# Scrutiny Scoring Matrix

**Topic/area of interest: Housing Maintenance**

| | Numerical score | | | |
|---|---|---|---|---|
| Public Interest | low 1 | medium 2 | high 3 | 3 |
| Risk to Council or service delivery | low 1 | medium 2 | high 3 | 3 |
| Alignment to Corporate Priorities | low 1 | medium 2 | high 3 | 3 |
| Financial Value | low 1 | medium 2 | high 3 | 3 |
| Issue of concern for partners? | low 1 | medium 2 | high 3 | 2 |
| Will the outcome of scrutiny review result in any meaningful impact on the Council service? | low 1 | medium 2 | high 3 | 3 |
| Will the outcome of scrutiny result in any benefit for a significant part of the community / partners / stakeholders or the Council? | low 1 | medium 2 | high 3 | 3 |
| | | | **Total Score** | 20 |

**Decision:**

The committee recognised the importance of this topic, and the scoring confirms this position. The committee also recognised that there are already two member groups for this topic: a Cabinet Housing Panel; and, a cross-party working group, and that the topic had been discussed at a previous Task and Finish panel. Whilst this has scored high, as there are already groups, the committee feel that a better understanding of the actions of the working group, and reporting of key performance data would be useful, to ensure these groups are working in the way the committee would expect, and to make recommendations on these as appropriate.

Agreed: A single report would be presented to the committee to cover the following (follow up work may be considered dependant on the outcome of this session):

- performance data – where is this reported and what actions are being undertaken for failing performance;
- minutes – a review of minutes of the cross-party working group to understand the areas being discussed and of the actions that have arisen from the group; and,
- To review the outcomes and recommendations of the previous task and finish group.

The objectives expected through this scrutiny are:

- to consider if the cross-party working group is achieving its aims and objectives, and if the priority areas are being discussed;
- to consider if improvements could be made to the transparency including awareness on the discussions of, and actions arising from, the cross-party working group;
- to consider if performance is being actively monitored and that adequate actions are being put into place where performance falls below target levels; and,
- To ensure recommendations of the previous task and finish group have been implemented and achieved the expected outcomes.

# Scrutiny Scoring Matrix

**Topic/area of interest: Cyber Security**

| | Numerical score | | | |
|---|---|---|---|---|
| Public Interest | low **1** | medium **2** | high **3** | 2 |
| Risk to Council or service delivery | low **1** | medium **2** | high **3** | 3 |
| Alignment to Corporate Priorities | low **1** | medium **2** | high **3** | 3 |
| Financial Value | low **1** | medium **2** | high **3** | 3 |
| Issue of concern for partners? | low **1** | medium **2** | high **3** | 2 |
| Will the outcome of scrutiny review result in any meaningful impact on the Council service? | low **1** | medium **2** | high **3** | 1 |
| Will the outcome of scrutiny result in any benefit for a significant part of the community / partners / stakeholders or the Council? | low **1** | medium **2** | high **3** | 1 |

| | **Total Score** | 15 |
|---|---|---|

**Decision:**

The committee recognises the significance of this matter on the delivery of all council services. In the workshop a number of matters were highlighted as work undertaken including internal audit, penetration testing, PSN compliance and other returns to groups such as the LGA. The committee recognises this is a technical/specialist area and seeks to better understand how the council obtains assurance around cyber security, and, if any improvements could be made.

Agreed: A single report would be presented to the committee to cover (this may need to be part 2 for security/anti-terrorism purposes):

- a summary of how the council manages cyber security;
- how emerging cyber risks are identified and addressed, including a summary of improvements made in recent years;
- how risks on cyber security are monitored by the Executive;
- an overview of any external/independent assessments undertaken, how these are reported on and how actions arising from these are monitored; and,
- how the council trains and communicates on cyber security (staff, Councillors and contractors)

The objectives expected through this scrutiny are:

- to consider if the risks are actively and appropriately managed;
- to consider if improvements could be made to the oversight of cyber security;
- to consider if emerging risks are appropriately identified and mitigated;
- to consider if the council utilises external assessments adequately and appropriately actions any findings; and,
- To consider if training and communication could be improved.

# Scrutiny Scoring Matrix

**Topic/area of interest: Recruitment, Retention and Leaver Processes**

| | Numerical score | | | |
|---|---|---|---|---|
| Public Interest | low **1** | medium **2** | high **3** | 2 |
| Risk to Council or service delivery | low **1** | medium **2** | high **3** | 3 |
| Alignment to Corporate Priorities | low **1** | medium **2** | high **3** | 2 |
| Financial Value | low **1** | medium **2** | high **3** | 3 |
| Issue of concern for partners? | low **1** | medium **2** | high **3** | 1 |
| Will the outcome of scrutiny review result in any meaningful impact on the Council service? | low **1** | medium **2** | high **3** | 2 |
| Will the outcome of scrutiny result in any benefit for a significant part of the community / partners / stakeholders or the Council? | low **1** | medium **2** | high **3** | 1 |
| | | | **Total Score** | 14 |

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**Decision:**

The committee recognised the impact staff turnover can have on the delivery of services to the public. The committee would like to understand more about the Councils staff turnover (and how it compares in the sector and locally), recruitment challenges and the approach to retention. Also flagged was the leaver process, in particular how casework is handed over and how residents are informed when the departing officer is their point of contact.

Agreed: A task and finish panel would be set up to cover:

- Provision of information on turnover, compared to other local authorities
- Provision of statistics on recruitment, and information on our approach to recruitment
- Information on sickness levels, and how these compare to the sector
- How management have oversight of this information and how leaver feedback is used
- Information on retention techniques (staff development, benefits, flexible working etc)
- An understanding of the leaver process, in particular the handover and communication around casework (including overview of case management systems as appropriate).

The objectives expected through this scrutiny are to determine if recommendations could be made:

- to reduce turnover (if deemed high);
- to improve recruitment techniques/success rate;
- to improve retention (if deemed low); and,
- to improve the handover process when staff leave the council.

| Scrutiny Review Title | Recruitment, Retention and Leaver Processes |
|---|---|
| Scoring Matrix Result | 13 |
| T&F Panel Members | TBC |
| Co-opted Members | TBC |
| Portfolio Holder (s) | Councillor James Broach |
| Officers | Ka Ng, Richard Baker, Janet Pilbeam |
| Key Stakeholders | |

## Background Issue to review - the rational for scrutinising this issue

The committee recognised the impact staff turnover can have on the delivery of services to the public, particularly where roles are vacant for extended periods, also impacting on staff morale. The cost of recruitment was also recognised as an important factor in retention strategies.

The committee would like to understand more about the Councils staff turnover ((and how it compares in the sector and locally), recruitment challenges and the council approach to the retention of staff.

The leaver process was also highlighted as an area of interest, in particular how casework is handed over to ensure continuity of service, and how residents are informed when the departing officer has been their point of contact.

## Scrutiny Aims and Objectives

The objectives expected through this scrutiny are to determine if recommendations could be made:

- to reduce turnover (if deemed high);
- to improve recruitment techniques/success rate;
- to improve retention (if deemed low); and,
- to improve the handover process when staff leave the council.

## Review of Implications/Impacts/Risks

*Recruitment challenges can impact on service delivery and morale*

*Poor handover processes may mean casework is not completed*

*Recruitment processes can be costly*

## Methodology for Gathering Evidence

A range of methods will be used to gather evidence including:

- Provision of information on turnover, compared to other local authorities
- Provision of statistics on recruitment, and information on our approach to recruitment
- Information on sickness levels, and how these compare to the sector
- How management have oversight of this information and how leaver feedback is used
- Information on retention techniques (e.g. staff development, benefits, flexible working)
- An understanding of the leaver process, in particular the handover and communication around casework (including overview of case management systems as appropriate).
- A summary of leaver feedback to identify any common themes, and actions associated.

| Proposed time scales and meeting frequency (aim for 2 to 3 moths) | |
|---|---|
| **Start date** | December 2023 |
| **Frequency of Meetings** | To be determined by the panel at its first meeting |
| **End Date** | February 2024 |
| **Reporting back to OSC/Recommendations to Cabinet** | |
| **Date of OSC** | March 2024 |
| **Date of Cabinet** | |
| **Methodology for Gathering Evidence** | |

# Scrutiny Scoring Matrix

**Topic/area of interest: Street Scene**

Public Interest + Strategic Value + Risk + Corporate Priorities + Financial Value  =  Scrutiny Value Score

| | Numerical score | | | |
|---|---|---|---|---|
| Public Interest | low 1 | medium 2 | high 3 | 3 |
| Risk to Council or service delivery | low 1 | medium 2 | high 3 | 3 |
| Alignment to Corporate Priorities | low 1 | medium 2 | high 3 | 3 |
| Financial Value | low 1 | medium 2 | high 3 | 3 |
| Issue of concern for partners? | low 1 | medium 2 | high 3 | 2 |
| Will the outcome of scrutiny review result in any meaningful impact on the Council service? | low 1 | medium 2 | high 3 | 3 |
| Will the outcome of scrutiny result in any benefit for a significant part of the community / partners / stakeholders or the Council? | low 1 | medium 2 | high 3 | 2 |
| | | **Total Score** | | 20 |

**Decision:**

A number of matters were discussed regarding street scene. There was a Task and Finish panel last year, but the committee felt these were very high profile services to the public and should be subject to regular scrutiny. In particular, fly tipping, bin collections / recycling and verge maintenance were highlighted as areas the committee would like to focus on.

Agreed: A task and finish panel would be set up to cover:

- Looking at data on the cost of fly tipping, regular spots for fly tipping, and the councils approaches to reduce fly tipping.
- Considering the 12 points raised as a motion at the full Council meeting of 1 February 2023, regarding fly tipping.
- Understanding where responsibilities are between the Council and Hertfordshire County Council, when it comes to the maintenance or protection of verges.
- Considering the council current recycling targets, performance, and strategies for improving recycling rates.
- Considering complaints, performance and missed bin data

The objectives expected through this scrutiny are to determine if recommendations could be made:

- to improve recycling rates and/or targets;
- from the 12 suggestions made as a motion at the Full Council meeting of 1 February 2023;
- in dealing with verge issues which appear to fall between boundaries of responsibility between Herts County Council and Welwyn Hatfield Borough Council.
- to improve bin collection performance

| Scrutiny Review Title | Street Scene |
|---|---|
| **Scoring Matrix Result** | 20 |
| **T&F Panel Members** | TBC |
| **Co-opted Members** | TBC |
| **Portfolio Holder (s)** | Councillor Sandreni Bonfante |
| **Officers** | Sue McDaid, Paul Harris, Kirsten Roberts |
| **Key Stakeholders** | Hertfordshire County Council (for verge protection) |

## Background Issue to review - the rational for scrutinising this issue

The committee recognised the high profile nature of services within this category, in particular, bin collections, recycling, fly tipping and verge maintenance/ protection. Whilst it is recognised verge protection is not a Council function, members felt there are times where works appear to fall between the responsibility of HCC and WHBC.

## Scrutiny Aims and Objectives

The objectives expected through this scrutiny are to determine if recommendations could be made:

- to improve recycling rates and/or targets;
- from the 12 suggestions made as a motion at the Full Council meeting of 1 February 2023;
- in dealing with verge issues which appear to fall between boundaries of responsibility between Herts County Council and Welwyn Hatfield Borough Council.
- to improve bin collection performance

## Review of Implications/Impacts/Risks

*Service failure could lead to:*

- *Reputational damage*
- *Environmental damage*
- *Health and wellbeing implications*

## Methodology for Gathering Evidence

A range of methods will be used to gather evidence including:

- Considering data on the cost of fly tipping, regular spots for fly tipping, and the councils approaches to reduce fly tipping.
- Considering the 12 points raised as a motion at the full Council meeting of 1 February 2023, regarding fly tipping. Officers to provide information on these areas to assist members. *1
- Obtaining information on where responsibilities are between the Council and Hertfordshire County Council, in relation to the maintenance or protection of verges.
- Considering the council current recycling targets, performance, and strategies for improving recycling rates.
- Considering complaints, performance and missed bin data

*1 – the motion made at full Council on 1 February 2023, was:

*"Fly tipping defaces our Borough and as well as being an eyesore can contribute to attracting vermin and other health and safety issues. The council commits to take the following steps to*

*address this:*

*1. Review the specification and produce implementation plans for the clearances of the skips from local recycling facilities including scheduling of weekend collections where this is deemed necessary.*

*2. Review the specification and produce implementation plans for the clearances of the skips from local recycling facilities over the Xmas period when demand is higher.*

*3. Review the provision of recycling facilities and produce implementation plans for all fabrics including clothing, curtains and bedding materials.*

*4. Work with Lovells to reintroduce local recycling facilities at High View in Hatfield as soon as is practicable.*

*5. Revert to the communication of bin collection days to the specific rounds i.e., cease the "all encompassing" communication which too many residents find confusing*

*6. Complete the trial of recycling from council flats within the Borough and communicate a clear timetable for rolling out recycling to all council flats and subsequently all other flats within the Borough.*

*7. Produce targeted materials for students describing the correct recycling procedures within the Borough and aligned to distribution through the University of Hertfordshire freshers' week.*

*8. Ensure that Borough literature covering the dos and don'ts of correct recycling and based on common errors is provided to each household e.g., don't attempt to recycle soiled takeaway food packaging*

*9. Ensure that the procedures for securing more or larger home recycling bins are communicated within Borough literature, on the council website and through social media.*

*10. Produce specific communications for targeting landlords and tenants of HMOs*

*11. Trial the reintroduction of "cage days"*

*12. Take further preventive steps to deter fly tipping at known hot spots such as local recycling facilities."*

| Proposed time scales and meeting frequency (aim for 2 to 3 months) | |
|---|---|
| **Start date** | August 2023 |
| **Frequency of Meetings** | To be determined by the panel at its first meeting |
| **End Date** | October 2023 |
| Reporting back to OSC/Recommendations to Cabinet | |
| **Date of OSC** | November 2023 |
| **Date of Cabinet** | January 2024 (for budget) |
| Scrutiny Review Title | Budget |

| Scoring Matrix Result | N/A – Standard annual topic |
|---|---|
| T&F Panel Members | TBC |
| Co-opted Members | TBC |
| Portfolio Holder (s) | Councillor Duncan Jones |
| Officers | Richard Baker, Helen O'Keeffe, Kirsten Roberts |
| Key Stakeholders | Residents, service users and Tenants (engagement) |

## Background Issue to review - the rational for scrutinising this issue

The budget is a standard topic for the committee each year, and forms part of the terms of reference for the committee.

Following the full Council motion approved in February, which was to "Set up a Task and Finish group to consider wider engagement with residents and service users to inform the whole 2024/25 budget", this group will also consider the wider engagement on the budget.

## Scrutiny Aims and Objectives

The objectives expected through this scrutiny are to determine if recommendations could be made:

- in relation to the proposed budget (all aspects – capital, revenue, fees/charges, policy etc;
- on how to better engage with residents and service users on the budget;

## Review of Implications/Impacts/Risks

*The budget has implications to the delivery of all council services*
*Poor engagement can lead to reputational damage*

## Methodology for Gathering Evidence

A range of methods will be used to gather evidence including:

- Presentations from officers on the budget, economy and government funding.
- Presentation of budget change proposals, along with comparisons and basis of setting fees and charges
- Gathering data on how other councils engage with their communities on the budget
- Information on the engagement techniques available to the council, and associated costs

## Proposed time scales and meeting frequency (aim for 2 to 3 moths)

| Start date | August 2023 |
|---|---|
| Frequency of Meetings | To be determined by the panel at its first meeting |
| End Date | January 2024 |

## Reporting back to OSC/Recommendations to Cabinet

| Date of OSC | January 2024 |
|---|---|
| Date of Cabinet | January 2024 |