of service areas. The table below summarises the LGO decisions on those complaints:

Service (as classified by the LGO)	LGO Decision
Private Sector Housing	Upheld: maladministration and injustice £200 financial payment awarded
Planning Control and Conservation	On hold due to Covid19
Environmental Services & Public Protection	Not upheld: no maladministration
Planning & Development	Premature complaint – no further action
Planning & Development	Closed after initial enquiries - no further action
Housing	On hold, awaiting further information from complainant
Environmental Services & Public Protection	Closed after initial enquiries - no further action
Planning & Development	Not investigating; the injustice claimed is not the result of fault by the Council
Environmental Services & Public Protection	Premature complaint – no further action
Benefits & Tax	Closed after initial enquiries - no further action

- 3.12 Complaints that are escalated to the LGO are usually complex and will usually have exhausted our own complaints procedure. In March, the LGO paused their investigations of existing complaints and the receiving of new ones, recognising that Councils were diverting resources in response to the Covid-19 pandemic.

- 3.13 The LGO upheld one of the ten complaints. The complaint was in relation to poor living conditions in privately rented accommodation. Through our complaints process we had identified a fault and upheld the complaint. The LGO investigated and found the Council was at fault because of a delay in responding to the complainant's concerns which led to an increased risk of harm. The LGO's remedy included a payment of £200 to the customer for the distress and inconvenience caused.

4. NEXT STEPS

- 4.1 3Cs performance will continue to be monitored and reported to SMT and this Committee on a six monthly basis.
- 4.2 The Customer Service Manager will continue to keep up-to-date with guidance and case studies from the LGO, sharing any key learning.

5. APPENDICES

- 5.1 Appendix A – Dashboard
- 5.2 Appendix B - Breakdown by service area
- 5.3 Appendix C – Social media report

6. CONTACT OFFICERS

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01462 474247
- 6.3 Sarah Kingsley
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01462 474552

7. BACKGROUND PAPERS

None.

3Cs Performance Summary - 01 April 2019 – 31 March 20

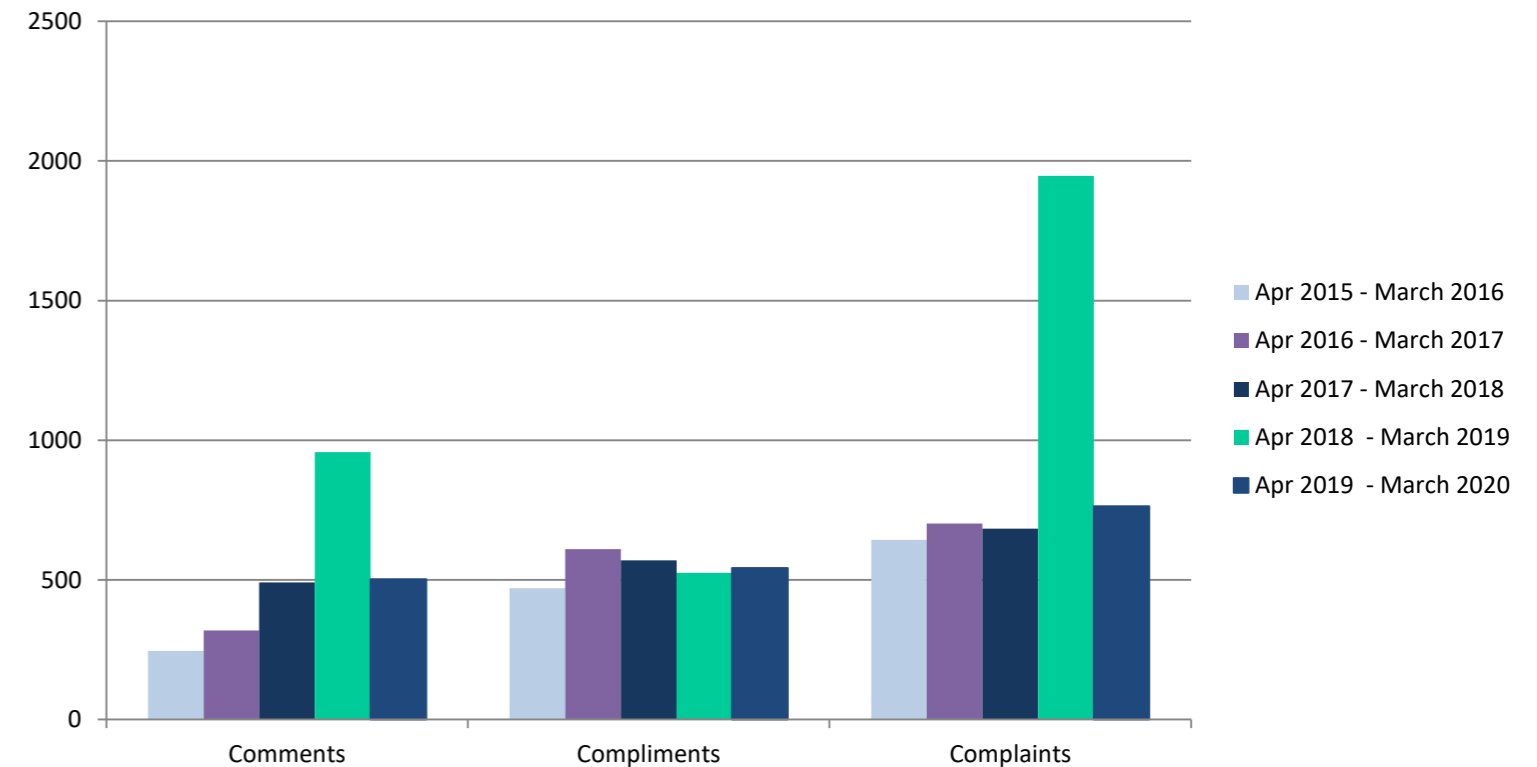


3CS RECEIVED DIRECTLY AT NHDC – ANNUAL COMPARISONS

	15/16	16/17	17/18	18/19	19/20
Number of Comments received	79	70	229	198	43
Number of compliments received	207	190	150	168	168
Number of complaints received	154	189	169	941	304
% resolved within 10 working days	67%	61%	56%	48%	74%
% of complaints justified	42%	31%	36%	62%	55%
Complaints received by the LGO	12	8	9	10	11

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3Cs annual comparisons - Combined totals NHDC & Contractors



3Cs RECEIVED BY OUR CONTRACTORS– ANNUAL COMPARISONS

	15/16	16/17	17/18	18/19	19/20	15/16	16/17	17/18	18/19	19/20
	Complaints					Compliments				
John O'Conner	46	52	13	15	10	0	0	0	1	0
Veolia / Urbaser	332	283	265	748	177	88	56	52	21	45
North Herts Leisure Centre	60	77	157	98	120	80	105	198	167	144
Hitchin Swim Centre & Archers	18	46	48	101	115	47	118	106	110	115
Royston Leisure Centre	34	55	34	44	38	48	141	65	58	71

Percentage of interactions resulting in a formal complaint

	Number of interactions / collections / visitors	% of interactions resulting in complaint
NHDC	221,931	0.1%
Urbaser	7.1m	0.002%
North Herts Leisure Centre	537,313	0.02%
Hitchin Swim Centre & Archers	434,231	0.02%
Royston Leisure Centre	400,750	0.01%

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APPENDIX B – BREAKDOWN OF 3CS BY SERVICE

	Comments	Compliments	Complaints
Chief Executive	0	0	0
Committee and Member Services	0	0	0
Electoral Services	0	1	3
Communications	1	0	0
Customer Service Centre	1	6	1
IT	0	1	0
Grounds Maintenance	0	1	0
Leisure	1	0	2
Parking Services	3	0	15
Property Services	1	0	0
Parks and Open Spaces	2	19	6
Waste Management	21	27	163
Benefits	2	2	12
Community Development	0	0	0
Post & Admin (MSU)	0	6	0
Revenue Technical	2	0	1
Revenues Billing & Recovery	4	11	25
Careline	0	72	2
Community Safety	0	0	4
Enforcement / Environmental Crime	0	2	1
Environmental Health Commercial	0	0	3
Environmental Protection	0	0	4
Hitchin Town Hall	2	0	1
Markets	1	0	0
Housing Needs	0	7	20
Licensing	0	1	4
Planning Control & Conservation	1	9	33
Planning Policy	1	3	4
Private Sector Housing	0	0	0
NHDC Totals	43	168	304
Contractor Data	Comments	Compliments	Complaints

Waste (Urbaser)	130	45	177
Grounds (John O'Connor)	0	0	10
North Herts Leisure Centre	94	144	120
Hitchin Swim Centre	166	115	115
Royston Leisure Centre	69	71	38
Contractor Totals	459	375	460
Grand Totals	502	543	764



Social Media Report

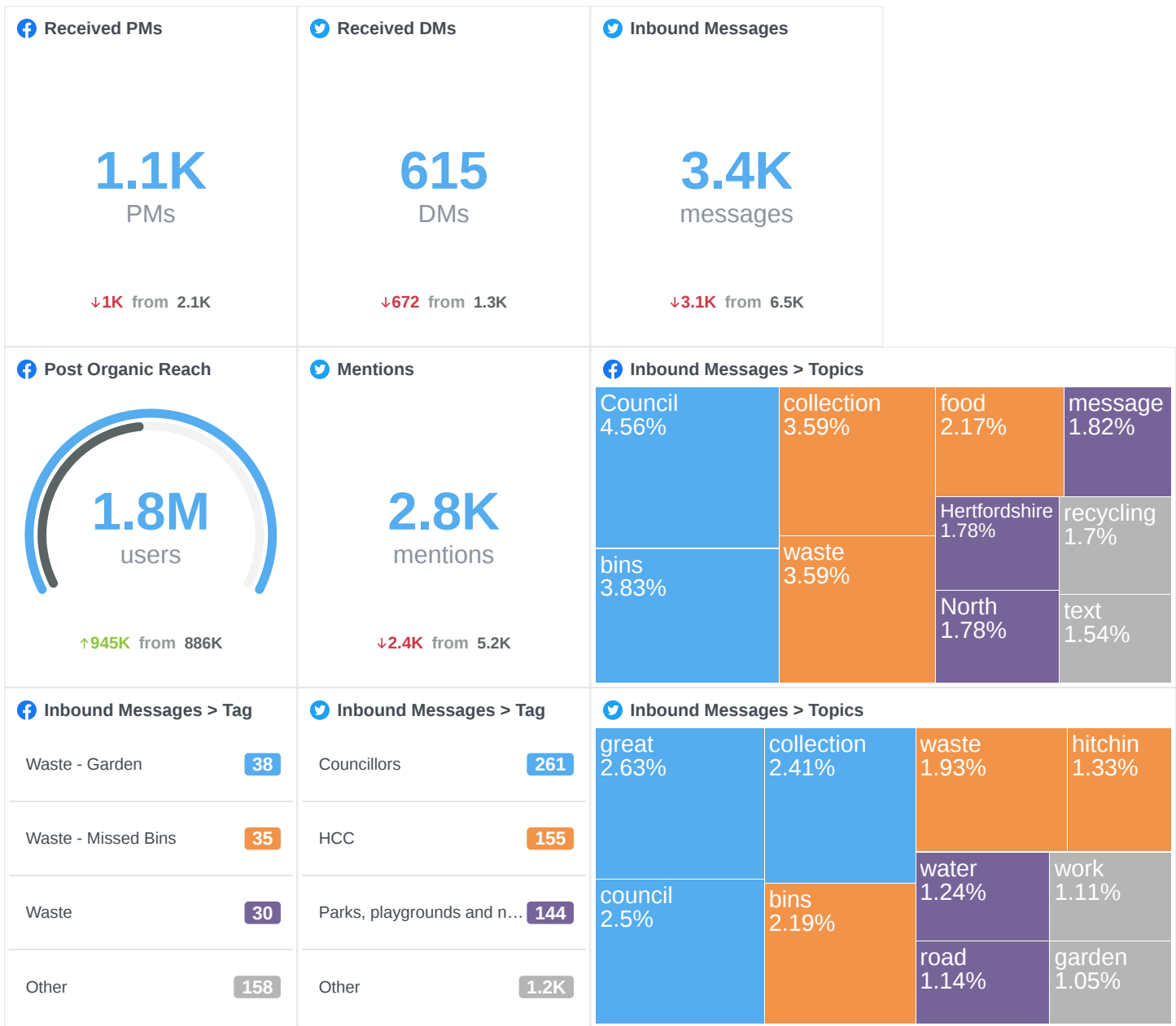
Comparison between [Apr 01, 2019 - Mar 31, 2020](#) and [Apr 01, 2018 - Mar 31, 2019](#)

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 North Hertfordshire District Council





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**OVERVIEW AND SCRUTINY COMMITTEE
14 JULY 2020**

***PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT: ANNUAL REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE
2019/20**

REPORT OF THE CHAIR OF THE OVERVIEW AND SCRUTINY COMMITTEE 2019 - 2020

EXECUTIVE MEMBER: NOT APPLICABLE

COUNCIL PRIORITY: BE A MORE WELCOMING AND INCLUSIVE COUNCIL / BUILD
THRIVING AND RESILIENT COMMUNITIES / RESPOND TO CHALLENGES TO THE
ENVIRONMENT / ENABLE AN ENTERPRISING AND CO-OPERATIVE ECONOMY

1. EXECUTIVE SUMMARY

- 1.1 To consider the Annual report of the Overview and Scrutiny Committee regarding the 2019/20 Civic Year.

2. RECOMMENDATIONS

- 2.1 That the Committee consider and comment on the Annual Report of the Overview and Scrutiny Committee 2019 - 2020 as attached at Appendix A prior to consideration by Council.

3. REASONS FOR RECOMMENDATIONS

- 3.1 To enable Overview and Scrutiny Committee to consider and comment on the report of the Chair of the Overview and Scrutiny Committee regarding the work of the Committee in the 2019/20 Civic Year prior to consideration by Council.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. None.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. The Chairman of the Overview and Scrutiny Committee has had the opportunity to consider and comment on the report prior to this meeting.
- 5.2. The Overview and Scrutiny Committee will have the opportunity to consider and comment on the report prior to consideration by Council

6. FORWARD PLAN

- 6.1 This report does not contain a recommendation on a key Executive decision and has therefore not been referred to in the Forward Plan.

7. BACKGROUND

- 7.1 The Chair of the Overview and Scrutiny Committee reports each year to Annual Council giving a brief overview of the work undertaken by that Committee in the previous Civic Year.

8. RELEVANT CONSIDERATIONS

- 8.1 The report at Appendix A sets out the work of the Overview and Scrutiny Committee during the Civic Year 2019/20.
- 8.2 The Annual report was written at the end of the 2019/20 Civic Year however consideration of the report by the Committee was delayed due the Covid-19 pandemic.
- 8.3 Subsequent to the writing of the report some of the recommendations of the Peer Challenge Group have been implemented, including the reduction in the number of Members on the Committee. This will be included in the 2020/21 report.

9. LEGAL IMPLICATIONS

- 9.1 Although it is not specifically referred to in the Constitution and is not a legal requirement, Full Council has routinely received an Annual Report from the Chair of the Overview and Scrutiny Committee.

10. FINANCIAL IMPLICATIONS

- 10.1 There are no capital or revenue implications arising from the content of this report.

11. RISK IMPLICATIONS

- 11.1 There are no direct risk implications arising from this report.

12. EQUALITIES IMPLICATIONS

- 12.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.2 There are no direct equalities implications arising from this report.

13. SOCIAL VALUE IMPLICATIONS

- 13.1. The Social Value Act and “go local” requirements do not apply to this report.

14. HUMAN RESOURCE IMPLICATIONS

- 14.1 There are no direct Human Resource Implications arising from this report.
- 14.2 The Committee, Member and Scrutiny Team supports the work of the Overview and Scrutiny Committee.
- 14.3 In 2019/20 the Committee, Member and Scrutiny Manager assumed the role of Scrutiny Officer.

15. APPENDICES

- 15.1 Appendix A – Annual Report of the Overview and Scrutiny Committee for 2019/20.

16. CONTACT OFFICERS

- 16.1 Hilary Dineen
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17. BACKGROUND PAPERS

- 17.1 Reports to and Minutes of the Overview and Scrutiny Committee during the Civic Year 2019/20.

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NORTH HERTFORDSHIRE DISTRICT COUNCIL



OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT 2019 - 2020

Introduction by the Chair of the Overview and Scrutiny Committee

Chair's Introduction to be supplied

1. Overview and Scrutiny in North Hertfordshire District Council

1.1 The depth and breadth of the Council's work means that the Overview and Scrutiny Committee has to use its resources efficiently and effectively in order to scrutinise topics in the time available. It does so by:

- Considering a number of issues during its Committee meetings and making recommendations to Cabinet;
- Appointing dedicated task and finish groups which can examine issues in depth and make recommendations to improve services;

2. Methods of Scrutiny

2.1 The Committee can scrutinise issues in a number of ways:

- By considering reports from, and questioning officers about different aspects of the Council's business;
- By submitting written questions which require a written answer, and which members can follow up by asking supplementary questions in Committee;
- By interviewing and questioning Executive Members about their portfolios;
- By calling in decisions which are of great concern to Members or to the public;
- By inviting representatives from outside bodies to talk about topics of interest to the public in North Hertfordshire.

3. Meetings of the Overview and Scrutiny Committee

3.1 There were six meetings scheduled to take place in 2019/20. Unfortunately, the schedule was disrupted due to the snap General Election and the Covid-19 pandemic.

3.2 Four of the scheduled meetings this year took place at which the Committee considered a range of topics including scrutinising key decisions going to Cabinet, checking whether the Council has met its performance indicators and reviewing other issues which the Committee has decided would benefit from closer scrutiny.

3.3 One special meeting was held on 23 October 2019 to consider the report following the Review of Hitchin Town Hall and District Museum (see Section 9).

3.4 The meeting scheduled to take place in December 2019 was cancelled due to the snap General Election.

3.5 The meeting scheduled to take place on 17 March 2020 was cancelled due to the Covid-19 pandemic, however Members of the Committee were consulted on reports due to be considered by Cabinet using email. Although this was not a formal or legal voting system, it gave Members the opportunity to advise Cabinet of their thoughts regarding these reports prior to any decisions.

4. Call-In

4.1 The call in process allows the Chair, or five members of the Council, to call in a decision which is the responsibility of the Executive, which has been made but not implemented. The Committee can ask the decision maker to reconsider the decision or can refer it to Council.

4.2 There have been no items called in this year.

5. Presentations by Executive Members

5.1 The Committee has continued with its decision not to invite Executive Members to speak on their portfolios on a rolling basis and to instead invite them only to address specific issues or to present reports that were of interest to the Committee.

5.2 Executive Member attendance is welcomed at meetings and they are encouraged to take part in the meeting where appropriate.

5.3 The Committee are grateful to the following Executive Members for making presentations and attending meetings this year:

- Councillor Ian Albert;
- Councillor Judi Billing;
- Councillor Paul Clark;
- Councillor Keith Hoskins;
- Councillor Elizabeth Dennis-Harburg;
- Councillor Martin Stears-Hanscomb

6. Crime & Disorder Scrutiny

6.1 The Committee is also the Crime and Disorder Scrutiny Committee for North Hertfordshire which is required to meet at least once a year.

6.2 The Committee chose this year to consider the effects of knife crime and county lines in North Hertfordshire and was grateful to Chief Inspector Sally Phillips of Hertfordshire Constabulary who attended the Committee in January to talk about this aspect supported by the Community Protection Manager.

7. Safeguarding

7.1 The Committee continued to take a close interest in safeguarding matters and received its annual update on the Council's safeguarding performance in September 2019.

7.2 The Committee took an active role in encouraging Members to undertake relevant Safeguarding training. However, notes that there has been a varied level of completion of this training.

8. Statistics

- 8.1 In total, the Committee has considered, 23 items in its scheduled meetings this year, with a further 2 items considered using the email system during the Covid-19 pandemic. It has made 7 recommendations on 6 topics to Cabinet. At every meeting the Committee also considered the resolutions previously made and the work programme.
- 8.2 The Committee also made 8 recommendations to Cabinet at the special meeting held on 23 October 2019. This was in addition to the 16 recommendations made following the Review of Hitchin Town Hall and District Museum.
- 8.3 No written questions were submitted this year.

9. Task and Finish Groups in 2019/20

- 9.1 Task and finish groups are an opportunity for members to scrutinise a topic in much more depth than is possible in a single Committee meeting. They recommend improvements to the Council's performance which are then considered by Cabinet.
- 9.2 One Task and Finish Group, the Review of Hitchin Town Hall and District Museum Project took place in 2019/20.
- 9.3 It was agreed that an Independent Chair would be appointed to lead this review, and following a selection procedure, Mr John Richardson was appointed to the position.
- 9.4 This was a detailed review that took place over several months, considering 14 written statements from witnesses and hearing verbal evidence from 15 people over three days of public examination.
- 9.5 The Panel submitted a detailed report with 16 recommendations to a special meeting of the Overview and Scrutiny Committee held on 23 October 2019 which was subsequently referred on to Cabinet together with an additional 8 recommendations from the Committee. All of these recommendations were accepted by Cabinet.
- 9.6 The Committee would like to thank the Independent Chairman and the Panel Members for their hard work and diligence during this difficult review.

Mr John Richardson (Independent Chairman);
Councillor Sam Collins;
Councillor Ian Moody;
Councillor Helen Oliver;
Councillor Valentine Shanley.

10. Future Task and Finish Groups

10.1 The Committee has prioritised the following topics for 2020/21:

- The Waste contract – Tender and Contract;
- The Waste Contract – Community Engagement.

10.2 Preparations for these Task and Finish Groups are underway but have been delayed due to the Covid-19 pandemic.

11. Public Participation

11.1 The scrutiny process is open to involvement by local people and the Committee encourages public participation.

11.2 Approximately 28 members of the public attended the Committee's scheduled meetings this year.

11.3 There was an average of 18 members of the public at each of the three meetings of the Review of Hitchin Town Hall and District Museum.

11.4 Some of the ways for the public to get involved include suggesting a topic for investigation as a task and finish group; providing evidence to or at a meeting; and being co-opted on to a topic group. The Committee is keen to see more public participation both in its task and finish groups and in its committee meetings.

12. Peer Review 2020

12.1 A peer review took place in January 2020.

12.2 An area that the Peer Review were requested to consider was conducting effective scrutiny, in particular:

- How the Chair / Vice Chair function works and should work
- How effective is the Committee at managing its own work programme
- The Scrutiny support function and relationship to the Chair/ Vice Chair/ rest of Committee and how it should work
- Best practice for working with the administration and officers, ensuring a positive and constructive critical friend relationship
- Ensuring the committee has clear working practices which it sticks to
- How much scrutiny does it undertake of outside agencies/ bodies and can/ should this be undertaken differently
- Clarity of decision making.

12.3 Their initial findings included:

- Executive Members should lead and be accountable for decisions;
- Meetings should be focused with fewer agenda items;
- Membership of the O&S committee is perceived to be too large;
- All scrutiny members to complete formal scrutiny training;
- Use the task and finish programme to support early involvement with policy making;
- Review finish time and location of the meeting;

- Clarify the governance arrangements between O&S and Cabinet Panels;
- Ensure forward work plan includes scrutiny of external partners and contractors.

12.4 The Committee will need to consider how to incorporate these recommendations into their work over the coming year.

13. Further Information and Membership

13.1 Further information about the work of scrutiny and contact details can be found at:

<https://www.north-herts.gov.uk/home/council-and-democracy/overview-and-scrutiny>

13.2 Membership of the Overview and Scrutiny Committee in 2019/20:

Members of the Committee

Councillor David Levett (Chair)
 Councillor Kate Aspinwall (Vice-Chair)
 Councillor Val Bryant
 Councillor Sam Collins
 Councillor George Davies
 Councillor Terry Hone
 Councillor Tony Hunter
 Councillor Jim McNally
 Councillor Gerald Morris
 Councillor Lisa Nash
 Councillor Sue Ngwala
 Councillor Helen Oliver
 Councillor Adem Ruggiero-Cakir
 Councillor Carol Stanier
 Councillor Claire Strong
 Councillor Tom Tyson

Substitutes

Councillor Ruth Brown
 Councillor Bill Davidson
 Councillor Morgan Derbyshire
 Councillor Simon Harwood
 Councillor Ian Mantle
 Councillor Sam North
 Councillor Kay Tart