

**WATFORD
BOROUGH
COUNCIL**

CABINET

Monday, 12th September, 2016

7.00 pm

Town Hall Watford

Publication date: 2 September 2016

Contact

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Cabinet Membership

Mayor	D Thornhill	(Chair)
Councillor	P Taylor	(Deputy Mayor)
Councillors	K Collett, S Johnson, I Sharpe and M Watkin	

Agenda

Part A – Open to the Public

- 1. Apologies for Absence**
- 2. Disclosure of Interest (if any)**
- 3. Minutes of previous meeting**

The minutes of the meeting held on 4 July 2016 to be submitted and signed.

Copies of the minutes of this meeting are usually available seven working days following the meeting.

(All minutes are available on the Council's [website](#).)

- 4. Conduct of meeting**

The Cabinet may wish to consider whether there are any items on which there is general agreement which could be considered now, to enable discussion to focus on those items where the Cabinet sees a need for further debate.

- 5. Skillmakers - Guarantee of Herts LEP Loan (Pages 5 - 13)**

Report of Head of Regeneration and Development

- 6. The Parking Strategy - Year 1 Recommendations (Pages 15 - 51)**

Report of Head of Regeneration and Development

- 7. Procurement of Interim Section Head of Communications and Engagement (Pages 53 - 56)**

Report of Head of Corporate Strategy and Client Services

- 8. Investors in People - Gold Assessment (2016) (Pages 57 - 60)**

Report of HR Business Partner (Organisational Development)

PART A

Report to: Cabinet
Date of meeting: 12th September 2016
Report of: Head of Regeneration and Development
Title: Skillmakers – Guarantee of Herts LEP Loan

1.0 Summary

- 1.1 The Skillmakers Cabinet Report of 8th February 2016 referred to a loan from Hertfordshire Local Enterprise Partnership (LEP) to support the development and set-up costs of the Skillmakers service. A loan of £103,500 was approved by the LEP, but Watford Borough Council was asked to act as guarantor of this loan.

This report is seeking Cabinet approval of the Council's position as guarantor of the LEP's loan to Skillmakers.

2.0 Recommendations

- 2.1 To approve the Council's position as guarantor of the LEP's loan to Skillmakers.

Contact Officer:

For further information on this report please contact: Cherie Norris, Economic Development Officer, 01923 278029, cherie.norris@watford.gov.uk

Report approved by: Jane Custance, Head of Regeneration and Development

3.0 Detailed Proposal

3.1 Context

The Skillmakers service is being led by West Herts College (WHC) with support from Hertfordshire LEP, Watford Borough Council (WBC), local businesses and third sector community organisations. Richard Moore has been recruited as the Skillmakers Programme Director, and is preparing the service for launch to local employers in October 2016.

This service is aligned with the Council's objectives as detailed in the Skillmaker Project

Initiation Document (PID). In summary these are:

- To support the projected job growth for the area - 7,000 core strategy jobs target, although recent evidence suggests this figure will be far higher.
- To help address the skills gap being reported by local employers.
- To retain good businesses in the town and help them grow by improving access to appropriately skilled local workforce.
- To uplift the skills held by local residents and better align them with the needs of the towns businesses.
- To improve employment opportunities for our local people to boost life chances.

The intention has always been for Skillmakers to become self-sustaining, generating income to fund its own operations. While the concept and aims remain the same, the business model underpinning Skillmakers has evolved since the Council's PID was produced in December 2015. The revised model is summarised below.

3.2 **Business Model**

Skillmakers will be the 'skills hub' for employers across Watford and the wider South West Herts sub-region. It will provide clear and simple access to all the resources businesses need to plan for and develop their future workforce.

It connects with existing skills programmes to improve signposting and provides information advice and guidance around everything from apprenticeships to workforce development to volunteering and Corporate and Social Responsibility (CSR). It is everything skills related that employers need, accessible in one place.

The Skillmakers website will be the primary point of access to information and support. This is currently being developed to offer a broad range of relevant and current information including case studies. It will be visually engaging and easy to navigate, using for example sector images to lead users through relevant content and avoiding heavy text unless referring to specific reference documents. Social media will also play a big role, using LinkedIn and twitter to communicate around hot topics, keeping users engaged with the service.

Alongside the digital offer employers will be able to get personalised advice, over the phone or face to face, and also engage with a variety of sector specific or skills topic forums, networking events and peer discussions. So the service will scale its reach digitally, whilst offering local and personalised knowledge sharing.

Skillmakers will primarily target Small and Medium Sized Enterprises (SMEs), for whom the most benefit can be delivered. Of approximately 32,000 employers in South West (SW) Herts (of which 4,640 are based in Watford) 90% are SMEs, and only about 5% of

the total are currently members of a Chamber of Commerce. Skillmakers intends to reach 10% of SW Herts employers. It will work in partnership with business networks such as the Watford Chamber of Commerce and Watford Business Improvement District (BID), effectively becoming the skills offer for these groups, as well as reaching new audiences.

Access to the Skillmakers service will be offered at no cost to employers. Chargeable membership models were considered at length, however it was concluded that this would significantly restrict Skillmakers ability to deliver impact to employers and would create a barrier to connecting with business groups and existing skills programmes. Employers will need to register to become a member of Skillmakers, but there will be no fee.

As the major investor (see 3.3 below) West Herts College will be referenced as the lead provider for training provision where they have relevant courses within their portfolio. However links with a range of complementary training providers will also be available to employers to ensure that all skills needs are catered for, across industry sectors and across skills disciplines. Partnering with a range of local training providers will also ensure that all client groups are supported, so that all members of Watford resident community can access the new jobs being created in the town.

There is no other service in the area offering employers access to support in this way, so Skillmakers is unique and meets a gap in the market for skills specific business support. Consultation feedback suggests it will be widely supported by employer groups who recognise the needs of employers, and also organisations focused on skills provision who recognise Skillmakers as a way to scale impact and outcomes.

Income will be generated in two ways:

Sponsorship

Extensive discussions with large / corporate businesses have indicated a strong appetite for sponsorship of Skillmakers. Sponsors see value in:

- Access to Skillmakers wide membership audience
- Positive Public Relations (PR) through association
- CSR activities
- Sector thought leadership
- Promotion of supply chain activities
- Access to education establishments and young people

Premium Products and Services

Skillmakers will charge members for access to some services. These are likely to include:

- Events
- Case studies

- Bespoke skills planning service

An indicative forecast of Skillmakers income and costs, drafted by the College, is detailed in Appendix 1.

3.3 **Investment and Funding Summary**

Funding support from partners is offered as investment in a service which becomes financially viable over a five year period.

Alongside the Council and the LEP, the College is investing a significant amount in the Skillmakers service, demonstrating their commitment to success of this project. Their total investment is £185k over 5 years.

The indicative financial summary drafted by WHC (Appendix 1) outlines the forecast income and costs for the service over 5 years.

The Councils proposed investment is:

£11,500 loan approved by Cabinet 8th February 2016. Repayable with interest March 2019.

£20k contribution (from Local Area Business Growth Incentive - LABGI) specifically to fund creation of the content and case studies for the Skillmakers website.

To act as guarantor for the LEP loan of £103,500. Repayment of the loan will be 25% (£25,875) in March 2020, which is during Year 4 of Skillmakers operation and 75% (£77,625) in March 2021 which is Year 5 of operation. There is no interest linked to this loan.

WHC are not planning to draw down the entire loan pot in order to allow for contingency. Of the total £115k loans they propose to draw down £89k over 3 years, (Year 0 £45k, Year 1 £36k, Year 2 £8k) as detailed in the financial summary.

The annual membership fee detailed in 8th February Cabinet paper is no longer applicable as the service is now offered to members at no cost.

3.4 **Performance and Measures**

The Key Performance Indicators (KPIs) for Skillmakers are stated as:

Macro Measures (measured by Herts LEP):

- SW Herts residents starting apprenticeships increasing from 950 to 1350 by 2021
- SW Herts residents starting traineeships increasing from 40

to 100 by 2021

- Increase pre-employment training and sector-based work academies from 10 to 20 per annum by 2021

Year 1 Service Measures (measured and reported by Skillmakers):

- £40k income from sponsors
- £15k income from chargeable products and services
- 10% of SW Herts businesses registered as members of Skillmakers
- 6 primary schools and 6 secondary schools engaged with Skillmakers employers
- 6 major companies demonstrate new skills related CSR activities

3.5 **Annual Financial Review**

The Council and the College have agreed to undertake an annual review of the financial viability of the service. This is clearly sound business practice, but is also intended to minimise the Council's risk as guarantor of the LEPs loan, ensuring that there is a formal process to identify any financial risk or failure.

If at any point it is concluded that the service was no longer financially viable, an assessment of the assets / value of the service would be undertaken and an agreement reached between WBC and WHC about what happens to the service at that point and the sharing of any residual liability considering its value at that time.

3.6 **Governance**

Skillmakers will not become a Community Interest Company until it has demonstrated financial self-sufficiency. Until this time it will remain a business unit within West Herts College, but operate independently of the College under the Skillmakers brand when engaging with employers.

The profile of the Skillmakers board will evolve in order to introduce representation from priority industry sectors, and also to bring in professional expertise in areas such as service delivery, finance and fundraising. The board will retain its representation of the four core stakeholder groups: business, community, education and local authority. This evolved board composition will provide robust guardianship of the Skillmaker aims and values, whilst ensuring that service delivery is highly effective and financial management is sound.

4.0 Implications

4.1 Financial

4.1.1 As detailed in section 3.3.

4.1.2 The Head of Finance comments that the Council has funds to make the £11,500 interest bearing loan from its Treasury reserves. If WHC were to default on the LEP loan, then Council would be liable for the full sum outstanding (up to £103,000) and this would be an unbudgeted pressure in the year the liability occurs.

4.2 Legal Issues (Monitoring Officer)

4.2.1 The Head of Democracy and Governance comments that as guarantor if Skillmakers does not generate sufficient income to repay the LEP loan it will fall to the Council to make up any shortfall.

4.3 Equalities

4.3.1 Skillmakers will seek to help people access new learning and employment opportunities across the community, regardless of age, gender, disability or any other factor. Skillmakers intends to help maximise the economic potential of all of the local working age population, enhancing career and job opportunities for residents across all groups.

4.4 Potential Risks

Potential Risk	Likelihood	Impact	Overall score
Quality of Service – if the Skillmaker product, including the website is not of sufficient quality to attract enough employer members.	1	4	4
Resource – The financial plan only provides for two staff, the manager and an administrator. The service remit will be challenging to deliver with this limited staffing, and effective partnering will be needed to deliver against all objectives.	2	3	6
Sponsorship – not enough sponsors secured to fund the service	2	4	8
Chargeable products – the ‘premium’ services do not generate sufficient income	2	4	8
Those risks scoring 9 or above are considered significant and will need specific attention in project management. They will also be added to the service’s Risk Register.			

Appendices

Appendix 1 8 July 2016 Skillmakers Board Financial Plan

Appendix 1



Year ending 31st October	2015/16 Year 0 (£000)	2016/17 Year 1 (£000)	2017/18 Year 2 (£000)	2018/19 Year 3 (£000)	2019/20 Year 4 (£000)	2020/21 Year 5 (£000)
Income (A)	80	80	110	150	170	170
Products and services		15	25	35	45	45
Partnership income		40	60	90	100	100
Watford Borough Council Contribution	20					
College Contribution	60	25	25	25	25	25
Expenditure (B)	125	116	118	119	119	119
Staff - Manager	34	68	68	68	68	68
Staff - Admin		25	25	25	25	25
Website: Site Development	36					
Website: Hosting		6	6	6	6	6
Website: Content Development	24					
Research	20					
Marketing	5	10	10	10	10	10
Business Support		5	5	5	5	5
Launch Event	6					
Hospitality		2	4	5	5	5
Profit / (Loss)	(45)	(36)	(8)	31	51	51

Cash Balance

Year ending 31st October	2015/16 Year 0 (£000)	2016/17 Year 1 (£000)	2017/18 Year 2 (£000)	2018/19 Year 3 (£000)	2019/20 Year 4 (£000)	2020/21 Year 5 (£000)
Cash Balance (opening)	0	70	34	26	46	71
Loan Payment to/from Herts LEP *	103.5	0	0	0	(25.9)	(77.6)
Loan Payment to/from Watford **	11.5			(11.5)		
Profit/Loss	(45)	(36)	(8)	31	51	51
Cash Balance (year end)	70	34	26	46	71	44

* Repayments required 25% March 2020, and 75% March 2021

** Repayment required March 2019

PART A

Report to: Cabinet
Date of meeting: 12th September 2016
Report of: Head of Regeneration and Development
Title: The Parking Strategy – Year 1 Recommendations

1.0 Summary

- 1.1 Following the Council's decision in to support the Parking Strategy a Task and Finish Group was set up through Scrutiny Committee to consider The Parking Strategy Year 1 works in relation to the allocation of kerb side parking space within the Town Centre / Ring Road.
- 1.2 Details of the considerations along with the Task and Finish Groups recommendations are attached in appendix 'A' .

2.0 Recommendations

- 2.1 Cabinet's views are sought on the recommendations produced by the Task and Finish Group shown on pages 5-8 of Task Group Report.
- 2.2 Cabinet is also requested to consider budgeting issues in relation to proposed works.

Contact Officer:

For further information on this report please contact: Andy Smith. Transport and Infrastructure Section Head.

Telephone extension: 8115 email: andy.smith@watford.gov.uk

Report approved by: Jane Custance Head of Regeneration and Development

3.0 Detailed Proposal

3.1 Parking Strategy Task Group Report attached.

4.0 Implications

4.1 Financial

4.1.1 The Director of Finance comments that the estimated cost of the Traffic Order works including signing and lining changes is estimated at £8,000. The cost of constructing the disabled parking layby in Church Street is estimated at £40,000. If Cabinet is minded to implement the proposals put forward by the Task and Finish Group then the budget for this element of the works has not yet been allocated. Cabinet is requested to consider whether it would wish to fund this work from the Parking Reserve. The balance in the Reserve on 31 March 2016 was approximately £775,000.

4.2 Legal Issues (Monitoring Officer)

4.2.1 The Head of Democracy and Governance comments that should Cabinet decide to support the recommendation of the Task Group Traffic Regulation Orders will need to be made. These are subject to a statutory process which could result in a public inquiry if objections are received. The Council has been delegated the authority to make Traffic Regulation Orders of this nature by Hertfordshire County Council as Highway Authority.

4.3 Equalities

4.3.1 The Parking Strategy looks to balance the often conflicting demands of interest groups including those represented minorities in the Town Centre. Subject to Cabinet's decision in relation to the recommendations from the Task & Finish Group on the proposed changes a full Equalities Impact Assessment will be carried out as part of the implementation process.

4.4 Potential Risks

Potential Risk	Likelihood	Impact	Overall score
Failure to implement could result in criticism of the Council and damage to reputation.	2	4	8
Lack of funding would prevent any of the proposals being implemented. And would therefore not meet the outcomes of the Parking Strategy	1	3	3
Failure to implement some/ all of the proposals due to the receipt of significant unresolvable objection through the statutory consultation process	1	4	4

High cost utility diversions making some of the proposals unaffordable	1	4	4
<i>Those risks scoring 9 or above are considered significant and will need specific attention in project management. They will also be added to the service's Risk Register.</i>			

4.5 **Staffing**

4.5.1 No implications from this report

4.6 **Accommodation**

4.6.1 No implications from this report

4.7 **Community Safety**

4.7.1 No implications from this report

4.8 **Sustainability**

4.8.1 The parking Strategy is looking to balance a range of parking modes including Buses, Taxis, Cycling, Powered Two Wheels and opportunities for Blue Badge Parking.

Appendices

- Appendix A - Parking Strategy Task Group Report
- Appendix B - Parking Strategy Task and Finish Group – Plans.

Background Papers

- The Parking Strategy Summary Report.

File Reference

- None.



Parking Strategy Task Group

Review of the Year 1 Recommendations

July 2016

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3. Meeting agreed actions 18 July 2016	Pages	23 - 25
4. Map of locations (A)	Page	27
5. Map of locations (B)	Page	29

Introduction and background to the Task Group

Task Group Members

Councillor Derek Scudder	Chair, Councillor for Stanborough Ward
Councillor Sohail Bashir	Councillor for Callowland Ward
Councillor Stephen Bolton	Councillor for Central Ward
Councillor Anne Joynes	Councillor for Leggatts Ward
Councillor Glen Saffery	Councillor for Woodside Ward

Other Members attending

Councillor Ahsan Khan	Councillor for Callowland Ward
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Officer Support

Andy Smith	Transport and Infrastructure Section Head
Brian Scott	Traffic Engineer
Sandra Hancock	Committee and Scrutiny Officer
Jodie Kloss	Committee and Scrutiny Support Officer

Background

The Council commissioned a parking strategy report to be undertaken by one of the Council's framework consultants. Following the report, the scrutiny was proposed by the Head of Regeneration and Development. Officers wished to gain the input of non-executive members prior to the recommendations being presented to Cabinet in September 2016.

The Parking Strategy covers car, bicycle, powered-two-wheeler, coach, taxi and freight parking and use of on-street space. The policies contained within the parking strategy address existing parking problems, challenges and opportunities. Year one of the recommendations concentrates on the Town Centre area inside the Ring Road. Recommendations for subsequent years focus on different areas of the Borough.

At its meeting on 16 June, the Overview and Scrutiny Committee agreed to establish a task group and approved the membership, comprising the five councillors listed above. Given the short timescales involved, the task group needed to work quickly and had a very specific brief.

The task group met on two occasions and focused on 11 locations within the Ring Road which had been identified as areas where there was some flexibility in the

use of kerbside space.

At the first meeting, an introduction was given to the report as well as an overview of some of the changes that have been implemented in the High Street. This had resulted in increasing pressures for kerbside space, particularly for blue badge users, taxis and powered-two-wheelers.

Following the meeting, officers updated the plans of the town centre to reflect the views of the task group. The second meeting was used to give further consideration to the proposals and the opportunities they provided. The task group was mindful of the need to balance the available space for different uses in the town centre. Both blue badge users and taxis in particular had seen their available space limited in the previous year.

Other factors taken into consideration for the allocation of the locations included:

- How the space is currently being used
- Attractiveness to potential users
- Provision of similar space in the locality
- Safety of proposals

As a result of the discussions, the following schedule was created to give an overview of the views of the task group about the best use of the available space.

The task group considered that the review had been an effective way for non-executive councillors to provide input into the strategy. They recommended that similar task groups could be considered for the parking strategy recommendations in future years.

Recommendations

1. That the task group's proposals and comments on each of the locations listed in the schedule be progressed.
2. That further task groups be considered in future years for the parking strategy recommendations.

Watford Parking Strategy

Amendments to on-street parking allocation

Outcomes of Task & Finish Group Monday 18 July 2016

Site reference	Location	Current use	Proposed use	Capacity (car spaces)	Comments/ Notes of task group
1	Granville Road – west side close to King St	Permit bay 8am-10pm	Taxi rank	2	May not be attractive to trade – consultation required.
2	Granville Road – east side close to King St	Permit bay 8am-10pm	Shared use 8am-4:30pm Mon-Fri (permit holders/ short stay P & D- max stay 2hrs)	6	Reverts to permit holders only after 4:30pm, Mon-Fri & all day Sat/ Sun.
3	King St – opposite Met Quarter	Full time loading bay and P & D 8am-6:30pm max stay 1 hour)	Loading bay: 5am-1pm Taxi rank: 1pm to 5am	8	Exact hours to be subject to survey – early start for taxi use sought. Use to be subject of consultation with local taxi/ private hire & businesses.

4	George St- East side close to junction with King St	No waiting 8am-6:30pm Mon to Sat	Short stay P & D 8am-6:30pm Mon-Sat max stay 1 hour	8	Currently blue badge holders parking on badge up to 3 hours. Not excluded by proposal.
5	George St – east side opposite Alms Houses	No waiting 8am-6:30pm Mon to Sat	Disabled bays – max stay 3 hours	4	Currently used periodically by blue badge holders parking on badge for up to 3 hours
6	Church Road – verge area opposite St Mary’s Church	No waiting ‘at any time’ and public open space	Disabled bays	9	Requires construction of lay-by on open space. No specific budget allocated, Cabinet will need to consider how this could be funded. Planning permission required. Possible link to Shop Mobility operation?
7	New Street – lay-by outside Church mscp	4 space loading bay servicing market store in old public conveniences	Split use – 2 spaces to remain for loading: 2 spaces for electric vehicle	2&2	Loading facility required for shops in High St (note: One Bell redevelopment)

			charging bays		
8	Wellstones – r/o 52-56 High St	Temporary 'no waiting/ loading at any time' for duration of building works on 52-56 High St, otherwise, no waiting 'at any time'	Subject to survey of use once temporary loading ban is removed, P & D 8am-6:30pm Mon-Sat; max stay 1 hour.	6	Prior to building works site was used by disabled badge holders parking on the 'at any time' restrictions using blue badge.
9	Wellstones – r/o TSB/ Linens Direct	No waiting 'at any time'	Disabled bays	3	
10	Exchange Rd-lay-by opposite Upton Road	No waiting 'at any time'	Powered two wheeler or other parking use – further investigation required	n/a	Possible visibility issues for emerging vehicles
11	Wellstones r/o Chelsea B. Soc	No waiting 'at any time'	Split use-2 spaces disabled; 1 space m/c	2&1	

Bibliography

1. Watford Borough Council - Watford Parking Strategy Summary Report
2. Watford Borough Council - Watford Parking Strategy Report
3. The Watford Parking Strategy Action Plan 2015-16
4. Watford Town Centre - Proposed relocation of Parking, Designer's Expansionary Notes
5. Watford Parking Strategy Policies and Objectives

Parking Strategy Task Group – evaluation table

A Member, Officer or member of the public suggesting a topic for scrutiny must complete Section1 as fully as possible. Completed tables will be presented to Overview & Scrutiny for consideration.

Section 1 – Scrutiny Suggestion: The Parking Strategy - Year 1 Recommendations	
Proposer: Councillor/Officer/Member of public Jane Custance	
<p>Topic recommended for scrutiny:</p> <p><i>Please include as much detail as is available about the specific such as;</i></p> <ul style="list-style-type: none"> • <i>areas which should be <u>included</u> in the review.</i> • <i>areas which should be <u>excluded</u> from the review.</i> • <i>Whether the focus should be on past performance, future policy or both.</i> 	<p>In July 2014 Watford Parking Strategy Scoping Report was produced by Arup's who are one of the Council's Framework Consultants. The scoping report was presented to The Highways Forum Members in October 2014. In July 2015 The Watford Parking Strategy Report was produced and the report provides a framework and set of policies for parking in Watford. The Strategy has been accepted by the Council.</p> <p>The parking strategy is multi-modal and covers car, bicycle, powered two wheeler (PTW), coach, taxi and freight parking and use of on-street space. The parking strategy framework will enable fair and objective-led decision making on all types of parking and use of on-street space now and in the future.</p> <p>The policies contained within the parking strategy address existing parking problems, challenges and opportunities. The parking strategy is based on local, regional and national policy, stakeholder input and objectives from local policy and best practice guidance. The development of the parking strategy included stakeholder meetings, a public consultation questionnaire and meetings with Watford Borough and Hertfordshire County Council officers and Councillors.</p> <p>Year one of the recommendations concentrates on the Town Centre area inside the Ring Road.</p>

	<p>Key parking problems identified include:</p> <ul style="list-style-type: none"> • The constrained space available in the town centre for different uses; • A lack of parking at key locations for Blue Badge holders, motorcycles and bicycles; • A lack of parking for coaches; • A lack of ranking and drop-off/pick-up space for the high number of taxis operating in Watford; • Problems with some of the town centre car parks including problems with quality and the pricing structure and payment methods available; • Constrained space for residential parking in several areas of Watford; • Constrained space for workplace parking at several locations in Watford; and • Problems for other road users which are caused by parking. <p>A key aspect of the parking strategy is the Watford street type hierarchy matrix, a framework for decision-making which has been based on work carried out for Transport for London by the Road's Task Force,¹ adapted for Watford. The street type hierarchy matrix enables the classification of streets in Watford depending on their characteristics. The map based plan indicate what the priorities for each street should be and so what kind of policies for parking should be pursued on each street. In addition to the Watford street type hierarchy matrix, a number of specific parking policies to address identified problems are included. The main parking policies which are included in the strategy are to:</p> <ul style="list-style-type: none"> • Optimise the use of space in the town centre (including the use of space for pedestrians, cyclists, buses, taxis, Blue Badge holders, freight and other vehicles) by applying the principles of the street type matrix. Improve the existing car parking offer in the town centre; • Identify and dedicate space for short stay town centre parking; • Introduce modern payment methods in the town centre car parks and other pay-and-display locations; • Continue reviewing options for the use of the multi-storey car parks; • Ensure any revenue generated from parking is used for transport;
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	<ul style="list-style-type: none"> • Develop a town-wide Travel Plan and other measures to relive pressure on workplace parking and generate other benefits from reduced peak car travel; • Improve the residential parking situation; • Improve Blue Badge parking provision; • Increase cycle and PTW parking; • Provide a secure cycle parking facility in the town centre; • Pilot a scheme for implementing secure residential cycle parking; • Improve taxi ranking and drop-off/pick-up facilities; • Implement improvements to signage associated with different types of parking and taxi facilities; • Provide coach parking facilities; and • Pilot a Delivery and Servicing Plan within the Council. <p>A set of actions and targets for each policy has been developed together with an outline timeframe for delivery . This will enable the objectives of the parking strategy to be met. It is intended that the parking strategy be regularly reviewed to ensure it remains up-to-date and relevant. A monitoring and review process has been developed which involves assessing progress against policy targets.</p>
Why have you recommended this topic for scrutiny?	Officers would appreciate non executive members input prior to the recommendations being presented to cabinet
What are the specific outcomes you wish to see from the review?	To seek non executive members views on the proposed reallocation of parking opportunities in Watford town centre area.

<p><i>Examples might include:</i></p> <ul style="list-style-type: none"> • <i>To identify what is being done and what the potential barriers are;</i> • <i>To review relevant performance indicators;</i> • <i>To compare our policies with those of a similar authority;</i> • <i>To assess the environmental/social impacts;</i> • <i>To Benchmark current service provision;</i> • <i>To find out community perceptions and experience;</i> • <i>To identify the gap between provision and need</i> 	
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<p>How do you think evidence might be obtained?</p> <p><i>Examples might include</i></p> <ul style="list-style-type: none"> • Questionnaires/Surveys • Site visits • Interviewing witnesses • Research • Performance data • Public hearings • Comparisons with other local authorities 	<p>All back ground information including in the Parking Strategy Summary Report together with the Designers explanatory notes and plans.</p>
<p>Does the proposed item meet the following criteria?</p>	
<p>It must affect a group or community of people</p>	<p>All users of the Town Centre</p>
<p>It must relate to a service, event or issue in which the council has a significant stake</p>	<p>Links to the Parking Service and Green Travel Plan 2010-15</p>

<p>It must not have been a topic of scrutiny within the last 12 months</p> <p><i>There will be exceptions to this arising from notified changing circumstances. Scrutiny will also maintain an interest in the progress of recommendations and issues arising from past reports.</i></p>	<p>The Parking Strategy has not been to scrutiny before.</p>
<p>It must not be an issue, such as planning or licensing, which is dealt with by another council committee</p>	<p>N/A</p>

<p>Does the topic meet the council's priorities?</p>	<ol style="list-style-type: none"> 1. Making Watford a better place to live in 2. To provide the lead for Watford's sustainable economic growth 3. Promoting an active, cohesive and well informed Town 4. To operate the Council efficiently and effectively <p style="text-align: center;"><i>Please confirm which ones</i></p> <p>One and two above.</p>
<p>Are you aware of any limitations of time, other constraints or risks which need to be taken into account?</p> <p><i>Factors to consider are:</i></p> <ul style="list-style-type: none"> • <i>forthcoming milestones, demands on the relevant service area and member availability:</i> • <i>imminent policy changes either locally, regionally or nationally within the area under review.</i> 	<p>The Officers report needs to be presented to Cabinet in September 2016</p>
<p>Does the topic involve a Council partner or other outside body?</p>	<p>No</p>

<p>Are there likely to be any Equality implications which will need to be considered?</p> <p><i>Protected characteristics under the Equality Act 2010 are:</i></p> <ul style="list-style-type: none"> • Age • Disability • Gender reassignment • Pregnancy or maternity • Race • Religion or belief • Sex • Sexual orientation • Marriage or civil partnership (only in respect of the requirement to have due regard to the need to eliminate discrimination) 	<p>Equality implications will be considered as part of any formal Traffic Regulation Order taken forward.</p>
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<p>Sign off <i>(It is expected that any Councillor proposing a topic agreed by Overview and Scrutiny Committee will participate in the Task Group)</i></p>	
<p>Officer Jane Custance and Andy Smith</p>	<p>Date May 2016</p>

Parking Strategy Task Group

**12 July 2016
Agreed Actions**

Present: Councillor Scudder (Chair)
Councillors Bashir, Bolton, Joynes and Saffery

Officers: Transport and Infrastructure Section Head
Traffic Engineer
Committee and Scrutiny Officer
Committee and Scrutiny Support Officer (JK)

1. Election of Chair

Councillor Scudder was elected Chair.

2. Apologies for absence

There were no apologies for absence.

3. Disclosures of interest

There were no disclosures of interest.

4. Scope of review

The Committee and Scrutiny Officer explained that the task group had been suggested by the Transport and Infrastructure Section Head and the Traffic Engineer. The proposal had been approved by Overview and Scrutiny in June.

The Transport and Infrastructure Section Head provided the task group with the background to the consultants' parking strategy report. He explained that the task group would be looking at the year one recommendations of the report. The focus of this piece of work would be the area inside the ring road.

Officers would be bringing the report to Cabinet in September and they wanted to consult with other councillors beforehand to gain their views and buy-in of the recommendations. Following Cabinet, the normal traffic regulation order procedures and consultation would be followed.

In future years, there would be the potential to repeat the task group to consider the recommendations for years two and three. Members were invited to express their views at the end of the review about whether a task group was the most appropriate format.

5. Summary of Parking Strategy

The Traffic Engineer explained that the work had been done by consultants and officers did not necessarily agree with all the recommendations. There was a high level of demand for kerbside space in the town centre and decisions had to be made about the priorities. Space for loading, taxi ranks and further disabled parking bays were needed.

There had been a number of recent changes on the High Street which had had an impact on available space. There had been a scheme to extend the cycle route which had displaced blue badge holders who parked on the double yellow lines as well as a two-car taxi rank. The footway widening scheme, in preparation for increased footfall following the Metropolitan Line extension, had also resulted in a bus stop being relocated.

6. Review of Action Plan 2015-16

The action plan had been included as part of the background paperwork and informed the discussions of the proposals.

7. Design Notes

The Task Group considered the maps detailing the proposed restrictions of the parking strategy programme. They discussed the options proposed by the consultants as marked out on the plans.

8. Actions and recommendations

There was a consensus that the following recommendations should be taken forward:

- Converting the loading bay opposite the Met Quarter on King Street into a dual-use bay for loading and taxis. It was proposed that after mid-afternoon this could be used as a taxi rank. Most loading activity had finished by this time.
- Introducing a number of shared use bays on Granville Road for residents with permits or pay-and-display for up to 2 hours due to unused capacity during the day. After 6.30pm, this would revert to permit-holders only.
- That a layby on the left-hand-side of Church Street would be an appropriate location for further parking, the exact use to be agreed.
- That the space in front of the former public conveniences should be used for two electric charging bays. Officers should wait to see the outcome of potential redevelopment in the area before allocating the other two bays.

- The proposed formalised disabled bays on the bend of George Street and Church Street should be installed.
- That the proposed Powered Two Wheeler (PTW) spaces on George Street would be better used for further pay-and-display bays as it would not be an attractive location for PTWs. Limiting stays to one hour would encourage turnover.
- That when the works have been completed, double yellow lines should be introduced on Wellstones which would allow blue badge holders to park for up to 3 hours. Once this approach has been tested, the spaces could be formalised with disabled bays. The road was not prominent enough for taxi ranks or PTW parking.
- That the proposed taxi rank outside HSBC would be inappropriate due to its proximity to the bend.

The following actions were agreed:

- For officers to bring an updated version of the town centre plans, incorporating the task group's suggestions, to the next meeting.
- For officers to bring a list covering all the locations of proposals to the next meeting.
- For officers to undertake a survey to determine when loading tends to have finished on the bay opposite the Met Quarter.
- For officers to discuss the proposal for a part-time taxi rank on King Street with local private hire companies.
- For councillors to consider the best use of the proposed new layby before the next meeting.
- For officers to investigate potential uses, possibly PTW parking, for the layby on the right-hand side of Exchange Road before the flyover.
- For officers to investigate the potential to extend the proposed part-time taxi rank on King Street.

Chair
Parking Strategy Task Group

The meeting started at 6.30 p.m.
and concluded at 7.50 p.m.

Parking Strategy Task Group

**18 July 2016
Agreed Actions**

Present: Councillor Scudder (Chair)
Councillors Bashir, Bolton, Joynes and Saffery (for item 12)

Also present: Councillor Ahsan Khan (for item 12)

Officers: Transport and Infrastructure Section Head
Traffic Engineer
Committee and Scrutiny Support Officer (JK)

9. Apologies for absence

There were no apologies for absence. Councillor Saffery had sent his apologies that he would be delayed.

10. Disclosures of interest

There were no disclosures of interest.

11. Minutes

The notes and agreed actions of the meeting held on the 12 July 2016 were submitted and signed.

12. Discussion of conclusions and recommendations

The Traffic Engineer had updated the plans following the previous meeting of the task group. He had also prepared a schedule of locations where there could be amendments to the on-street parking allocation. The task group reviewed the updated maps and discussed the proposals for the 11 locations in question.

1. Granville Road - west-side close to King Street

A taxi rank was proposed in this location. Officers and members agreed that consultation with the trade would be required as they were not convinced this would be an attractive location.

2. Granville Road - east-side close to King Street

A daytime shared use scheme was proposed for permit holders and pay and display parking. The task group felt it was important for this to revert to permit holders only from 4.30 pm rather than 6.30 pm. This would ensure there was space for residents returning home in the evening.

3. King Street-opposite Met Quarter

At this location, there was potential for a dual-use bay with loading permitted until the afternoon and then it could be used as a taxi rank. Survey work would be required to determine the exact hours. The task group considered that, for this to be a valuable ranking area to access the daytime trade, taxis would need to be permitted to use it as early as possible. As part of the survey work, officers would consult with the restaurants to establish their delivery times. It was agreed that all the proposals for the area should be presented to the restaurants as a package, rather than in isolation to ensure the complete picture was understood. Officers agreed that, subject to the survey, they would bring forward the hours for the start of the rank.

4. George Street - east-side close to the junction with King Street

Short stay pay and display, for a maximum of one hour, was proposed for this area. This would provide facilities for residents who wanted to make brief visits to local businesses and would not exclude blue badge holders.

5. George Street- east-side opposite Alms Houses

This area was already used by blue badge holders and the task group agreed this should be formalised with disabled bays. It was agreed that the bays should be limited to 3 hours to encourage turnover.

6. Church Road - verge area opposite St Mary's Church

There was potential to build a layby at this location for approximately six disabled bays. The task group were happy with this suggestion. Officers advised that there was a budgetary implication to construct the layby but they undertook to obtain quotations and progress this option.

7. New Street-layby outside Church car park

This area provided an opportunity for two on-street electric charging bays. There was potential redevelopment in the vicinity, particularly

of the One Bell public house, and the remaining two spaces were likely to be required for loading. The task group was of the view that if circumstances changed with the redevelopment, consideration should be given to other uses for these bays.

8. Wellstones-rear of 52-56 High Street

The task group felt that this location was suitable for further pay and display parking. It was noted that blue badge holders could park for free in pay and display bays. These would be for short-stay visits, with parking available for short increments of time up to a maximum of one hour and no return.

9. Wellstones-rear of TSB/Linens Direct

There was an area which could provide approximately three disabled bays. There was pedestrian access to the High Street from this location. This would also support access to the market.

10. Exchange Road layby opposite Upton Road

This area provided an opportunity for some powered two-wheeler (PTW) parking. However, this would be subject to a safety review by the Highways Authority. It was noted that PTWs often parked under the flyover and this facility would help to prevent this.

11. Wellstones - rear of Chelsea Building Society

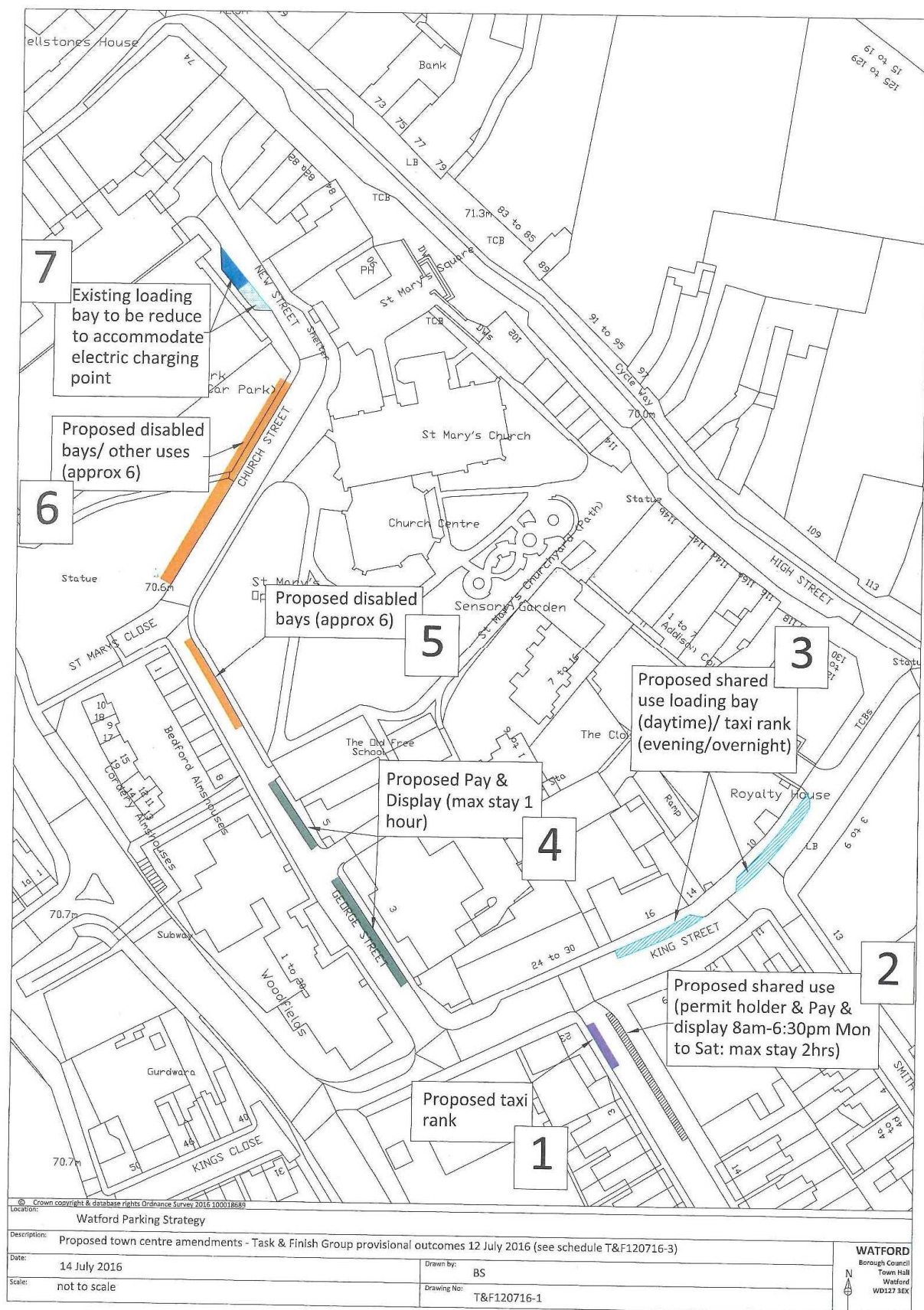
This area could provide further disabled bays as well as some parking for PTWs. The proximity to the shops and the market would be important for these road users. Officers would undertake further survey work at this location.

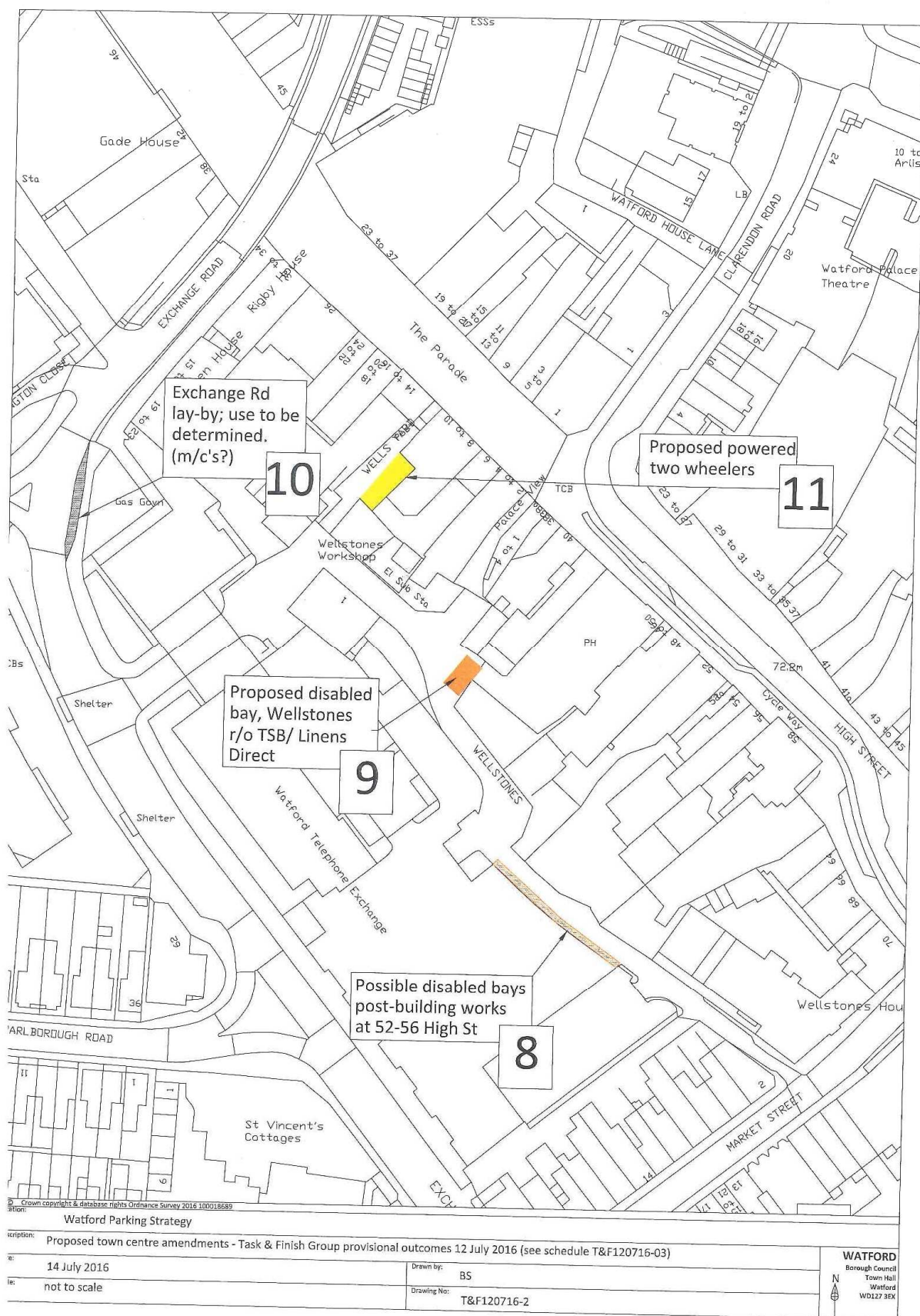
The task group had been happy with the format of the review which they felt had worked well. This type of scrutiny could be repeated in future.

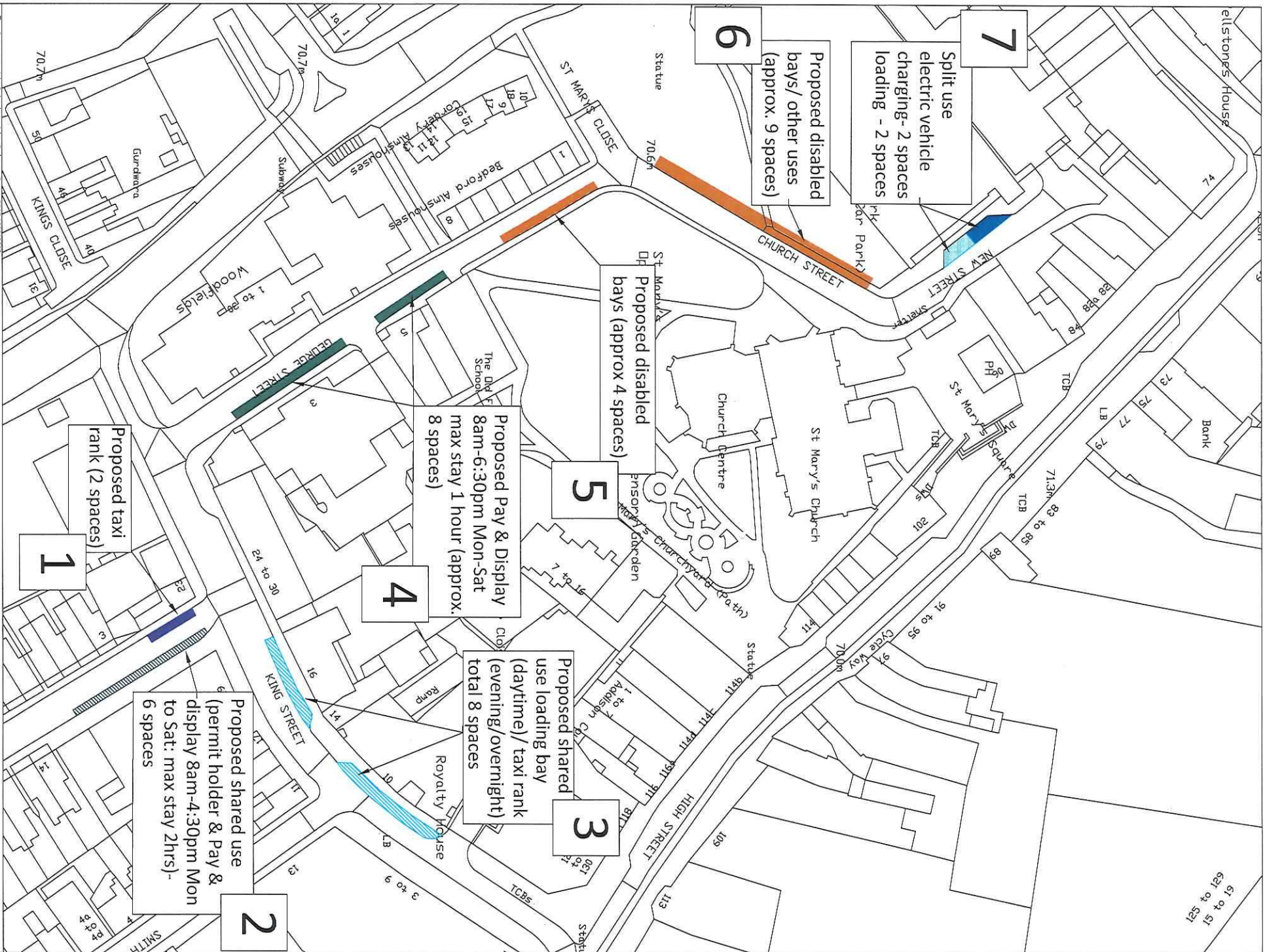
The Task Group confirmed that no further meetings were required. The Committee and Scrutiny Support Officer advised she would circulate the draft review report by email to councillors.

Chair
Parking Strategy Task group

The meeting started at 6.30 p.m.
and concluded at 7.15 p.m.







LOCATION: Watford town centre

Watford Parking Strategy

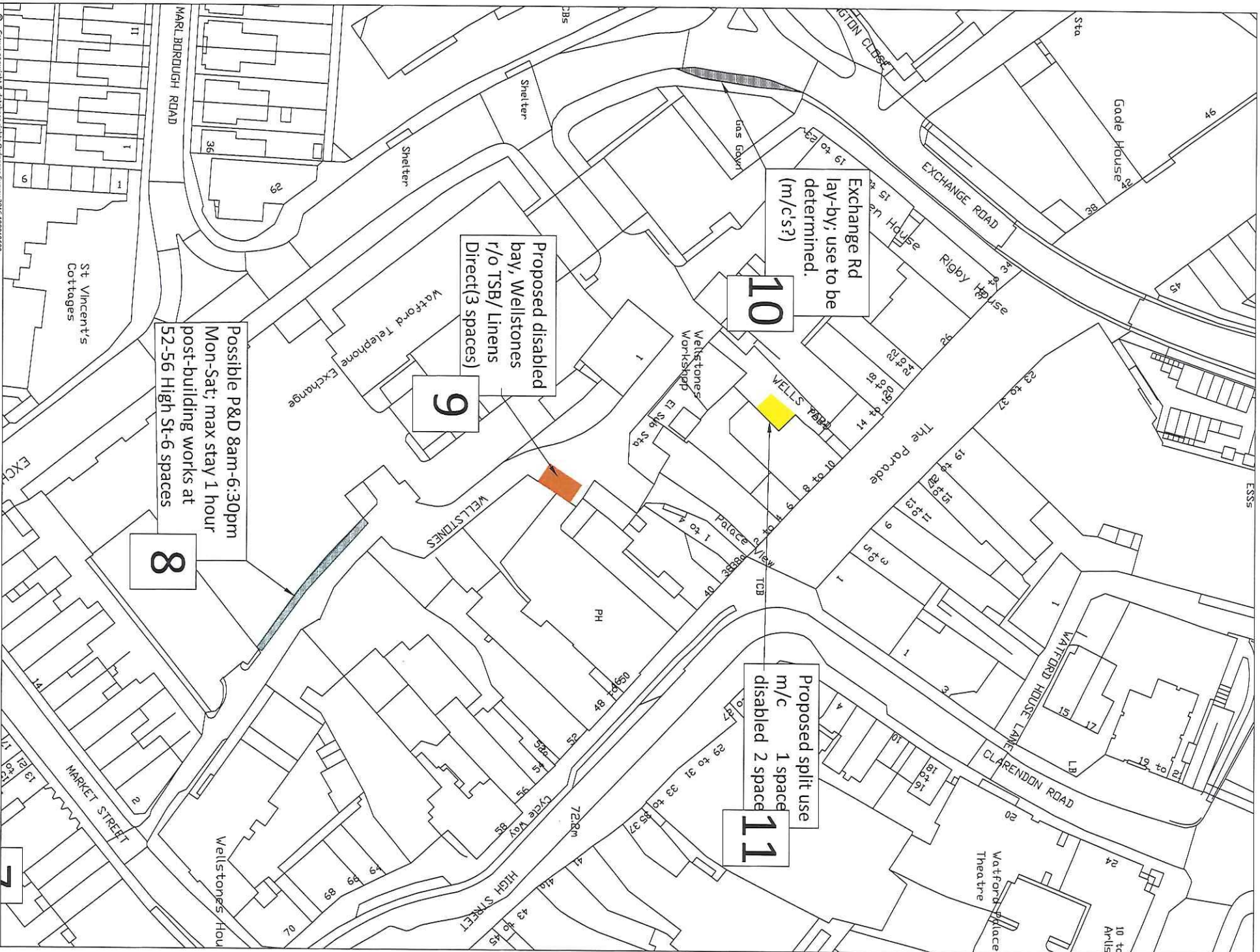
Description: Proposed town centre amendments - Task & Finish Group outcomes 18 July 2016 (see schedule T&F120716-3A)

Date: 19 July 2016

Scale: not to scale

Drawn by: BS

Drawing No: Page 19 of 16-1A



Location: Crown Copyright & Database Rights Ordnance Survey 2016 100018469

Watford Parking Strategy

Description: Proposed town centre amendments - Task & Finish Group outcomes 18 July 2016 (see schedule T&F120716-03A)

Date: 19 July 2016

Drawn by: BS

Scale: not to scale

Drawing No: Page 16 of 20

Report to: Cabinet
Date of meeting: 12 September 2016
Report of: Head of Corporate Strategy and Client Services
Title: Procurement of Interim Section Head of Communications & Engagement

1.0 **Summary**

- 1.1 The Council had a vacancy for Section Head of Communications & Engagement from July 8. This post is deleted from 1 April 2017 as a result of the new council structure.
- 1.2 As part of maintaining an effective communications service with minimum impact on service delivery and supporting the transitioning into the new structure, Westco has provided interim support to this role.
- 1.3 The temporary Section Head of Communications & Engagement is present at Watford three days a week and there is Account Director support available two days a month.
- 1.4 In line with the Procedures, the approval given by the Head of Service and Managing Director of an exemption not to tender is being reported to Cabinet.

2.0 **Recommendations**

- 2.1 That Cabinet notes the Approved Exemption to the Council's Procurement Procedures in relation to the Westco agreement.

Contact Officer:

For further information on this report please contact: Lesley Palumbo, Head of Corporate Strategy and Client Services

Telephone extension: 8075 email: Lesley.palumbo@watford.gov.uk

Report approved by: Lesley Palumbo, Head of Corporate Strategy and Client Services

3.0 Detailed proposal

- 3.1 The Council had considered a number of options for covering the post of section head of communications on an interim basis. This included external agency support which proved too costly and advertising for a fixed term contract. While applications were received, none of the candidates were deemed to be the right fit for the post in this time of change. Due to the need to have appropriate cover for this post Westco were approached to provide a viable third option. It was considered that undertaking a full procurement exercise would add delay to having someone in post and cause unnecessary disruption to the service, particularly bearing in mind that the communications team has recently undergone changes in personnel.
- 3.2 Westco was set up in 2003 by Westminster City Council. They are a well established organisation and were the 2016 Chartered Institute of Marketing (CIM) Agency of the Year. They currently manage and operate five local government communications departments and manage a workforce of more than sixty communicators deployed across seven organisations concurrently.

Alongside the work of the interim section head, Westco's resources allow Watford to access many other areas of expertise. These include:

- Audience insight – specialising in research, data collection, big data analysis and implementation of feedback and evaluation dashboard, tools and mechanisms;
- Media handling and strategy – offering media training, media crisis handling and online media support;
- Campaigns and marketing – award winning behaviour change campaigns, place marketing and inbound marketing specialists with solid experience in creating engaging content;
- Digital strategists – skilled at developing cross channel digital strategies to address user needs, user journeys, customer profiling, and social media campaigning;
- Community engagement – expert in the development and implementation of targeted, insight led engagement strategies especially to support economic growth strategies;
- Creative design – large team of in-house creative professionals on hand to produce impactful digital and print design for a range of channels;
- Horizon scanning – access to the findings of the Westco Commission panel of experts who constantly look to the future (economical, political, social, technological) and how public sector communications and engagement can be improved going forward.

- 3.3 The interim role is being covered by Debbie Bacon whose previous assignment had been as Deputy Head of Communications at Sutton Council. Previous experience

includes heading up Marketing, PR and Business Development for BBC Multimedia (BBC Worldwide) and managing the Loyalty Scheme for Safeway, including generating supplier funding and developing strategic partnerships.

Our account director role is covered by Ian Farrow who is the Managing Director of Westco. He has worked across local government in a number of senior roles as well as being a consultant

- 3.4 This exemption was approved by the Head of Corporate Strategy & Client Services and the Managing Director on 01 July 2016 and is now being reported to Cabinet for noting in accordance with the rules.

4.0 Implications

4.1 Financial

- 4.1.1 The cost for Westco to supply these services is £48,500. The funding for this is within the salary budget for the vacant post.

4.2 Legal Issues (Monitoring Officer)

The contract procedure rules provide the facility to seek an exemption not to tender in exceptional circumstances, any exemption must be approved by both the Head of Service and Managing Director and then notified to Cabinet.

4.3 Equalities

- 4.3.1 Not applicable in relation to this item.

4.4 Potential Risks

Potential Risk	Likelihood	Impact	Overall score
Potential suppliers challenge the Councils decision not to procure the supply using a competitive tendering procedure.	1	2	2

4.5 Staffing

- 4.5.1 There are no staffing implications from this report.

4.6 **Accommodation**

4.6.1 There are no accommodation implications from this report.

4.7 **Community Safety**

4.7.1 There are no community safety implications from this report.

4.8 **Sustainability**

4.8.1 There are no sustainability implications from this report.

Appendices

None

Background Papers

No background papers were used in the preparation of this report.

File Reference

None

PART A

Report to: Cabinet
Date of meeting: 12th September 2016
Report of: HR Business Partner (Organisational Development)
Title: Investors in People – Gold Assessment (2016)

1.0 **Summary**

- 1.1 This report acknowledges the Council's success in achieving the Gold Standard by the internationally recognised body Investors in People.
- 1.2 This is an important milestone for the Council when put into perspective that only 3% of 14, 000 organisations in over 75 countries accredited with the Investors in People have achieved the Gold Award. This places Watford Borough Council within a group of only 420 organisations internationally with a Gold Award.
- 1.3 As a testament to the Council's continuous improvement the assessor noted that 'Watford Borough Council has embarked on a serious improvement journey over the last three years and their capacity for sustainable improvement is remarkable. The organisation has become a beacon of good practice with strong people and business processes'.

2.0 **Recommendations**

- 2.1 That Cabinet note the key findings of the report and the successes identified below
- 2.2 That Cabinet approves the suggested recommendations from the assessor as part of the Council's continuous improvement plan and to maintain the Gold Standard, including the following:
- 2.3 Review how we work competencies
- 2.4 Raise awareness of new service plans
- 2.5 Review career development options, talent management, succession planning
- 2.6 Consider tour of Watford for new starters
- 2.7 Invite unions to induction

- 2.8 Embed and develop employee council. (Terms of reference)
- 2.9 Provide policy updates
- 2.10 Embed new CSR, engagement, rewards, health & wellbeing strategies
- 2.11 Enhance hot desking, homeworking, digitalization and IT capability (this forms part of the Council's Digital Watford agenda)

Some of recommendations are already being implemented or are part of the wider Watford Borough Council Corporate Plan.

Contact Officer:

For further information on this report please contact:

Ajay Kashyap, HR Business Partner (Organisational Development)

Telephone extension: 8594 email: ajay.kashyap@watford.gov.uk

Report approved by:

Cathy Watson, Head of Human Resources

3.0 Detailed Proposal

Background

- 3.1 The Investors in People accreditation remains the standard for people management, helping organisations to lead, support and manage people well for sustainable results, maximizing performance and delivering excellence.
- 3.2 Watford Borough Council was awarded a Bronze Standard in July 2013, the assessor was impressed with the Council's people management practices and recommended the Council get reassessed for Silver.
- 3.3 In July 2014 the Council were awarded the Silver Standard. As part of the assessment process, organisations are assessed every three years to ensure they still meet the evidence requirements. The Council was reassessed in July 2016 and were awarded a Gold Standard.
- 3.4 This award recognises that not only is the Council an excellent employer of choice but also acknowledges the Council's strong commitment towards corporate social responsibilities in supporting local businesses, taking on apprentices and offering work experience placements for students and the unemployed.

3.5 The assessment involved interviewing 32 staff across the Council, during this time the assessor noted several common themes including; the Council being a good place to work, in fact many staff confirmed that this was the best job they have had or best employer they have worked for, that we are a listening & learning organisation building capacity & staff capability and described our leadership as being the best it's ever been at Watford Borough Council.

3.6 The assessor's report also included several positive observations:

'This is without doubt a progressive and bold organisation, staff are responsive and receptive to change, and they are supported in many ways to give their very best. They punch well above their weight and staff recognise what a great place it is to work'.

The Council continue to realign services breaking down barriers, improving team spirit and collective contribution. A no blame culture prevails.

Job satisfaction levels are high despite increasing workloads because of sound leadership, effective management support, effective performance review and increasing levels of accountability and staff empowerment'.

4.0 **Implications**

4.1 **Financial**

4.1.1 The Shared Director of Finance comments that there are no financial implications in this report.

4.2 **Legal Issues** (Monitoring Officer)

4.2.1 The Head of Democracy and Governance comments that there are no legal implications in this report.

4.3 **Equalities**

4.3.1 As part of the Investors in People Assessment, one of the framework indicators the Council scored highly in 'strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people'.

The assessor was satisfied that the Council values people's differences and is effective in promoting equality and managing diversity in the workplace.

4.4 **Potential Risks:** none

4.5 Staffing

- 4.5.1 This achievement is significant and sets Watford Borough Council out as an 'employer of choice', with such positive people management strategies facilitating the retention and recruitment of top quality employees.

4.6 Accommodation

- 4.6.1 There are no accommodation implications.

4.7 Community Safety

- 4.7.1 There are no community safety implications.

4.8 Sustainability

- 4.8.1 The Council is required to complete an 18-month continuous improvement review to ensure we are implementing agreed actions and continue to utilise the Investors in People framework to its fullest. This review will take place from January 2018.
- 4.8.2 In June 2019 the Council is scheduled for its three-yearly assessment, a report will be submitted to the Leadership Team to determine if the Council should continue with its Investors in People accreditation.

Appendices: None

Background Papers: There are none

File Reference: None