CABINET

4 June 2018

7.00 pm

Town Hall Watford

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Publication date: 24 May 2018

Cabinet Membership

Mayor   P Taylor   (Chair)
Councillor   K Collett   (Deputy Mayor)
Councillors   S Bolton, S Johnson, I Sharpe, M Watkin and
               T Williams

Agenda

Part A – Open to the Public

1.   **Apologies for absence**

2.   **Disclosure of interests (if any)**

3.   **Minutes of previous meeting**

     The minutes of the meeting held on 5 March 2018 to be submitted and signed.

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.   **Watford: A great town for everyone** (Pages 3 - 55)

     Report of Managing Director

6.   **Watford 2020 Programme** (Pages 56 - 114)

     Report of Head of Service Transformation

7.   **Opportunities at Woodside Playing Fields** (Pages 115 - 119)

     Head of Community and Environmental Services

8.   **Watford Rural Parish Fees - Cemetery Agreement** (Pages 120 - 123)

     Report of Head of Community and Environmental Services

Part A

Report to: Cabinet

Date of meeting: 4 June 2018

Report of: Managing Director

Title: Mayoral Manifesto - Watford: A great town for everyone

1.0   Summary

1.1   The cabinet and full council approved the Corporate Plan to 2020 earlier this year. It set out the direction for the council and how it will achieve its ambitions, vision and priorities.

1.2   Underpinning the Corporate Plan is a number of areas, all of which are considered in the shaping of the council's programme of work. These comprise:

- The Elected Mayor's manifesto and ambitions
- Our vision, priorities, values and supporting themes
- What we know about our borough and feedback from our residents
- Feedback from our recent Corporate Peer Challenge
- A review of last year's Plan
- Our challenges and opportunities
- The council's budget

1.3   Mayor Peter Taylor was elected on 4 May 2018 having set out a manifesto with the ambition to make Watford a great town for everyone. This report highlights the key new initiatives within the manifesto that will now be developed for incorporation into a revised Corporate Plan.

2.0 Risks

2.1

Nature of Risk	Consequence	Suggested Control Measures	**Response** *(Treat, tolerate, terminate, transfer)*	**Risk Rating** (the combination of severity and likelihood)
The council's corporate plan and its Medium Term Financial Strategy (MTFS) fail to work together to achieve outcomes identified within the plan. Failure to link the two effectively might result in insufficient financial resourcing for areas of work identified or failure to meet financial targets.	Insufficient financial resourcing for areas of work identified or failure to meet financial targets.	Clear direction in place from Mayor and Cabinet on future priorities. Robust discussions and challenge on both the MTFS and Corporate Plan.	Treat	4
Failure of the organisation taking ownership of corporate planning framework.	Poor commitment to delivery and targets not achieved. Potential for slippage.	Robust project and programme management and strong governance of projects and programmes. Clear service plans and objective setting for teams and	Treat	4

		individual staff. Communication with staff through internal communication channels. 'At a glance' Corporate Plan developed so work to be delivered is clear. Regular monitoring through Leadership Team and Portfolio Holders.		
Failure to understand the inter-dependencies between projects and highlighting where resources from other parts of the organisation are required to successfully deliver an area of work / project / programme.	Area of work / project / programme not delivered on time. Potential impact on costs due to delays	Robust project and programme management and strong governance of projects and programmes.	Treat	4

3.0   **Recommendations**

3.1   To note that the new Mayoral priorities and initiatives will be developed further to assess delivery options, costs and how best to integrate them into the Corporate Plan to 2020 and beyond.

3.2   To note that that the development of the detailed projects will be reported through Cabinet with any financial and resource implications identified and subsequently a revised corporate plan will be presented to Council.

Contact Officer:

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Report approved by:

Manny Lewis, Managing Director

4.0   **Detailed proposal**

The Mayor's manifesto sets out six key objectives as indicated below. The priorities are those set out by the Mayor, many of which are already reflected in the current corporate plan.

4.1	Maintaining a thriving local economy

Mayoral Priorities:

- the successful regeneration of the Riverwell site
- the regeneration of local shopping parades along the lines of the schemes recently carried out at Goodwood Parade
- continuing to deliver improvements to the High Street
- collaborative working with the BID to enhance the environment in the Town centre
- encouraging the use of local businesses in council contracts and supporting Watford business to business trading
- transforming Watford business park into a thriving new centre for business .

Action underway:

- Significant progress made on Riverwell (Trade City employment zone built with first occupation, first housing zone under development at Woodlands, Retirement Village planning consent and on site, planning application submitted for Waterside residential),
- High Street improvements (resurfacing works will be complete this summer and a LEP bid has been made to fund the improvements to the Clarendon Road link of the High Street)
- Business Park (a CPO was approved in principle by Cabinet in March 2018 to enable Zone A to be brought forward and Caxton Way, 20,000 sq ft of new industrial has been completed.)

4.2	Caring About People - Promoting the well-being of our citizens and building on the Town's cultural diversity

Mayoral Priorities:

- supporting the provision of improved facilities at Watford General Hospital including the provision of a new visitor car park by the end of 2019
- community safety
- building new homes for social and affordable rent

- exploring the establishment of a Watford Lettings Agency to provide a deposit replacement insurance scheme, which would mean that private sector tenants could get support to provide the deposit needed
- continuing to tackle rough sleeping and homelessness
- establish a Dementia Action Alliance, making Watford a dementia friendly community
- supporting the voluntary sector with a particular emphasis on providing for vulnerable and disadvantaged communities
- improving disabled facilities and access to the Town's parks and playgrounds
- maintaining Watford's status as a Fair Trade Town

Action Underway

➤ West Herts Hospital Trust Board has approved the business case for the multi-story car park that will transform access and parking facilities. The procurement process for a design and build contractor to be appointed is in progress.

➤ The first phase of affordable and temporary accommodation at Croxley View is complete in partnership with the Watford Community Housing through the joint venture, Hart Homes. The next phases of delivery will seek to achieve a target of building 16-18 socially rented homes a year

➤ Community Safety priorities for Watford have been agreed through the town's Community Safety Partnership Working with partners, including New Hope, on tackling rough sleeping

➤ Changing Places toilet facilities incorporated into Cassiobury Park hub and will also be included in the Oxhey Activity Park facilities

4.3	Protecting the Local Environment

Mayoral Priorities

- Campaign to stop the government imposing unsustainable housing targets on Watford
- Develop a Local Plan that gets development right and protects the town's heritage and green open spaces
- Improve the appearance of roundabouts across the Town and increase the frequency of street cleaning of community shopping centres
- Continue the investment in parks, securing additional Green Flags
- Create an improved Riverside Walk along the Colne Valley

Action Underway

➤ A Local Plan Review is in progress to review housing target delivery, new

transport assessments and taking account of the new SW Herts collaboration and there will be an issues and options public consultation this summer

➢ The Budget approved by Council in January agreed £1m of new capital investment to improve car parking at Cassiobury Park, £0.25m capital allocation to bring Garston Park up to green flag standard, £200k to refurbish North Watford cemetery lodge and £150k towards the River Colne restoration & improvement programme

➢ An additional Green Flag has been applied for this year (Harwoods Recreation Ground)

4.4	Ensuring the Town's Sustainability

Mayoral Priorities

- Delivering sustainable transport solutions is key to the Town's future environmental and economic success and this will mean:
  o Improved walking & cycling routes across the town
  o Establishing a Cycling Forum to work together with the cycling community on enhancing facilities
  o The introduction of a bike-hire scheme
  o The introduction of a hop on/hop off bus around the Town centre
  o The introduction of a local transport app to provide live information about the local transport network all in one place
  o Finding a transport solution in place of the MLX
- Helping residents and businesses with energy efficiency
- Phasing out the use of single use plastics in the Council and encourage businesses to do likewise
- Introducing recycling waste bins in local parks

Action Underway

➢ New cycling network routes are under development with a funding bid into the LEP in support

➢ Soft market testing is underway with a provider for a hop on/hop off bus facility

➢ HCC, the LEP and DFT are positively engaged in discussions with the council on transport solutions post MLX, including the objective to safeguard the route and deliver an innovative future proofed solution such as a driverless busway

➢ Feasibility work on a bike hire scheme is underway

➢ Big Businesses are in positive dialogue with the Council about a town wide PV strategy to increase energy efficiency.

4.5	Bringing communities together – enabling all Watford residents to enjoy the Towns sports, leisure & cultural facilities

Mayoral Priorities

- Maintaining the Big Events programme
- Supporting our cultural venues
- Expanding & enhancing the Museum
- Building a new Activity Park at Oxhey Park North which will include cycling, skateboarding and a community café
- Improving sports facilities across the Town and at Woodside, to develop new exciting play & leisure facilities for all
- Enhanced provision for swimming and leisure through the new leisure contract with SLM

Action Underway

- ➢ A new cultural strategy for Watford 2018-2025 is being developed through the Cultural Leaders Group, this will build on and enhance the current events programme and cultural offer, working with the Arts Council
- ➢ Planning permission has been achieved for the Oxhey Activity Park and the design team procurement has taken place
- ➢ A report is on the June Cabinet agenda setting out a new vision for Woodside leisure
- ➢ The new leisure contract with SLM was signed on 1 May.

4.6	Ensuring a cost effective Council

Mayoral Priorities

- Transforming the Council's website to improve online access to council services
- Managing the council's property portfolio to increase income, protect services and keep council tax down
- Secure £1m of savings through the Watford 2020 programme
- Ensure value for money in commissioning council services

Action Underway

- ➢ The Watford 2020 programme will deliver a transformed council, with greater customer focus, a high level of online service provision and a more commercial approach. It will achieve upwards of £1.2m in savings and income generation. A full report is on the June Cabinet agenda.

> The Property Investment Board will consider the next phase of investment decisions to maintain the significant growth of commercial income that it has secured.

5.0 Delivery and monitoring

5.1 To support the delivery of the Corporate Plan, the council has established a range of governance and reporting fora. Major projects are reported to Programme Management Board (PMB) and Watford 2020 related projects to the Watford 2020 Programme Board. Digital related initiatives are reported to the Digital Watford Board and the Finance Review Board provides additional scrutiny and strategic direction for the council's finances.

From 2018/19, those projects and areas of work not identified as either PMB or Watford 2020 projects, will be monitored through quarterly updates to a panel chaired by the Deputy Managing Director and supported by the Head of Corporate Strategy and Communications. This is to ensure the rigour applied to making sure of the successful delivery of these projects areas is consistent with that of our major and Watford 2020 projects.

Regular reporting to Portfolio Holders, Cabinet, Budget Panel and scrutiny committees will also take place.

6.0 Implications

6.1 Financial

6.1.1 The council's Medium Term Financial Strategy, supports the synergy between its financial and corporate planning and identifies how the council will make sure it links its financial decisions to the delivery of the Corporate Plan.

6.2 Legal Issues (Monitoring Officer)

6.2.1 The Head of Democracy and Governance comments that the Corporate Plan is one of the policy framework documents listed in the constitution that has to be approved by Council. The current plan was approved by Council in March and any changes will need to be recommended to Council for approval.

6.3 Equalities

6.3.1 The Corporate Plan is informed by the Watford context, including an understanding of the demographic make-up of the borough's community and feedback from local people

on the issues that are important to them. An overall equality impact analysis has been undertaken on the Corporate Plan and impact analyses will be undertaken on specific projects/programmes where relevant.

6.4   **Staffing**

6.4.1   The Corporate Plan is a key document for staff and provides an important part of the council's performance framework. An 'at a glance guide' to the delivery element of the Plan was produced last year and this was well received by staff as it made very clear what the council was committed to delivering and by when. This will be continued for 2018/19. Individual staff objectives are set from service plans, which are informed by the Corporate Plan. In this way, staff can see the link between their own work and the wider corporate work programme.

Appendices

Appendix A – Corporate Plan 2018-2020

Shaping our Corporate Plan

Foreword

Our Corporate Plan sets out our ambitions for Watford and how we will deliver these commitments by 2020. It is underpinned by the elected Mayor's priorities for the town during her fourth term in office, as well as our corporate vision, values and objectives as well as. 2018 marks the final year of Baroness Dorothy Thornhill's time as elected Mayor of the town and, in May, we will welcome a new elected Mayor. Part of their role during their first year will be to review this Plan and work with us to reconfirm our priorities and corporate programme of work.

For next year (2018/19), we have agreed an overall direction for the council based on our corporate vision and our drive to be a 'bold' and 'progressive organisation that delivers outstanding services and positive outcomes for our residents and town. This Plan has been developed through:

- Reviewing last year's Plan – including our achievements and those areas of work still to be completed

- Identifying new and emerging projects that support our vision and deliver our priorities including those set out by our elected Mayor

- Considering feedback from our local community about what is important to them and the town

- Reflecting on what we know about Watford and its population so that we can feel confident that our Plan is forward thinking and working towards a successful and sustainable future for the borough

- Building on the feedback from our Corporate Peer Challenge

Through our planning across the organisation we remain committed to some key principles in shaping what we do. These are important as they ensure we effectively manage our challenges and maximise opportunities as they are arise. We need to:

- focus on ensuring our residents and customers are at the heart of what we do
- improve access to our services by delivering more digitally and online
- be more commercial and entrepreneurial to meet our financial challenges and opportunities
- retain our ambitious approach as we cannot afford to scale back our ambition for the borough and the council.
- be more creative, innovative and resilient if we want to continue to be successful as we go forward
- retain the drive and commitment of our staff and members that was recognised through our Corporate Peer Challenge in 2017

Part One
The council's Vision, Priorities and Values

OUR VISION: To create a bold and progressive future for Watford

Our vision reflects our approach to the current challenges and opportunities facing the council and the town as a place to live, work, visit and study. We want to champion our town so that it is a place where all our communities thrive and prosper, benefitting from strong economic growth and good quality local services and facilities. This will require the council to be innovative, explore new ways of working and champion initiatives that will transform the town and the organisation. More of the same isn't going to secure the future we want for Watford, which is why **bold** and **progressive** lie at the heart of our ambitions.

OUR FIVE PRIORITIES:

Supporting this vision, the council has five priority areas of work.   Our priorities are critical to the Council achieving successful outcomes for its ambitions for the town.

1. Identify ways to manage the borough's housing needs

2. Champion smart growth and economic prosperity

3. Provide for our vulnerable and disadvantaged communities

4. Deliver a digital Watford to empower our community

5. Secure our own financial future

In addition, our core, day to day business underpins everything we do and all of our work and effort contribute to our success. In particular, we recognise the importance of three core objectives which at all times makes us a more effective organisation, in touch with our residents and delivering in the areas and in a way that they expect. These are:

- Effective two-way engagement and communication
- Sound management and high performance
- Improving the town's environment.

OUR VALUES:

Our revised corporate values reflect the behaviour we expect our staff to demonstrate in their work and clearly establish how they contribute to delivering our new vision.

1. **BOLD:** We work as a team and we make things happen

2. **PROGRESSIVE:** We are ambitious, we are innovative and we are welcoming

Our values focus on taking forward our corporate agenda. We also believe it is important to be fair, to behave with integrity and be inclusive in how we deliver services..

We strive towards a **DYNAMIC CULTURE**, that is :

Ambitious - having a "can-do" attitude to making things happen. Challenging ourselves to deliver excellent services and inspiring others to deliver results in a business-like way

Innovative – embracing creative and entrepreneurial approaches and championing new ways of working that will transform Watford and deliver our ambitions

Welcoming – engaging our residents and partners and providing an excellent customer experience

Empowering - enabling our staff to take ownership and be accountable for their own performance, actions and decisions. Valuing diversity and listening to and understanding the views of others
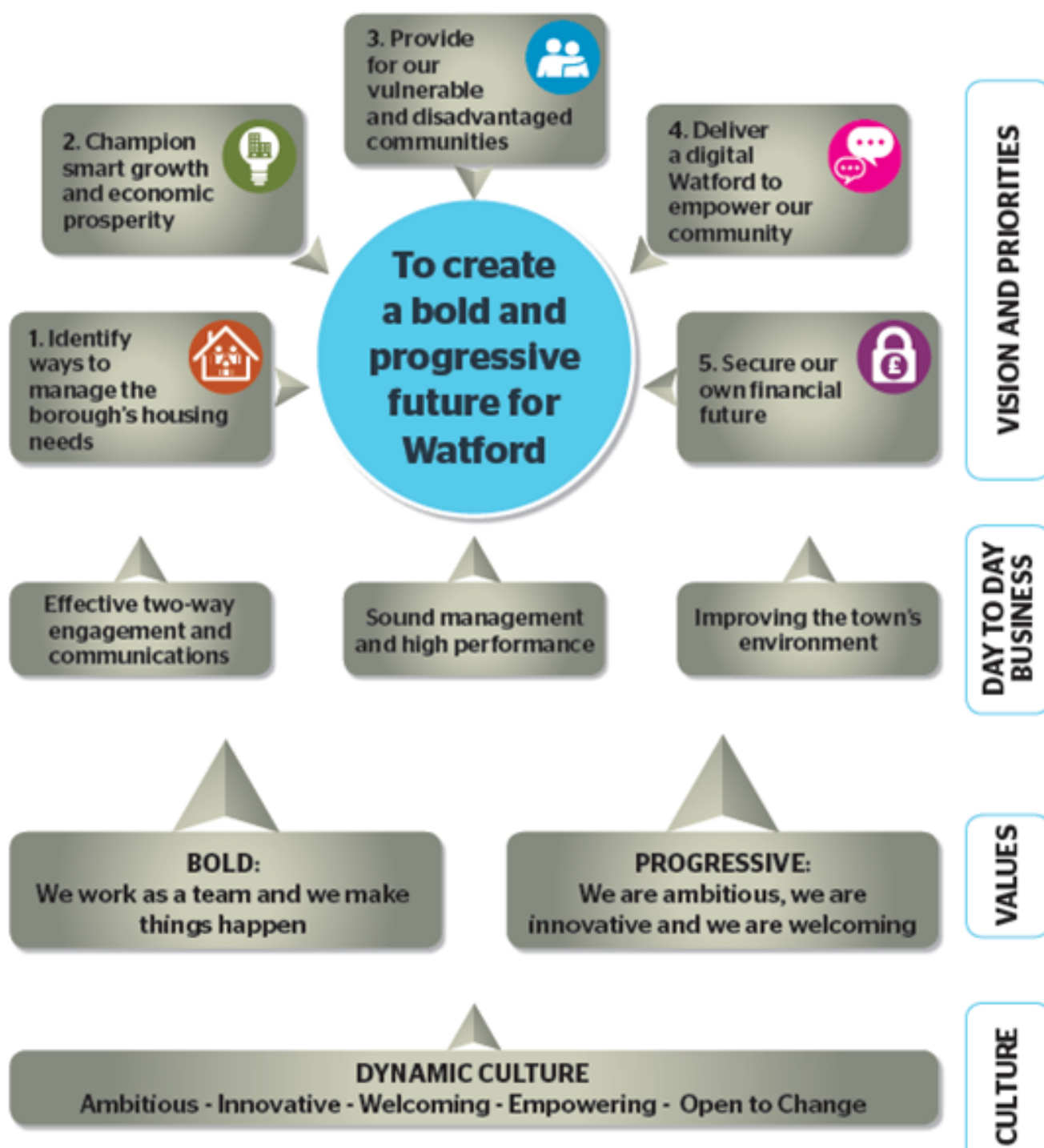
and

Open to Change - being adaptable and agile in order to support the needs of the business – working collaboratively and supporting colleagues

3

OUR CORPORATE FRAMEWORK

Our corporate framework shows how our vision, priorities, values and culture work together, along with the Elected Mayor's priorities, to achieve our ambition.

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VISION AND PRIORITIES

3. Provide for our vulnerable and disadvantaged communities

2. Champion smart growth and economic prosperity

4. Deliver a digital Watford to empower our community

1. Identify ways to manage the borough's housing needs

To create a bold and progressive future for Watford

5. Secure our own financial future

DAY TO DAY BUSINESS

Effective two-way engagement and communications

Sound management and high performance

Improving the town's environment

VALUES

BOLD:
We work as a team and we make things happen

PROGRESSIVE:
We are ambitious, we are innovative and we are welcoming

CULTURE

DYNAMIC CULTURE
Ambitious · Innovative · Welcoming · Empowering · Open to Change

4

Part Two
Watford today

Watford is a place to be proud of, and as a council, we plan to keep it that way. We value our clean streets, well-kept parks, and places for children to play, the vibrant high street and diverse range of activities and facilities across our borough. We have a diverse and cohesive community who add to the vibrancy of our town and our residents are generally satisfied with the council and their local services. Understanding our town and our community helps us to identify what shapes Watford and the challenges and opportunities we face as a council to champion our town.

Population: 96,800 over an area of 8.5 sq. miles

Young population: average age 36.46 years

Diverse population: 38% BME

39,031 households

Average household size: 2.48 people

High proportion of single person households: 31%
High number of households in rental

accommodation: 37%

High growth in house prices and demand:
Most in demand place to live on the tube map (2015)

Voted 9th happiest place to live in the country (2015)

11 Green Flag award winning parks – the highest in Hertfordshire with 3 new awarded in 2017

Career Builders: Singles and couples in their 20s and 30s progressing in their field of work from commutable properties – most common MOSAIC group: 12%

5th best connected borough in UK - M1, M25, West Coast Mainline, Overground, Underground

Direct services to London Euston in **16** mins

5,700 active businesses   **93,000** jobs

Low unemployment / high level of qualifications

48% of Watford employment is in Knowledge Sectors

11% self-employment rate

77% of residents are satisfied with the way Watford BC runs things & **74%** of residents are satisfied with Watford as a place to lives things well (Community Survey 2017)

Our residents' priorities

Understanding our residents views on the town, their neighbourhoods and the council is an important part of our corporate planning. Whilst we can identify what we think are the priorities for Watford, we need to ensure that these resonate with our communities and are delivering the improvements and quality of services local people expect.

Our regular Community Survey is one way we test what we are doing and our future plans. The Community Survey 2017 received over 1,100 responses, which indicates the level of interest our residents have in the town and its future.

COMMUNITY SURVEY 2017: HEADLINE RESULTS

Views on the council

- 77% of respondents are satisfied with the way the council runs things

- 80% agree the council is working to make Watford a better place to live

- 82% think we provide value for money and the same percentage are satisfied with the way we spend our proportion of your council tax

- 85% agree we are working to make Watford economically successful

Top council services

These are the services that local residents think we do really well:

- Waste and recycling
- Parks and open spaces
- Sports and leisure facilities

Views on Watford

- 74% of respondents are satisfied with Watford as a place to live

- 80% are proud to be a Watford resident

- 84% think that where they live people from different backgrounds get on well together

- 91% agree Watford is a safe town

Top five things that respondents said make somewhere a good place to live

- Feeling safe in my home and the local area

- Good quality hospital and health services

- Cleanliness and tidiness of the town

6

- Good access to public transport

- Rubbish collected on a regular and reliable basis

Where we need to do even better

- Ensuring that new homes are supported by good infrastructure such as school places, GP surgeries, better transport links

- Keep local people informed about decisions

- Provide more opportunities for people to find out what is going on and share their views

- Explaining why well-planned growth is important to the town

- Explaining housing targets and the need for new homes

Priorities for the borough

The survey also asked people about their priorities for the borough.

The top choices were:

Priority	% response
Ensuring a vibrant and prosperous local economy that offers a range of jobs and opportunities for local people	48.5%
Keeping the town clean and our streets free from litter	38.6%
Working with community safety partners to tackle issues and make Watford even safer for our communities	38.0%
Creating a well-connected borough with good infrastructure such as better transport links	37.4%
Supporting our more vulnerable residents so that they can live independent lives	35.5%
Protecting and enhancing our parks and open spaces	31.5%
Helping to provide a range of new homes that meet local needs, including more affordable homes	30.2%

Total responses: 1,095

Residents were also able to provide their views on other priority areas for Watford not identified within the answer choices. Of the comments received, the most commonly cited issues were parking and congestion.

Set out in this plan are the ways we are addressing these resident priorities through our programme of work. Over the next 12 months, we will continue to engage with our communities to keep them informed of how this Plan is delivering solutions to those areas they have identified as important.

Our Corporate Peer Challenge feedback

In September 2017, the council underwent a Local Government Association Corporate Peer Challenge. This is local government's equivalent of Ofsted for schools or Care Quality Commission inspections of hospitals and care homes and was carried out by a team of independent assessors from local government.

The team spent three days in Watford meeting our councillors, council staff, many of the council's key partners like the police and our business community and even found time to pop along to one of our meetings with local residents.

The good news for Watford was that we received outstanding feedback from the assessment. It was a very strong endorsement of how the leadership and vision of the Elected Mayor have steered the council over the past 16 years. The team saw that the council's work to keep Watford a prosperous and thriving borough was, in comparison to many areas, achieving real results in the town and that we are a council who keeps its promises and delivers.

The team was also extremely impressed with our staff and the commitment and enthusiasm they demonstrated to excellent service delivery.

The overall feedback included:

- We have a strong legacy
- There is a great partnership in place between the Elected Mayor and Managing Director
- The council punches above its weight
- We are a self-aware council that understands our borough
- We have achieved a lot and should be proud
- We have impressive plans and ambitions for the future
- There are good partnerships in place
- We live up to our 'Bold and Progressive' vision
- Staff seem to like it here!

Whilst the team were very positive about the council, there were areas that they recommended we ensure are addressed. We need to:

- keep up the pace and rigor
- ensure we have the right capacity and skills to deliver ambitions and provide resilience
- articulate our vision more to residents, commuters, businesses and some partners
- be more outward looking - shout and share about our success
- ensure the visibility of leadership on internal transformation
- create a roadmap for post May 2018
- decide what culture we want for 2020

The specific recommendations from the Peer Challenge are set out below as is the action we will take within this corporate plan to address them:

1. Develop capacity and skills to deliver and sustain your ambitious programme to keep pace and rigour

   Action: the council, as part of its 2020 transformation programme is setting out the objective to work through a Programme Management Office framework. This may be by establishing a resourced new centralised function or expanding the devolved approach currently in place.

8

2. Develop communications strategies to articulate vision to residents, commuters, businesses and partners

    Action: the council has procured a specialist communications adviser to support its public relations, communications and engagement agenda. The Cultural Leaders Group, working with the Watford BID (Business Improvement District), has also procured a partner to develop a clear brand strategy for the Town which will engage all residents in the vision for the Town's future.

3. Prioritise visibility of leadership on internal transformation

    Action: the Council's Leadership Team has signed off the key deliverables and agreed to act as lead sponsors for the programme and will lead jointly the all staff engagement process

4. Integrate transformation, commercialisation, Medium Term Financial Strategy (MTFS), people and digital strategies etc. into one coherent whole = holistic council-wide change programme

    Action: the council's Leadership Team has agreed to produce a clear integrated roadmap for transformation with the MTFS underpinning it.

5. Consider the council's role in owning management and delivery of housing supply

    Action: the council is reviewing its housing supply delivery in the light of the Transport for London decision not to proceed with the Metropolitan Line Extension. This review will be part of Local Plan Part 3 which the political executive will sign off following a range of discussions.. The procured communications adviser is tasked with providing a narrative for engagement on housing with the community and in partnership with Watford community housing.

6. Create a roadmap for post May 2018 and future proof key strategies e.g. finance, asset management

    Action: this Corporate Plan along with the 2020 programme provides the roadmap for Watford's priorities and objectives post May 18. Any major changes from a new Mayor will be considered at the first Council meeting in June.

7. Build on the willingness of partners to develop the future Watford agenda

    Action: Discussions have taken place with the Local Strategic Partnership and the big business community on sharing the community leadership roles and a plan is under development for joint promotion of the Watford ambition – this will be reflected in the branding strategy and business partnership on economic growth projects.

8. Be more outward looking - shout and share your success

    Action: the Built Environment Communications Group is advising on a publicity / PR plan, the council has submitted its achievements for peer group recognition (such as the MJ awards) and has agreed to share its successes working with the LGA.

9. Decide what culture you want for 2020 and beyond

    Action: this Corporate Plan sets out the dynamic corporate culture required over the medium term (see p6 above)

Part Three

How we will deliver our priorities

1. Identify ways to manage the borough's housing needs

Challenges

Watford is a popular place to live. Its location close to London, great road and rail links, good schools and employment opportunities have seen demand for homes in the town increase over recent years. However, it has also meant rising house prices and rental costs, which has put strain on affordability for local people. It can also mean issues in the rental sector as some landlords can charge higher and higher rents without necessarily maintaining or improving the standards of these homes.

The national housing crisis means that government has reviewed housing requirements.   Places like Watford that are popular and have high housing costs are being asked to deliver an even greater number of new homes over the next decade. Through our Local Plan we are working to understand what these targets mean for Watford and how we can deliver the new homes Watford needs in a way that is best for the town. We want new housing to be supported by good quality infrastructure such as better transport links, schools, doctors' surgeries and neighbourhood shops and facilities. These are areas where we have to work closely with partners such as Hertfordshire County Council and health providers.

As demand and housing costs rise, we expect the numbers of people presenting at the council with housing issues to increase. From April 2018, the introduction of the Homelessness Reduction Act 2017 changes how local authorities manage homelessness. Watford is well-prepared for what is one of the biggest changes to homelessness legislation in recent years and will be monitoring the overall impact over the next twelve months.

Opportunities

We have already started some innovative work to tackle the supply of housing available, particularly both affordable housing and additional temporary accommodation for those in urgent need. This includes:

- setting up a joint venture with Watford Community Housing (called Hart Homes) to deliver new affordable homes.   The first of these will be ready in 2018 with 76 temporary homes becoming available for local people

- working with developers delivering our major projects to accommodate affordable housing within the residential elements of the schemes (Watford Riverwell's first residential zone will deliver 29 affordable homes, Ascot Road 170)

- negotiating with developers on other key sites to ensure either the delivery of affordable homes or a sufficient commuted sum. This is money which developers will be expected to pay for sites which, whilst they are delivering new homes, might not be providing the size and type of homes needed to meet the borough's housing needs (e.g. studio apartments rather than family-sized apartments). These commuted sums will allow us to deliver appropriate affordable homes on other sites

- being robust with developers to also ensure schemes are high quality and create vibrant and successful communities

- working with neighbouring authorities to identify where we can work co-operate to build new homes to meet housing demand

Highlights of what we have achieved so far:

- 346 homes delivered (2016-17)

- Supply of sites for 5.7 years identified

- 'Skyline – Watford's Approach to Taller Buildings' approved to set out where we would consider applications for taller buildings , including design criteria; tall buildings are now modelled on our townscape to understand how they might impact the surrounding area and environment

- Joint Venture Companies with Watford Community Housing established and first project to deliver temporary accommodation and new homes progressed (Tolpits Lane) by Hart Homes

- Modular construction to deliver cost effective temporary accommodation (Balmoral Road)

- Proposals for the first homes on major project areas coming forward including:
    - Watford Riverwell
        - Planning permission achieved for first homes at Woodlands (95 homes including 29 affordable homes that will be delivered by Watford Community Housing)
        - Planning application submitted for Waterside, which will deliver 408 new homes
        - An agreement with Mayfield Villages, a specialist retirement village developer and operator, to deliver the first of its kind retirement village accommodating 250 residents

11

- o Western Gateway

    - Planning permission achieved for new homes as part of the redevelopment of Ascot Road with 485 new homes, 170 of which are affordable

- o Clarendon Road

    - Whilst remaining predominantly a primary location for office space, incorporating a limited amount of residential within new schemes is providing a catalyst for much needed upgrading and improvement of the Clarendon Road offer. One approved scheme, will provide 154 new homes and up to £6million for the council to invest in affordable housing across the borough

- Developed and approved a planning policy statement on affordable housing and commuted sums

- Passed the NPSS (National Practitioner Support Service) Peer Review Challenge, which shows our frontline housing and homelessness services are effectively managing and preventing homelessness and saw the number of households in temporary accommodation fall for the first time in recent years

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We will continue to deliver this priority by:

- Supporting the delivery of the target of 577 new homes per annum

- Delivering a review of our Local Plan to reflect the borough's needs and to identify the necessary infrastructure for growth so that our communities remain sustainable and supported by good quality facilities, services and transport links
- Supporting new housing development at Watford Junction
- Working with Watford Community Housing and Hart Homes to build new homes for social rent

- Completing the first new homes and temporary accommodation (including 40 homes at Tolpits Lane) delivered through the Hart Homes Joint Venture and explore further opportunities

- Completing the delivery of the modular homes at Balmoral Road

- Continuing to secure new homes, including affordable homes as part of the town's major projects as well as on other potential sites

- Meeting the requirements of the Homelessness Reduction Act 2017 new Housing Service delivery model

- Working with our partners to deliver projects to improve housing through the delivery of the Private Sector Housing Renewal Policy

12

2. Champion smart growth and economic prosperity

Watford has been extremely successful in building a strong local economy. By being forward-thinking and having the right plans in place, we have secured local employment, retained businesses and remain an attractive place for investment.   We have also ensured that the growth continues to provide some really positive outcomes for the town (such as intu's new regional shopping centre, which will house the town's first IMAX cinema) and generated money to support local services. The latter has become more significant as we look for ways to bridge our funding gap and protect services that we know are valued by residents.

Over the last twelve months, we have seen the real benefits of our proactive approach to smart growth, with developments coming forward across the borough including in Clarendon Road. Focusing well-planned growth here has, for example, delivered new employment opportunities and homes as well as a new primary school (St John's) and improved street scene.

The council plays its part through its own investment in the town, such as the improvements to Cassiobury Park (in partnership with the Heritage Lottery Fund and Big Lottery Fund), which opened in 2017 and our other parks and open spaces (with a record number of Green Flags achieved in 2017). We are continuing this investment through projects such as the refurbishment and improvement of Watford Museum (also in partnership with the Heritage Lottery Fund), a state of the art activity and community hub in Oxhey Park and public realm upgrades in the town centre. The latter will enhance the area around the new intu centre, reducing vehicles, improving pedestrian and cyclist safety and the overall quality of the environment.

Critical to achieving this priority is also securing the right partnerships to take forward the major projects that will transform the borough such as intu, Western Gateway, Watford Business Park and Watford RIverwell.

Even with so much achieved, we know the town cannot stand still if it wants to remain successful and prosperous. As a council we want to shape our town positively for the future, which is why having a robust, evidence-based and ambitious Local Plan is so important. Over the next two years, we will review our Local Plan so that it clearly sets out our commitment to well-planned and managed growth – without this we would be at risk of poor quality, unplanned developments and unchecked back filling. This is what is happening in some other areas. But we know smart growth also means addressing issues such as congestion and parking, which are important to local people so securing the right infrastructure to support growth is vitally important.

Our challenges
- Managing the impact of the cancellation of the Metropolitan Line Extension (MLX) on the town's future infrastructure and our major projects
- Competing demands for land within the borough – particularly between housing and commercial land
- Limited land for any new housing / new business / industrial space
- Making sure the necessary infrastructure (roads, schools, public transport)is in place so that new homes are supported by the facilities and activities important to building strong, sustainable communities
- High use of car rather than other forms of more sustainable transport such as buses, cycles or even walking, which would help tackle both congestion and parking issues
- Shortage of fit for purpose office and light industrial accommodation
- Ensuring the quality of the design of new developments so that they enhance the town's overall environment and promote the wellbeing of residents
- Ensuring sufficiently skilled local labour force to meet needs of local employers and businesses

13

Our opportunities

- Reviewing our Local Plan to provide a robust framework for managing successful growth including an alternative transport solution for the MLX
- Championing inward investment in Watford – particularly where it provides the infrastructure to support smart growth
- Maintaining the strong linkage between our strategic development sites and sustainable transport opportunities such as public transport, cycling, car sharing / car clubs
- Building strong local partnerships with our major business and cultural leaders to promote Watford as a great place to do business and to find a skilled and enthusiastic workforce
- Exploring ways to reduce reliance on the car and promote more sustainable methods of transport
- Investing in a family friendly and successful town – our parks, town centre, community events

Smart growth is a better way to build and maintain our towns and cities. It encourages a mix of building types and uses, diverse housing and transportation options, development within existing neighborhoods, and strong community engagement. It aims to support local economies and protects the environment through a focus on cycling, walking and public transport rather than the car. Our Local Plan has, at its heart, the positive outcomes that can be achieved through smart growth.

Highlights of what we have achieved so far:

- Trade City Watford opened at Watford Riverwell securing 12 new industrial units and more than 70,000 sq ft of commercial space

- Planning achieved for Woodlands (Riverwell) residential zone with 95 new homes including 29 affordable homes

- Planning application submitted for Waterside (Riverwell) residential zone (408 new homes) and for Mayfield Retirement Village (250 homes) – a ground breaking new style of retirement accommodation and a first for Watford and the UK

- Design work started on the 'northern zone' of Watford Riverwell, which will create new public spaces and community facilities at the heart of the scheme

- Agreement for a two form entry primary school on site to provide much needed school places for west Watford

- Planning achieved for the 4.4 acres Ascot Road site, achieving a landmark development for our Western Gateway – the 24 storey building will deliver 485 new homes (including 170 affordable homes), new retail space and over 50 permanent new jobs

- Transformation of Clarendon Road underway and already seeing positive outcomes achieved through our new approach to the area including:
  - New international HQ building for TJX Europe will provide a landmark building for the Watford Junction end of Clarendon Road – 12 storey office block, high level footbridge to link offices and public real improvements plus securing 3,000 jobs in Watford

14

- o Gresham House granted permission for redevelopment to provide B1 office accommodation, coffee bar and 59 homes, around 20 of which will be affordable

- o New primary school (St John's) with roof top play area under construction

- o A further landmark building comprising mixed office and residential in an iconic 23-storey building at the town centre end of Clarendon Road has been approved – creating 11.180 square metres of Class B1 office space for around 1,000 jobs, 154 new homes, café, gym and rooftop café plus providing a minimum of £1.4million commuted sum for affordable homes in the borough

- £200million upgrade of Charter Place by intu plus refurbishment of current centre progressing successfully with opening of initial phase on target for autumn 2018, over 2,500 permanent jobs anticipated when the new centre is complete

- High Street improvements and upgrade initiated to deliver a smarter, more pedestrian friendly town centre with less vehicle intrusion and associated pollution to complement the intu refurbishment

- Cassiobury Park 'Parks for People' completed; bandstand relocated to the park, new visitor hub building and refurbished paddling pools opened for summer 2017

- Fourth year of our successful Big Events programme delivered generating vibrancy and footfall in the top of the town and now with the added events in Cassiobury Park to enrich the programme and offer for local residents

- Achieved 11 Green Flags for our parks and opens spaces (three new ones awarded for 2017) – this is the highest number for any district in Hertfordshire

- Installed electric car charging points at 15 locations across the borough

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We will continue to deliver this priority by:

- Delivering the next phase of our Local Plan including submission to the planning inspectorate

- Progressing investment in major projects, infrastructure and public realm:
  - o Town Hall and Town Hall square development
  - o Watford Riverwell: completion of first residential zones at Woodside and Waterside, approving and delivering the 'norther zone' masterplan, car park strategy for Watford General Hospital
  - o Western Gateway: Ascot Road start on site
  - o Watford Junction: first phase planning applications
  - o Clarendon Road: new office and residential construction progressing, school completion, public realm enhancements
  - o Zone A development agreement in place and vacant possession achieved, Watford Business Park
  - o intu completion including aligning leases across both sites and delivering High Street improvements

- Working in partnership with Hertfordshire County Council on tackling congestion and promoting more sustainable methods of transport including:
  - improving cycling lanes
  - promoting cycle hire
  - promoting car clubs
  - improving walking routes
  - extending electric charging points network
  - safeguarding the MLX route for an alternative transport solution

- Exploring alternatives for people to get into and around Watford including:
  - 'Hop on / hop off' bus to link the town
  - Working with schools to encourage alternatives to the school run
  - Considering a short-distance park and ride for specific events such as football matches
  - Investing in way finding to better link communities

- Working in partnership to deliver our Economic Growth Delivery Plan and providing the strategic lead for:
  - Renewed inward investment and business retention strategy in place
  - Support to Skills brokerage and sector skills development
  - Growing Watford's knowledge economy especially the digital economy
  - Establishing a new engagement forum with SMEs
  - Supporting business to business relations through a Watford directory of business services

- Delivering the next phase of Sports Facilities Strategy
  - Woodside: masterplan approved
  - Oxhey Park activity and community hub
  - Cassiobury Site (Fullerians) investment
  - Cassiobury Croquet Club improvements

- Developing a River Colne improvement strategy to enhance the river and its surrounds as a green asset for Watford

- Developing a new Cultural Plan for Watford and a Town-wide brand strategy

- renew outdoor market livery

- Taking forward Watford Museum Heritage Lottery Fund improvement project

- Review our town centre planning policies to ensure all parts of the high street remain vibrant and sustainable and tackle long term voids

3. Provide for our vulnerable and disadvantaged communities

We are fortunate in Watford that the majority of our population enjoy a high standard of wellbeing and healthy lives and are able to access help when they may need it. We recognise that this is not the case for everyone and people's circumstances can change. We need to understand where these pressure points are for our town, and for individuals, and ensure that we are working with our partners to minimise the issues vulnerability can bring. Through our commitment to equalities and diversity, we will ensure that changes to service delivery as well as our strategies and policies take into account the impact on our community as part of our decision-making process.

Our challenges
- Harnessing prosperity to benefit all our citizens
- Changing demographics and emerging communities, including a high proportion of young people and families as well as a growing older population
- Impact of cuts and changes to benefits and other support
- Pockets of deprivation and health inequalities within the borough
- Changing and reducing services provided by other agencies such as health and social care

Our opportunities
- Targeting our support to those most in need
- Building on successful projects to date, such as the Street Improvement Project and Herts Healthy Homes project, and accessing funding through use of data and intelligence for targeted projects
- Working with partners, such as the police and health, to understand vulnerabilities and our emerging communities

Highlights of what we have achieved so far:

- Secured free adventurous play all year round championed through our two outstanding adventurous playgrounds at Harebreaks and Harwoods and an Easter and Summer holiday activities programme

- Supported by the Community Sport Activation Fund, delivered an exciting range of sports activities to get people in central Watford more active and seen 3,500 local people get involved

- Children's weight and eating habits tackled through our 'Fit 4 Fun' programme run through our local schools

- Free swim and gym scheme for 8-15 year olds during the Easter and summer holidays offered through our two leisure centres

- Through our Street Improvement Programme made a real difference to Cassio Road and its residents by working with our partners to address some of the issues that can impact on the quality of life of an area, including fly tipping, empty properties

- Achieved our best ever results for the time taken to deal with both new benefit claims and ones where people's circumstances have changed – this means people in need are getting the money they need even sooner

- Published our Equalities statement to confirm our commitment to championing equalities across our service areas and the town

- Working in partnership with 'New Hope' – annual rough sleeper count reduced from 13 to 6 over a 12 month period. Watford BC securing a government grant of £330k to support rough sleeper intervention

We will continue to deliver this priority by:

- Promoting Watford as a dementia friendly town

- Explore ways to welcome people new to living in Watford including a 'buddy scheme' and welcome pack

- Working with partners to provide solutions for rough sleeping
- Implement the approved recommendations from the Tackling Loneliness Task Group

- Review our pilot Street Improvement Programme and decide on our approach for future projects

- Exploring options for a new cemetery in Watford to meet the needs of our residents

- Reviewing our three year Voluntary and Community Sector Commissioning Framework to ensure it continues to promote the wellbeing of our town and our residents

- Providing the strategic lead for promoting economic equality through our Economic Development Growth Plan

- Working with our partners to deliver projects to improve health conditions in the borough including through the Warmer Homes project

- Reviewing our council tax reduction scheme

- Working with partners to understand our community and the issues that are affecting our vulnerable and disadvantaged residents so we can ensure local services are targeted effectively

- Developing a corporate approach to mental health issues in the borough

Our Watford 2020 transformation programme

*Watford in 2020 will be a **customer**-focussed, **digitally**-enabled, **commercially**-minded council*

The Watford 2020 programme is driving the transformation we know we need to meet the challenges, and opportunities, of the future. It recognises that we cannot be the 'bold and progressive', forward looking organisation we want to be without fundamental change and that this needs to cut across everything we do. Whilst we are looking to transform as a council, we remain committed to keeping our residents and customers at the heart of what we do and to continue to deliver the high quality services they value. However, we recognise their needs and expectations are changing, which is why a major part of the programme has been our 'Service Innovations'. These have looked at how we do things from a customer perspective to see where we could improve and work in a smarter, more joined up way. Through the findings from the 'Service Innovations', we will be able to develop a new operating model that will deliver a customer focussed, digitally enabled and more commercial council.

Watford 2020 will enable delivery of all of the corporate priorities but will particularly help to achieve:

- **Deliver a digital Watford to empower our community** (improving our digital offer to customers – residents and businesses with online services and self-serve channels)
- **Secure our own financial future** (the programme has a £1m savings target by 2020 and key commercial income targets, particularly through property investment)

During 2017/18 we laid the groundwork for the programme, achieving a number of key milestones that have set us up for delivery in 2018/19.

4. Deliver a digital Watford to empower our community

Our challenges
- Speed and complexity of some of our processes and transactions
- Customer expectations on how they access our services
- Current workforce skills in the digital arena
- Speed of technological change
- Not all residents and businesses have online or digital skills or experience
- Key strategies need to align to ensure we have the right building blocks in place for digital transformation

Opportunities
- Harnessing the potential of our new website to improve customer experience, engagement with our community and to reduce costs where appropriate
- Potential of the Internet of Things (IoT) to deliver digital solutions within Watford that will help us make the most of real time information and data
- High level of take up of new technologies and social media in Watford – our population is digital ready

Highlights of what we have achieved so far:

- Our Watford 2020 programme sets out how we plan to transform the council and our customers' experience through better use of technology and being more innovative in our digital thinking and ways of working.

  Highlights for 2017/18 include:
  - **Service Innovations**: High-level design – completed

  -

  - **Supporting strategies** - completed

    - People Strategy
    - Commercial Strategy
    - IT Strategy

  - **Enabling projects** – completed

    - Refurbished Customer Service Centre to improve the face to face customer experience of visiting the Town Hall through:
      - Queue management system which is improving people's waiting experience
      - Redesigned, more customer-friendly reception area
      - 'Meet and Greet' role to provide greater support for customers

    - Procured a new Customer Relationship Management system which will be critical to implementing better customer services and greater opportunities for people to self-serve and access the council at a time and place that suits them

    - Completed the installation of wi-fi across council buildings

20

- Implemented our own LoRaWAN across the borough to support the Internet of Things (IoT) to do things differently and more efficiently

- Delivered free Wi-Fi to our town centre , which has attracted over 50,000 registered users

- Developed a medium term ICT strategy that will see increased deployment of cloud based applications, unified communications and support flexible and remote working

- Provided more services online so people have more options on how, and when, they interact with us, such as:
    - waste and street care issues can now be easily reported using a new online reporting tool
    - council tax and business rates are easy to pay with a new online payment tool and residents can sign up for paperless billing
    - parking services such as applying for visitor permits and appealing parking fines can now be done directly through our website with licensing, building control and planning services to follow shortly

- Opened up communications and engagement channels with the introduction of the Govdelivery electronic newsletter to our residents and conducted a Community Survey with our residents, achieving over 1,100 responses

We will continue to deliver this priority by:

- As part of our Watford 2020 programme:

    - Deliver the next phase of the programme including the implementation of the new operating model for the council

    - Explore innovative ways of using the Internet of Things

5. Secure our own financial future

All of the work in this Corporate Plan is dependent on the council getting its finances right and securing a sound financial base. This has never been more challenging with the Council facing the loss of around £2.5milllion revenue support grant by 2020 and a total saving requirement of £3million. However, this also brings the drive to innovate and look for ways to do things differently that will deliver savings or generate additional income. It also provides the council with the opportunity to establish a sound financial basis into the future, which is not dependent on changes in government priorities or policy. We also recognise that supporting our local businesses to thrive is critical to ensuring both a healthy economy and to securing business rate growth, which will form a key part of our future finances.

Our challenges

- Loss of revenue support grant by 2020
- Savings or additional income of £3million needed to 'balance the books' by 2020
- Need to finance our ambitions as well as business as usual
- Growing population means an increasing demand for our services

Our opportunities

- Access funding streams and external funding to support our ambitions
- Use our property assets to increase our income
- Identify the right commercial opportunities to explore
- Work with other organisations (both private and public sector) to deliver services and, potentially, raise income
- Provide stimulus to the economy in terms of business growth and more jobs through our approach to smart growth, which helps support the council's finances too
- Achieve returns on our capital investment to enable us to re-invest in our town
- Greater financial security as we are now less dependent on government decisions and policies affecting our budget, which helps our long-term planning for the council and the town

Highlights of what we have achieved so far:
• Watford Commercial Services Limited established as our own trading company
• As part of our Watford 2020 programme: o Agreed a Commercial Strategy to provide a robust framework for deciding on which commercial proposals present the right opportunities for Watford
• Medium Term Financial Strategy agreed that aligns both our revenue and capital budgets to our ambitions in this Plan and ensures we are in a strong financial position by 2020
• Engaged a private sector partner to manage our commercial property portfolio to ensure we are maximising the income we receive
• Achieved a successful retender of our leisure centre management contract to manage our two outstanding leisure facilities and procured both an excellent provider and a substantial increase on our annual management fee
• Maintained excellent provision and value for money in the areas local people tell us are important - our parks, street cleansing, refuse collection, leisure centres, art and culture and events and will continue to do so
• HLF funding of nearly £5million leveraged in the last three years through our own investment and commitment to improve important facilities such as Cassiobury Park and Watford Museum

- Reviewed how we use the Town Hall complex and rented out empty office space to other organisations

- Launched a major project that will transform the Town Hall complex, allowing further sharing of accommodation with other organisations (including the Police) that will upgrade the current complex and secure additional rental income

We will continue to deliver this priority by:

- Approving the detailed plan to Secure £1million savings through our Watford 2020 programme
- Procuring a Commercial Adviser to evaluate and provide support to new income generating initiatives

- Undertaking an analysis of the Council's cost base to build a more thorough understanding of the costs of our services

- Managing our property portfolio to stimulate growth, generate returns and meet changing service needs

- Ensuring our contracts are delivering value for money and high quality services through robust tendering and procurement processes and on-going review including: waste collection, street care, parks and open spaces, Watford Colosseum

- Capturing returns on investment from our major projects and joint ventures

- Submitting a planning application for the Town Hall complex

Part Four
Underpinning themes

Whilst this Corporate Plan focuses on our priorities and the areas of work that will drive delivery, there are some important foundations that ensure our success and also build our effectiveness as an organisation. These are the themes that underpin the organisation and reflect our continuing commitment to being a quality council, achieving high performance across all we do.

Effective two-way engagement and communications

Our local community and residents are the heart of the town. We want them to feel confident that they are kept well-informed about all that is going on in the town and that their voice can be heard on issues that matter to them. Whatever we do must be underpinned by effective and relevant communication and be responsive to how people want to engage with us, whether this be through meetings, consultation, our website or social media. At the same time we need to keep up to date with the way new technology is rapidly changing how people choose to communicate – our local population is relatively young and many are early adopters of new technologies. Our challenge is to keep up with them whilst still responding to those with more traditional ways of staying in touch.

Actions:
- we will take forward specific initiatives to consult our community post the Mayoral elections to review the town's progress and help shape future priorities and decision making

- we will build a new approach to two way engagement with our residents through the use of social media and other channels so they better understand the council's vision for the town and can make a greater contribution to local issues, policy development and service improvement
- we will review our communications strategy to ensure it is innovative and matching the best practice both within the public and private sector
- we will proactively share Watford's successes

Sound management and high performance

Successful delivery of our ambitions relies on making sure we have the best people, systems, processes and management arrangements in place to deliver efficient, high quality services that represent real value for money to the community.

Our vision challenges us to continually improve and ensure we are amongst the top performing councils across all the services we deliver – whether we do these ourselves or through effective partnerships. This means we need to set ourselves targets that really stretch what we do and how we work and look to the best authorities for our benchmark. We need to embed a culture of 'delivery' through sound programme and project management and rapidly identify and address any areas where there is a risk of slippage.

Our support services like IT, HR and Finance continue to be the essential building blocks for our success. IT remains critical for all that we do and whilst real step change has begun, we need to ensure IT continues to improve and that we have the right strategy in place to make the most of the opportunities it offers. We want our staff and elected members to be equipped with the best IT solutions available, including making sure our critical business applications are up to date and that we modernise where better solutions present themselves.

Talented, well skilled staff are vital if we are to achieve what we have set out in this Corporate Plan. We want to retain and grow our own talent where possible but when we do recruit we want to make sure we attract the best from elsewhere. We will work with our HR team on embedding a culture where strong performance and delivery are recognised, people are encouraged to be innovative and strive to make a real contribution to the Council and the town.

Actions:
- we will implement:
  - o the recommendations of the Corporate Peer Challenge
  - o Year 1 of our People Strategy
  - o Year 1 of our IT Strategy

- We will strengthen our project and programme management to ensure our plans and ambitions are delivered on time and within budget

- we will review our key performance indicators to ensure they are measuring what is important and being used to improve decision- making
- we will keep our services under review to continuously examine the best way to deliver them, whether in house or externalised

Improving the town's environment

An attractive, well maintained environment is fundamental to our town and, we know, is really important to local people.   We will ensure that the refuse, recycling and street cleaning service remains high quality and we will identify pockets where a focused, partnership approach to bring the neighbourhood up to a higher standard would be beneficial. This is part of our continuing commitment to enhancing the public realm including building on the successful improvements to the top of the town, which have seen this area revitalised, with work planned for the civic area outside of the library and Town Hall.

Actions:
- we will maintain excellent relationships with delivery partners such as Veolia
- we will continuously enhance the quality of our environment and monitor and tackle environmental hotspots as they occur
- we will continue to protect our heritage and conserve the town's history
- we will champion the use of more environmentally-friendly materials and encourage greater recycling

Our finances

Our finances are perhaps the most critical building block for our plans. We need our finances to not only support our day to day activities and provide our services (through our revenue budget) but also to deliver the major, transformational projects that make such a difference to our town and local neighbourhoods (through our capital budget).

Our Medium Term Financial Strategy includes a three year forecast that sets out our budget and looks at factors likely to impact on our expenditure.

For 2018/19, the strategy shows that our gross budget is **£71.6 million** with a net budget requirement of **£13.520million**.

There are a number of ways this is funded:

- Council Tax requirement
- Retained Business Rates
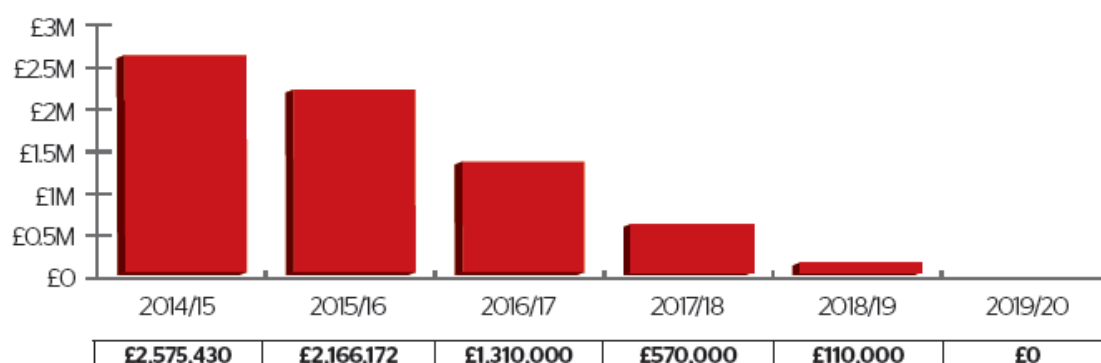- Revenue Support Grant (but reducing to zero by 2019/20), New Homes Bonus Grant & other grants
- Commercial rent
- Fees & Charges
- Funding from reserve balances
- Interest
- Housing Benefit Grant – this is money that comes directly from government to be administered by the council to support those in need of housing benefit. It is not council money that we can spend in any other way
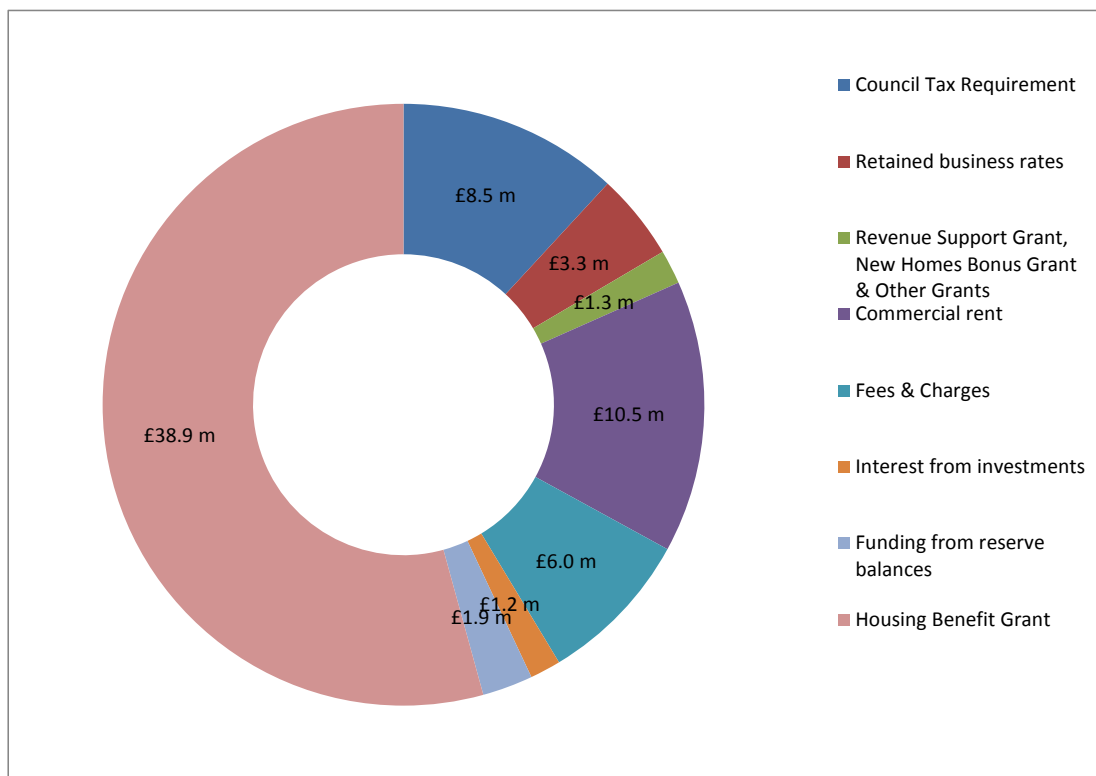
Watford BC's funding 2018/19: by different funding sources- the largest amount of money we receive is for Housing Benefit which we are responsible for allocating to our residents in need of this financial support

Changes to government funding

In terms of the Revenue Support Grant, this is the grant councils receive from government to help support the cost of the services they deliver. The government has reduced this funding year on year until it reaches zero in 2019/20. What this means is shown in the chart below – indicating a reduction of £2,575,430 by 2020. It also means the percentage of our funding stream dependent on council tax increases from 60% in 2017/18 to 69% in 2020/21.

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£2,575,430	£2,166,172	£1,310,000	£570,000	£110,000	£0

As set out in this Plan, this presents a significant challenge for Watford – in percentage terms it is around 16% less budget to spend by 2020 compared with 2014/15. Implementing our Medium Term Financial Strategy, which sets out how we will bridge this gap, will be a major area of focus for the Council to 2020. Our goal is to ensure we maintain the quality of the services that are important to our residents whilst still being able to innovate where this delivers improvements or in response to new opportunities.

Use of reserves

With the savings we need to make over the next year (and following two years), it is not always easy to be exact as to the timing and the final sums that will be achieved. In view of this, the Council is allowed to, and will, make prudent use of some of its reserves to 'smooth' the delivery of the savings. Obviously using reserves to support the revenue deficit is not sustainable in the longer term and, therefore, this means that savings and efficiencies will still need to be made. It does, however, ensure that the Council is able to set a balanced budget whilst the organisation undertakes the work necessary to achieve a permanently secure financial footing. Our Medium Term Financial Strategy has allowed for the use of £1.3m of reserves in the next financial year.

Council tax

As a result of the on-going reduction in government funding, council tax is now, by far, the major source of funding for the Council.

The government has built into our finances an assumption that we will raise council tax, and most councils are doing so. However, the proportion of council tax that comes to Watford Borough Council is extremely small – around £260 a year for someone living in a Band D property. Most goes to Hertfordshire County Council (including an additional charge to support the County's adult social care budget) and a small amount to the Police and Crime Commissioner for Hertfordshire.

Watford had managed to freeze its element of council tax for 7 years up to 2017/18 but faced with a significant funding gap a continued freeze is not sustainable. Increasing the council tax by 2.99% generates additional income of £250,000. For 2018/19 Watford's element of council tax will increase by £7.62 to £262.46 for a Band D property, which is less than a 15p a week.

Business rates

Whilst the Council collects business rates it cannot keep all the money it collects. This has to be shared with the county council, the Police and Crime Commissioner and government to fund services. There is an element of risk involved in the Business Rates scheme, which is designed to incentivise Councils to promote business growth within their areas. The Council expects its share of business rates to be £3.332 million in 2018/19.

Capital spending

The Council's plans are supported by its Capital Investment Programme, which is used to acquire or create new assets, or enhance existing ones. Capital Investment may be paid for by capital resources (which are restricted to this kind of use) or borrowing, or any spare money available from revenue budgets (unfortunately WBC does not have any such spare money!). Even if there is pressure on the revenue budget, councils are not allowed to use capital resources to support revenue spending on day to day activities and service delivery, they have to be used to either acquire or create new assets or to enhance an existing ones.

The capital budget for the next three years is:

To be updated
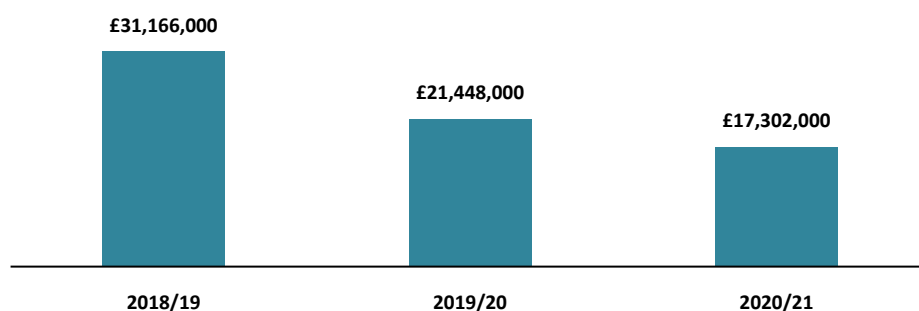
There is a huge amount of capital investment in Watford over the next few years and the Council is committed to use its own capital budgets, seeking investment from central government and other third parties, and borrowing to the benefit of its residents.   Below are some of the major projects and areas of work we have identified for capital expenditure in 2018/19..

Oxhey Park leisure and community hub an exciting new centre dedicated to cycling, skate boarding and scooting, incorporating a café, community room and play area	£3,750,000
Garston Park Improvements continuing to upgrade the town's facilities for sports and leisure	£250,000
River Colne project Improving and enhancing one of Watford's two major rivers running through our borough	£100,000
Watford Museum HLF improvement project a partnership with Heritage Lottery Fund to upgrade and enhance the home of Watford's history and heritage	£425,000
Watford Riverwell this will help support the first six phases of residential development to deliver new homes and a new multi-storey car park for the hospital. This investment will generate a return back to the council to support front line services.	£10,930,713

Modular Housing providing additional temporary accommodation in the borough	£2,000,000
High street improvements scheme to improve the road and public space between Clarendon Road and St Mary's Church	£250,000
Town Hall Redevelopment Construction of a multi storey office block and raised deck car park with associated highways alterations	£2,310,000

29

Part Five
Monitoring the Plan

Ensuring we deliver our Corporate Plan is critical to our success as an organisation and builds our residents confidence that we keep our promises.

We ensure delivery is on track through:

- Making sure all our Corporate Plan areas of work are reflected in service plans, work programmes and individual performance development review objectives, building the 'golden thread' through the organisation

- Identifying the key milestones for our work and holding ourselves to account for delivery – this will include regular updates to our Cabinet, Programme Management Board and Leadership Team

- Establishing a robust set of performance measures that are regularly monitored by Leadership Team, Portfolio Holders and our Scrutiny Committees. These measures extend to our outsourced services

- Providing challenge and assurance through robust governance including: Programme Management Board for our major projects, Property Investment Board for our property related work, Finance Review Board for our finances and Digital Watford Board for our 2020 transformation agenda

How do I find out more?

www.watford.gov.uk/councilplan

30

Corporate Plan: Year 1 Deliverables

Deliverable	Lead Area	Identify ways to manage the borough's housing needs	Champion smart growth and economic prosperity	Provide for our vulnerable and disadvantaged communities	Deliver a digital Watford to empower our community	Secure our own financial future
• Supporting the delivery of the target of 577 new homes per annum	Place Shaping & Corporate Performance: Housing	✓	✓	✓		
• Delivering a review of our Local Plan to reflect the borough's housing needs and to identify the necessary infrastructure for growth so that our communities remain sustainable and supported by good quality facilities, services and transport links	Place Shaping & Corporate Performance: Planning Policy	✓	✓			
• Completing the first new homes and temporary accommodation (including 40 homes at Tolpits Lane) delivered through the Hart Homes Joint Venture and explore further opportunities	Community & Environmental Services: Housing	✓	✓	✓		
• Completing the delivery of the modular temporary accommodation at Balmoral Road	Place Shaping & Corporate Performance: Property	✓	✓	✓		
• Continuing to secure new homes, including affordable homes as part of the town's major projects as well as on other potential sites	Place Shaping & Corporate Performance: Development	✓	✓	✓		

Deliverable	Lead Area	Identify ways to manage the borough's housing needs	Champion smart growth and economic prosperity	Provide for our vulnerable and disadvantaged communities	Deliver a digital Watford to empower our community	Secure our own financial future
	Management					
• Meeting the requirements of the Homelessness Reduction Act 2017 new Housing Service delivery model	Place Shaping & Corporate Performance: Housing			✔		
• Working with our partners to deliver projects to improve housing through the delivery of the Private Sector Housing Renewal Policy	Community & Environmental Services: Environmental Health	✔	✔	✔		
• Delivering the next phase of our Local Plan including submission to the planning inspectorate	Place Shaping & Corporate Performance: Planning Policy	✔	✔			
• Progressing investment in major projects, infrastructure and public realm: ○ Town Hall and Town Hall square development ○ Watford Riverwell: completion of first residential zones at	Place Shaping & Corporate Performance		✔			✔

Deliverable	Lead Area	Identify ways to manage the borough's housing needs	Champion smart growth and economic prosperity	Provide for our vulnerable and disadvantaged communities	Deliver a digital Watford to empower our community	Secure our own financial future
Woodside and Waterside, approving and delivering the 'norther zone' masterplan, car park strategy for Watford General Hospital o Western Gateway: Ascot Road start on site o Watford Junction: first phase planning applications including infrastructure improvement plan o Clarendon Road: new office and residential construction progressing, school completion, public realm enhancements o Watford Business Park, including Zone A venture partner, achieved o intu completion including aligning leases across both sites and delivering High Street improvements						
• Working in partnership with Hertfordshire County Council on tackling congestion and promoting more sustainable methods of transport including: o improving cycling lanes	Place Shaping & Corporate Performance: Transport &		✔			

Deliverable	Lead Area	Identify ways to manage the borough's housing needs	Champion smart growth and economic prosperity	Provide for our vulnerable and disadvantaged communities	Deliver a digital Watford to empower our community	Secure our own financial future
- promoting cycle hire - promoting car clubs - improving walking routes - extending electric charging points network	Infrastructure					
• Exploring alternatives for people to get into and around Watford including: 'Hop on / hop off' bus to link the town - Working with schools to encourage alternatives to the school run - Considering a short-distance park and ride for specific events such as football matches	Place Shaping & Corporate Performance: Transport & Infrastructure		✔	✔		
• Working in partnership to deliver our Economic Growth Delivery Plan and providing the strategic lead for: - Inward investment and business retention - Skills brokerage and sector skills development - Growing Watford's knowledge economy	Corporate Strategy & Communications: Economic Development		✔	✔	✔	

Deliverable	Lead Area	Identify ways to manage the borough's housing needs	Champion smart growth and economic prosperity	Provide for our vulnerable and disadvantaged communities	Deliver a digital Watford to empower our community	Secure our own financial future

• Delivering the next phase of Sports Facilities Strategy
  o Woodside: masterplan approved
  o Oxhey Park project
  o Cassiobury Site (Fullerians) investment
  o Cassiobury Croquet Club improvements
	Community & Environmental Services: Parks & Projects		✔	✔		

• Developing a River Colne improvement strategy to enhance the river and its surrounds as a green asset for Watford	Community & Environmental Services: Parks & Projects		✔	✔		
• Developing a new Cultural Plan for Watford	Community & Environmental Services: Culture & Events		✔	✔		
• Determining investment options for New Watford Market and renew outdoor market livery	Community & Place Shaping & Corporate Performance: Property		✔			✔
• Taking forward Watford Museum Heritage Lottery Fund improvement project	Community & Environmental Services: Culture &		✔			✔

Deliverable	Lead Area	Identify ways to manage the borough's housing needs	Champion smart growth and economic prosperity	Provide for our vulnerable and disadvantaged communities	Deliver a digital Watford to empower our community	Secure our own financial future
	Events					
• Promoting Watford as a dementia friendly town	Community & Environmental Services:			✔		
• Explore ways to welcome people new to living in Watford including a 'buddy scheme' and welcome pack	Corporate Strategy & Communications: Corporate Strategy			✔		
• Working with partners to tackle rough sleepers	Community & Environmental Services: Community Safety			✔		
• Review our pilot Street Improvement Programme and decide on our approach for future projects	Community & Environmental Services: Environmental Health		✔	✔		
• Undertaking a review of our community assets to ensure they are being best used to help our third sector support our communities, including our more vulnerable residents	Community & Environmental Services: Leisure & Community			✔		✔

Deliverable	Lead Area	Identify ways to manage the borough's housing needs	Champion smart growth and economic prosperity	Provide for our vulnerable and disadvantaged communities	Deliver a digital Watford to empower our community	Secure our own financial future
• Exploring options for a new cemetery in Watford to meet the needs of our residents	Environmental Services: Parks & Projects		✔	✔		
• Reviewing our three year Voluntary and Community Sector Commissioning Framework to ensure it continues to promote the wellbeing of our town and our residents	Community & Environmental Services: Leisure & Community			✔		✔
• Providing the strategic lead for promoting economic equality through our Economic Development Growth Plan	Corporate Strategy & Communications: Economic Development		✔	✔		
• Working with our partners to deliver projects to improve health conditions in the borough including through the delivery of the Warmer Homesproject	Community & Environmental Services: Environmental Health	✔		✔		
• Reviewing our council tax reduction scheme	Revenues & Benefits: Revenues			✔		✔
• Working with partners to understand our community and the issues that are affecting our vulnerable and disadvantaged residents so we can	Corporate Strategy & Communications: Corporate Strategy			✔		

Deliverable	Lead Area	Identify ways to manage the borough's housing needs	Champion smart growth and economic prosperity	Provide for our vulnerable and disadvantaged communities	Deliver a digital Watford to empower our community	Secure our own financial future
ensure local services are targeted effectively						
• Developing a corporate approach to mental health issues in the borough	Environmental Services: Environmental Health			✔		
• As part of our Watford 2020 programme: o Deliver the next phase of the programme including the implementation of the new operating model for the council o Explore innovative ways of using the Internet of Things	Service Transformation: Watford 2020				✔	✔
• Securing £1million savings through our Watford 2020 programme	Service Transformation: Watford 2020					✔
• Undertaking an analysis of the Council's cost base to build a more thorough understanding of the costs of our services	Finance					✔

Deliverable	Lead Area	Identify ways to manage the borough's housing needs	Champion smart growth and economic prosperity	Provide for our vulnerable and disadvantaged communities	Deliver a digital Watford to empower our community	Secure our own financial future
• Managing our property portfolio to stimulate growth, generate returns and meet changing service needs	Place Shaping & Corporate Performance: Property					✔
• Ensuring our contracts are delivering value for money and high quality services through robust tendering and procurement processes and on-going review including: waste collection, street care, parks and open spaces, Watford Colosseum	Democracy & Governance: Procurement					✔
• Capturing returns on investment from our major projects and joint ventures	Finance					✔
• Submitting a planning application for the Town Hall complex	Democracy & Governance: Facilities Management		✔			

Underpinning themes

Deliverable	Lead Area	Effective two-way engagement and communications	Sound management and high performance	Improving the town's environment
• Take forward specific initiatives to consult our community post the Mayoral elections to review the town's progress and help shape future priorities and decision making	Corporate Strategy & Communications: Communications	✔		
• Build a new approach to two way engagement with our residents through the use of social media and other channels so they better understand the council's vision for the town and can make a greater contribution to local issues, policy development and service improvement	Corporate Strategy & Communications: Communications	✔		
• Review our communications strategy to ensure it is innovative and matching the best practice both within the public and private sector	Corporate Strategy & Communications: Communications	✔		
• Proactively share Watford's successes	Corporate Strategy & Communications: Communications	✔		
• Implement: ○ the recommendations of the Corporate Peer Challenge	Corporate Strategy & Communications: Corporate Strategy		✔	

Deliverable	Lead Area	Effective two-way engagement and communications	Sound management and high performance	Improving the town's environment
o Year 1 of our People Strategy o Year 1 of our IT Strategy	Human Resources Service Transformation		✔ ✔	
• Strengthen our project and programme management to ensure our plans and ambitions are delivered on time and within budget	Corporate Strategy & Communications: PMO		✔	
• Review our key performance indicators to ensure they are measuring what is important and being used to improve decision- making			✔	
• Maintaining excellent relationships with delivery partners such as Veolia				✔
• Continuously enhance the quality of our environment and monitor and tackle environmental hotspots as they occur				
• Continue to protect our heritage and conserve the town's history				✔

Deliverable	Lead Area	Effective two-way engagement and communications	Sound management and high performance	Improving the town's environment
• Champion the use of more environmentally-friendly materials and encourage greater recycling				✓

Part A

Report to:	Cabinet
Date of meeting:	4 June 2018
Report of:	Head of Service Transformation
Title:	Watford 2020 Programme

1.0   Summary

1.1.   Watford 2020 is a transformational programme which was initiated to review the internal workings and processes of the entire organisation to develop and implement a new operating model[1] for Watford Borough Council. On 9 October 2017, Cabinet approved the vision and design principles that describe the proposed future operating model of the council in 2020, specifically that:

"Watford in 2020 will be a customer-focussed, digitally-enabled, commercially-minded council."

1.2.   Following this approval, Service Innovations were carried out across the organisation in collaboration with both staff and Leadership Team to identify opportunities and inform the future operating model.

1.3.   The outline business case (see Appendix 1) identifies the benefits of making the proposed changes and the resources required for their delivery. This outline business case has been produced in collaboration with all services and represents a key gateway in the life of the programme. Approval of the business case, which includes the future operating model and implementation plan will allow the Watford 2020 programme to progress to tranche 2, the detailed design and implementation of the future operating model. The intended methodology to complete this work is included in the business case document.

2.0   Risks

2.1.   As a significant transformation programme, robust risk and issue management is a fundamental process to ensure successful delivery of the programme and its constituent projects. This will continue to be completed in accordance with the

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[1] An operating model is a model of the future organisation - its working practices and processes, its structure and organisation, the information it requires and the infrastructure and technology that supports its operations to deliver the vision statement.

council's risk management strategy and approach.

2.2.   In preparation for the transition of the programme to the tranche 2 detailed design and implementation phase, a rigorous risk analysis has been conducted and the key risks are outlined below. The key mitigation to the most significant risks is the approach that has been designed for the programme where, through the detailed design work, the identified benefits will be continually checked and the business case supporting the programme justified.

Potential risk	Mitigation	L.hood	Impact	Score
Costs have been underestimated / benefits have been overestimated. The investment appraisal completed to initiate the detailed delivery phase of the programme may not be valid, therefore more budget may be required to realise the identified level of benefits, or actual benefits will be reduced for the same level of spend.	All projects to include a detailed design phase to validate costs and produce a detailed benefits profile to be agreed before any major change and cost is committed to ensure that the spend against expected benefits remains valid.	2	4	8
£300K of the £1.21m annual baseline reduction is income, which may not be delivered year on year. The baseline reduction may not be fully delivered.	Further analysis on key commercial propositions to be completed before significant further cost/spend is committed to their development.	3	4	12
Customers may not transfer to digital channels when they are developed resulting in a reduction in the level of benefit delivery.	Benefits realisation activity included in project plans. Budget included within business case for marketing /communications. Programme level benefits monitored by W2020 Board	2	4	8

3.0   Recommendations

3.1.   That Cabinet approve the Watford 2020 business case, future operating model and implementation plan.

3.2.   That the above approval allows the Watford 2020 programme to progress to tranche 2, the detailed design and implementation as outlined in the implementation plan.

3.3.   That the financial resource necessary to deliver the programme as set out in section 8 below is presented to full council for approval on 10 July 2018.

Contact Officer:

For further information on this report please contact: Andrew Cox, Head of Service Transformation

Telephone extension: 01923 278124   email: andrew.cox@watford.gov.uk

4.0   Introduction to Watford 2020

4.1.   The focus of the programme is transforming the organisation to ensure that it can truly deliver the programme vision agreed by Cabinet in 2017. Work to date has included a review of the internal workings and processes of the entire organisation through a series of "Service Innovations" in order to create a council which is ready for the challenges of the future. The programme is a key component in delivering the council's ambition to be "bold and progressive". It will enable delivery of all of the corporate priorities and is at the heart of delivering the priorities to:

- Deliver a digital Watford to empower our community

- Secure our own financial future

5.0   Introduction to the Watford 2020 Future Operating Model

5.1.   Watford 2020 was initiated to develop and implement a new operating model for Watford Borough Council. An operating model is a model of the future organisation - its working practices and processes, its structure and organisation, the information it requires and the infrastructure and technology that supports its operations to deliver the vision statement.

5.2.   The proposed operating model for Watford Borough Council identified how different layers of the organisation work together as efficiently as possible to provide the best possible service to customers. It is not an organisational structure but focuses on simplifying the operations of the organisation, breaking down silos between service areas and ensuring that cross-organisational working can be successfully implemented.

6.0   Introduction to the Watford 2020 programme outline business case

6.1.   The notification from Central Government that the revenue support grant would be withdrawn entirely by 2020, leaving the organisation with a potential financial shortfall of £3m, made Watford 2020 not just an ambition, but absolutely necessary. The Watford 2020 programme was subsequently tasked with raising revenue or finding savings of at least £1m by 2020.

6.2.   The business case successfully identifies where these savings can be made or revenue raised and the resource required to deliver them. All savings identified in the outline business case can be achieved without any reduction of existing services to residents, businesses and customers of the council.

6.3.   The business case identifies that to deliver the council's transformational objectives and an on-going annual baseline budget reduction of £1.21m requires a total investment of £1.92m, which is anticipated to give a return on investment (i.e. net benefit) in 2020/21 (during year 3 post initiation of the transformational change which will be initiated following approval of this business case).

6.4.   Of the £1.92m implementation costs an additional £879k of funding is required across the two year implementation period.

6.5.   The analysis and review work undertaken to date confirms there is a clear business case to proceed with the next stage of Watford 2020. The outline business case, however, simultaneously demonstrates the council's commitment to service transformation, rather than a programme driven purely by the need for on-going financial sustainability. Alongside this requirement to make financial savings has been the acknowledgement that the council needs to improve its digital offer for customers (residents and businesses), both of whom often expect to access services and communicate with the organisation outside of the usual office hours. The corporate drive to further develop the council's use of digital solutions, both customer-facing and back-office, is demonstrated by the inclusion of a digital agenda in the council's corporate priorities. The organisation is subsequently in a position where it needs to offer additional channels and digital integration without increasing the level of continuous resource or annual operating expenditure. However, the two are not mutually exclusive and Watford 2020 seeks to apply the council's 'bold and progressive' approach to the programme acknowledging that both commitments are an opportunity to improve services to customers whilst introducing significant efficiency. Many of the opportunities identified within the business case rely upon

the investment in digital infrastructure and solutions not only to improve efficiency and therefore financial sustainability but also to significantly enhance the service for customers.

6.6.   In addition to the Watford 2020 programme there will be some other complementary projects which may wish to be undertaken, which complement the vision and delivery of the programme. It is proposed that an additional budget of £150k is created for these projects, which is managed by the Programme Management Board (PMB).

7.0   Introduction to the Watford 2020 implementation plan

7.1.   As referenced in the Introduction, the programme is transformational and intended to create a council which is ready for the challenges of the future. This is not a simple exercise and there are a number of gateways that are essential throughout the life of the programme to ensure that the programme's business case remains valid and delivery remains aligned to the realisation of the vision and objectives of the programme.

7.2.   To provide this control and scrutiny the programme has been organised into Tranches, which group activity (projects) of a similar nature and will conclude at defined points when a formal review and authorisation to proceed will be required.

7.3.   Tranche 1 included the Service Innovations - High-Level Design work which commenced in July 2017 and was tasked with delivering the three documents contained within Appendix A of this report:

- Design of the future operating model in accordance with the design principles (covering processes, people, commercial opportunities and technology / infrastructure) for the council across all services identifying required changes, the benefits of these changes and the technology / infrastructure required to enable the changes

- Outline Business Case demonstrating the benefits that can be delivered through implementation of the future operating model, the cost of implementation and the assumptions made

- Implementation Plan to identify when and how changes can be made and therefore when benefits can be realised

As outlined above, these three deliverables require sign-off by Cabinet prior to the initiation of Tranche 2.

7.4.   Tranche 2 will be the detailed design and implementation of the changes identified in the Watford 2020 outlined business case. This is the truly transformational part of the programme and will see the high-level design being developed into detailed designs and implemented for all areas of the organisation. It is this tranche in which the benefits of the programme will be realised as commercial ideas are progressed,

digital infrastructure is utilised and efficiencies are made. Through the detailed design work, detailed cost and data analysis will enable the Outline Business Case to be developed into a Full Business Case describing the benefits that should/will be delivered.

7.5. The indicative implementation plan is included in Appendix A and outlines how each service will undergo a process of detailed design, build and then implementation. The plan spans the 2018/19 and 2019/20 financial years and provides a high level view of when the transformation will impact different parts of the organisation. The plan has been specifically formulated to group closely related services together so that maximum benefit can be derived from similar services impacted by corporate changes. This means that where changes impact more than one service, replication of work can be avoided and benefit can be taken as soon as possible.

8.0 Implications

8.1. Financial

8.1.1. The delivery of Watford 2020 will initially incur a substantial additional one-off cost of £1.40m to enable the transformation to take place. These costs are summarized in the table below:

Transformation costs (£,000)	2018/19	2019/20	Total
Resource - 2020	785	669	**1,454**
Resource - backfill	32	8	**40**
IT software	164	46	**210**
HR - redundancy / pension strain	101	101	**203**
Communications & marketing	2	3	**5**
Legal	2	1	**3**
Training	3	3	**6**
Total	**1,088**	**832**	**1,920**
Existing budgets	-520	0	**-520**
Additional one-off budget needed	**568**	**832**	**1,400**

8.1.2. These one-off costs will enable changes that will also lead to improvements in the Councils recurring financial position. These will mainly occur through cost savings and extra income, and achievement of these will also incur new recurring costs needed to fund the different ways of working and service delivery. These financial changes and their anticipated incidence until 2022/23 are summarized in the table below:

Budget implications (£000)	2018/19	2019/20	2020/21	2021/22	2022/23
Total cost savings	-134	-673	-1,030	-1,105	-1,140
Extra income	-28	-163	-391	-462	-462
Recurring new costs	144	334	392	393	393
Net transformation change to 2018/19 base budget	-19	-502	-1,030	-1,174	-1,209
Transformation and one-off costs	1,088	832	0	0	0
Less existing transformation budgets and carry forward	-520	0	0	0	0
Net cost/income in year	**550**	**330**	**-1,030**	**-1,174**	**-1,209**
Cumulative financial impact	550	879	-150	-1,324	-2,533
Cumulative savings target	0	0	-1,000	-2,000	-3,000

8.1.3. The table shows that the programme is forecast to breakeven towards the end of 2020/21, by which time it should also have generated recurring savings of over £1m p.a.

8.1.4. The initial costs in 2018/19 and 2019/20 will need to be funded as these are not contained within existing budgets. However, the current estimates of the savings generate more than the £1m recurring savings included in the 2020/21 and future budgets.

8.1.5. As outlined earlier in the report there are risks contained in the programme in relation to both the costs of the programme and the level of savings/income which will be generated. To help mitigate these there will be a detailed business case developed for each of the ideas which will be reviewed and managed by the Watford 2020 Board. If the costs or savings change significantly from those contained in this report these will be considered by the Board.

8.1.6. It is proposed that the additional funding of £879k which is required to fund the programme is found from the Invest to Save (£550k) and Economic Impact (£329k) Reserves.

8.1.7. The funding for the additional PMB budgets (£150k 2018/19) will be funded from the Invest to Save Reserve.

8.1.8. There are some projects e.g. Unified Communications will be funded from existing budgets and are therefore not included as an additional cost to the business case.

8.2. **Legal Issues** (Monitoring Officer)

8.2.1. The Head of Democracy and Governance comments that whilst there are no legal implications in this report any legal implications will be identified during the development of detailed business cases going forward. It is the intention that some of our commercial ambitions will be delivered via Watford Commercial Services Limited. As not all of the funding required was identified when the budget was set in January the additional funding required will need to be approved by Council.

8.3. **Equalities / Human Rights**

8.3.1. Given the transformational nature of the Watford 2020 programme and, having regard to the council's obligations under s149, an Equalities Impact Assessment has been carried out and is attached to this report as Appendix B.

8.3.2. A full Equalities Impact Assessment of all proposed service delivery changes will be presented for each individual service change in advance of implementation.

8.4. **Staffing**

8.4.1. The specific staffing implications of the Watford 2020 programme are not yet known. It is anticipated there will be an impact on staffing once the detailed design of the future organisation has been established with a reduction of approximately 10 posts (which rises to 13 if new posts created purely to generate new income are not taken into account). Any changes to staffing will be conducted in accordance with the organisations approved change management policy and processes.

8.5. **Accommodation**

8.5.1. As outlined in Appendix A, the roll out of appropriate devices for staff enables greater opportunities for flexible working. This in turn is anticipated to allow a compression of working space, releasing capacity in the Town Hall Annexe building and providing an opportunity for the council to drive further income through the lease of another floor in the building, in addition to the ground floor, to the BBC, and the first floor, to the NHS.

8.6. **Sustainability**

8.6.1. As outlined in Appendix A, the Watford 2020 programme contributes significantly to the council's on-going financial sustainability by reducing the annual baseline budget of the organisation by £1.21m by the 2022/23 financial year.

Appendices

Appendix A – Watford 2020 Business Case (including future operating model and implementation plan)

Appendix B – Equalities Impact Assessment

Background Papers

The following background papers were used in the preparation of this report. If you wish to inspect or take copies of the background papers, please contact the officer named on the front page of the report.

- Watford 2020 Cabinet Report of 9 October 2017

Watford 2020

Blueprint, Business Case and Implementation Plan for Watford Borough Council

Andrew Cox, Head of Service Transformation

Liam Hornsby, Watford 2020 Programme Manager

May 2018

Document Control

Author	Kieron McQuade, Business Transformation Consultant
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For internal /external publication	Internal and external

Version	Date	Comments
0.4	21/02/2018	Final draft by KM
0.5	16/03/2018	Updates by AC following approval of Roadmap by LT
0.6	16/04/2018	Updated by LH following ELT feedback
0.7	17/04/2018	Updated by LH and AC following input from HoS and Section Heads on financials
0.8	19/04/2018	Updated by LH and AC following review by ML
0.9	02/05/2018	Updates following input from LT and ELT
0.10	15/05/2018	Following input from MH
0.11	24/05/2018	Final changes before publication for Cabinet

1

CONTENTS

2

Executive Summary

Like many other councils, Watford Borough Council (WBC) is facing significant challenges in meeting changing customer expectations, modernising current working practices and maintaining financial sustainability. Watford 2020 seeks to address this by developing and implementing a new operating model which will fundamentally transform the way the council operates and deliver a range of customer and efficiency benefits.

The new operating model and Outline Business Case (OBC) has been developed over many months through consultation with Heads of Service, Section Heads and with managers / officers via a series of service innovations. Over 300 ideas were captured, benefits quantified and signed off by the relevant service leads. From this, key themes emerged on what the council of the future will be like. The future operating model will deliver the Watford 2020 vision of a more customer-focussed, digitally-enabled and commercially-minded council by:

- Bringing capability together to increase service resilience, standardise processes, reduce handovers and deliver better economies of scale

- Maximising the value of professional officer time for those who really need it – separate transactional processing from decision-making and support

- Maximising self-service by providing a proactive and personalised digital experience

- Digitising key processes (and information) from front to back to make transactional workflows as integrated to Line of Business (LoB) systems as far as possible

- Generating capacity for commercial growth, income and delivery of WBC's commercial strategy

- Providing a mixed economy of service provision and regularly testing the market to ensure services are efficient and effective.

Delivering the future operating model will mean significant cultural change, with a strong focus on establishing a more strategic, commercial and performance orientated culture. Partnerships and collaboration also underpin the model. The council has some options about how transformation is delivered - the OBC recommends that only an integrated transformation programme with additional transformation resources can deliver the ambition, scale and pace of change required.

The OBC has established that an investment of £1.92m will deliver a baseline budget reduction/saving of £1.21m when the full effect of the benefits are realised. Of this approximately £900k are net cost savings and £300k is net extra income. The investment includes resources to manage and deliver the implementation, new systems and technologies, redundancy and contingency costs.

The programme is expected to "breakeven" towards the end of 2020/21 and is expected to exceed the MTFS target of £1m in 2020/21.

Of the £1.92m implementation costs an additional £879k of funding is required across the two year implementation period.

The analysis and review work undertaken to date confirms there is a clear business case to proceed with the next stage of Watford 2020. Transformation should be delivered over a two year period through a series of infrastructure, service related and commercial projects/work packages using a consistent delivery approach. All projects and activities will be formally reported to the Watford 2020 Programme Board.

3

1. Introduction

1.1 Background

Watford 2020 was initiated to develop and implement a new operating model for Watford Borough Council (WBC). It is a transformational programme which has reviewed the internal workings and processes of the entire organisation through a series of 'Service Innovations' to create a council which is ready for the challenges of the future. To deliver the programme, Cabinet and the Watford 2020 Programme Board agreed a vision and set of design principles for WBC in 2020 which will be delivered through a series of tranches. Tranche 1 was concerned with completing a high-level design of services which was undertaken between July and December 2017.

This document sets out the main outputs from Tranche 1 with the aim of securing formal approval and funding for delivery of future tranches of the programme. It is intended to paint a comprehensive picture of the desired 'end point' of the WBC transformation programme in 2020, the rationale and plan for change.

1.2 Purpose of the document

In delivering the vision and design principles of Watford 2020 the purpose of this document is to answer the following questions:

- What will WBC look like in 2020? This is the operating model (blueprint) which provides a view of the shape of services after transformation covering processes, people, commercial opportunities and technology / infrastructure across all services identifying required operational changes. The operating model also bridges the gap between vision / design principles and detailed service design by providing the high level requirements for each service area.

- What is the case for change? This is the Outline Business Case (OBC) setting out the costs and benefits for delivering the operating model.

- How and when should change be delivered? This is the implementation plan setting out when and how changes can be made and therefore when benefits can be realised.
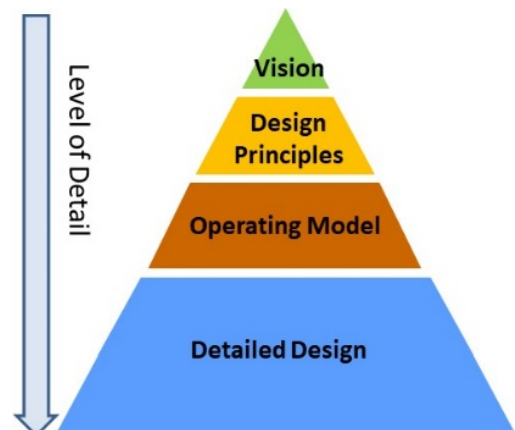
1.3 Programme objectives

The Programme's objectives are to:

- Develop a detailed operating model for the organisation that will deliver the vision and design principles and that enables the delivery of the expected benefits to transform the organisation

- Deliver the operating model and supporting Outline Business Case and implementation plan

- Implement the operating model to deliver the vision and realise the benefits

- Engage staff, managers and elected members in the design and implementation of new service models in order to ensure a smooth transition to new arrangements and make the change a success

4

- Re-model the organisational culture to enable successful implementation and embedding of the new operating model, which will require radically different ways of working

1.4 Context for change

There are a number of challenges facing WBC which the Watford 2020 operating model and business case seeks to address:

- **Delivering a corporate approach to transformation** - to deliver Watford 2020 a fundamental shift in mind-set is required across the organisation to be more commercial and to act and think in a more business-like manner. Encapsulating all of this under the umbrella of the Watford 2020 programme allows competing demands for resources to be reconciled, interdependencies to be identified and managed and the necessary change in culture to be firmly embedded across the council.

- **Meeting changing customer expectations –** the council needs to improve its digital offer for customers (residents and businesses), both of whom often expect to access services and communicate with the organisation outside of the usual office hours and using smart, interactive technology. The corporate drive to further develop the council's use of digital solutions, both customer-facing and back-office, is demonstrated by the inclusion of a digital agenda in the council's corporate priorities.

- **Modernising working practices** – the current operating model (section 3.1) does not match council ambition. There is recognition that there are several areas within the current operating model that could be improved to deliver a leaner, more agile and technology-enabled council and meet the vision of Watford 2020.

- **Financial sustainability** - notification from Central Government that the revenue support grant will be withdrawn entirely by 2020, leaving the organisation with a potential financial shortfall of £3m. The Watford 2020 programme has subsequently been tasked with raising revenue or finding savings of at least £1m by 2020.

WBC needs a new operating model which will meet the challenges identified, which can evolve as the Watford 2020 vision is implemented and which will also enable senior leadership to accommodate the shifting demands as further change is required.

2. Approach to high level design

2.1 Overall approach

The key features of the approach included:

- Working with the Watford 2020 Programme Board and Leadership Team to understand what the council will be like in 2020 supported by a deep-dive / innovation with services

- Collaborative working with staff and managers at all levels across all services to ensure they own the solutions developed and the conclusions that are made, particularly surrounding efficiencies

- Data driven so that all decisions are underpinned by robust process, financial and performance information to enable the OBC to be robust with an acceptable depth of assumption.

The steps and stage in the approach are shown in Figure 1.

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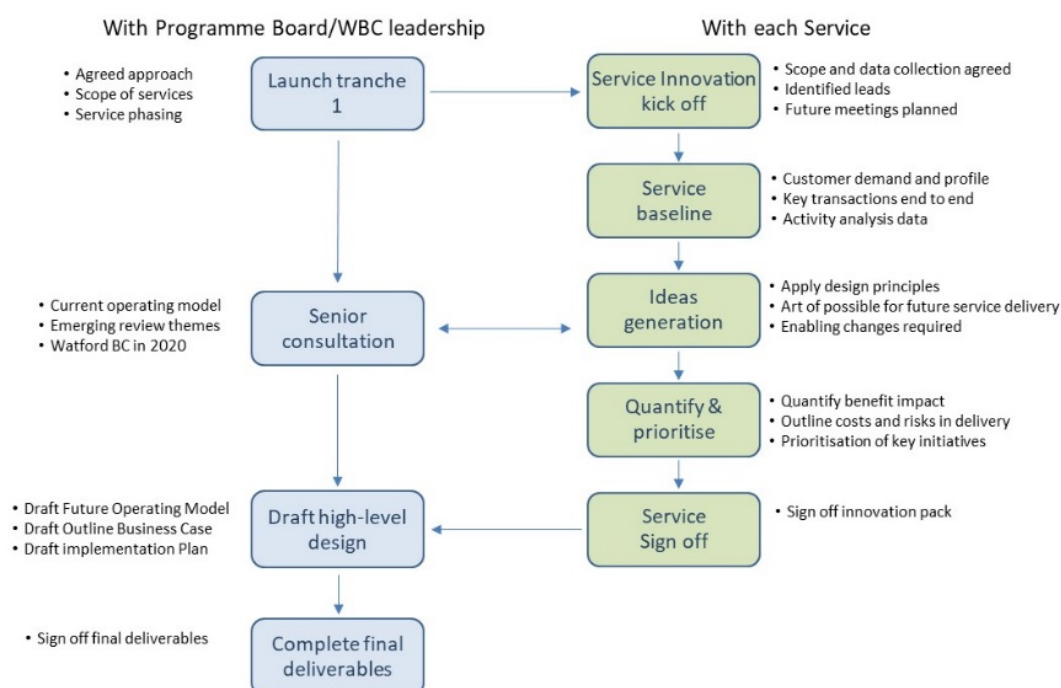
Figure 1: High level design approach

2.2   Senior Consultation

Senior consultation was undertaken with members of the WBC Leadership Team, both individually and collectively, and with the Extended Leadership Team as well as through the Managers' Forum. The consultation sought to understand views on the current operating model of the council, what operational changes should be delivered for 2020 and how change should be implemented.

2.3   Service Innovations

Service innovations were undertaken in collaboration with managers and staff to baseline, identify and model opportunities in delivering the Watford 2020 vision and design principles. Through a series of stakeholder meetings and workshops, the main objectives were to:

- Collate current financial, process, performance and productivity data

- Provide a forum to challenge the status quo and think in new ways to identify the ideas / opportunities for change and transformation of the service

- Quantify the benefits (with and without a risk factor applied) that can be delivered by the identified opportunities

- Identify main people, process and technology cost implications in delivering the opportunities

- Prioritise the opportunities and benefits that offer the highest benefit value, strategic fit and ease of achievement within the programme budget available

In total, 24 service innovations were undertaken, the list of services are in Appendix 1. Across all services over 300 ideas were captured, benefits quantified and signed off by the relevant service leads.

6

2.4 Business case development

In developing the business case the following stages, shown in Figure 2, were undertaken. The key point to note is that all the service innovation ideas were classified and analysed according to the emerging future operating model, bringing together the key outputs from the senior consultation and service innovation process.

Ideas Classification
- Clarify scope or de-scope
- Benefit type/drivers
- Revenue/delivery cost types
- Where sits in relation to Future Operating Model/layer

Ideas Analysis
- Review assumptions
- Removed any benefit double counting
- Included new ideas
- Quantified ongoing revenue and one off implementation costs

CSC / Front Office
- Apportioned Costs/benefits by operating model layer
- Baseline reduction and net benefits by type with and without risk
- Outstanding assumptions to finalise

Develop Business Case
- Finalise assumptions
- Overall Return on Investment (ROI)
- Test any sensitivities
- Draft Document

Figure 2: Approach to Business Case Development

3. Current State

3.1 Current operating model

In order to illustrate the potential impact of the future operating model on where WBC is in 2018, a diagrammatic representation of the current operating model is shown in Figure 3.[1] This identifies the current channel mix,[2] how services are organised, the delivery models in place and key IT systems. This was developed in consultation with members of the WBC Leadership Team and the Customer Services Centre (CSC). The main operational features identified include:

- Customers contact WBC largely through traditional contact channels with digital contact and the CRM system being under-utilised. CSC does not manage all customer contact for WBC and has multiple Line of Business (LoB) systems to work with.

- Use of a duty function to undertake additional triage/gateway to service delivery

- Most services perform well and there is a good collegiate decision-making approach within senior management. The council has a lean structure, but service resilience can be an issue as a result.

- Services are delivered and organised in a traditional way that does not clearly separate core strategic and transactional processes. This means some key skills (i.e. contract management, project management, policy development) are fragmented across the council.

- There has been a lack of investment in digitalisation and process redesign which results in a significant reliance on manual processing with little or no process automation.

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[1] As at April 2018 and based on conversations to date.

[2] Based on estimates from CSC

- There is a positive progressive culture in WBC which helps the organisation to attract and retain good people.

- WBC has a strong vision for the town and good relationship with partners which collectively means WBC 'can punch above its weight' in terms of attracting levels of capital investment.

- Services are not fully exploiting commercial opportunities available.
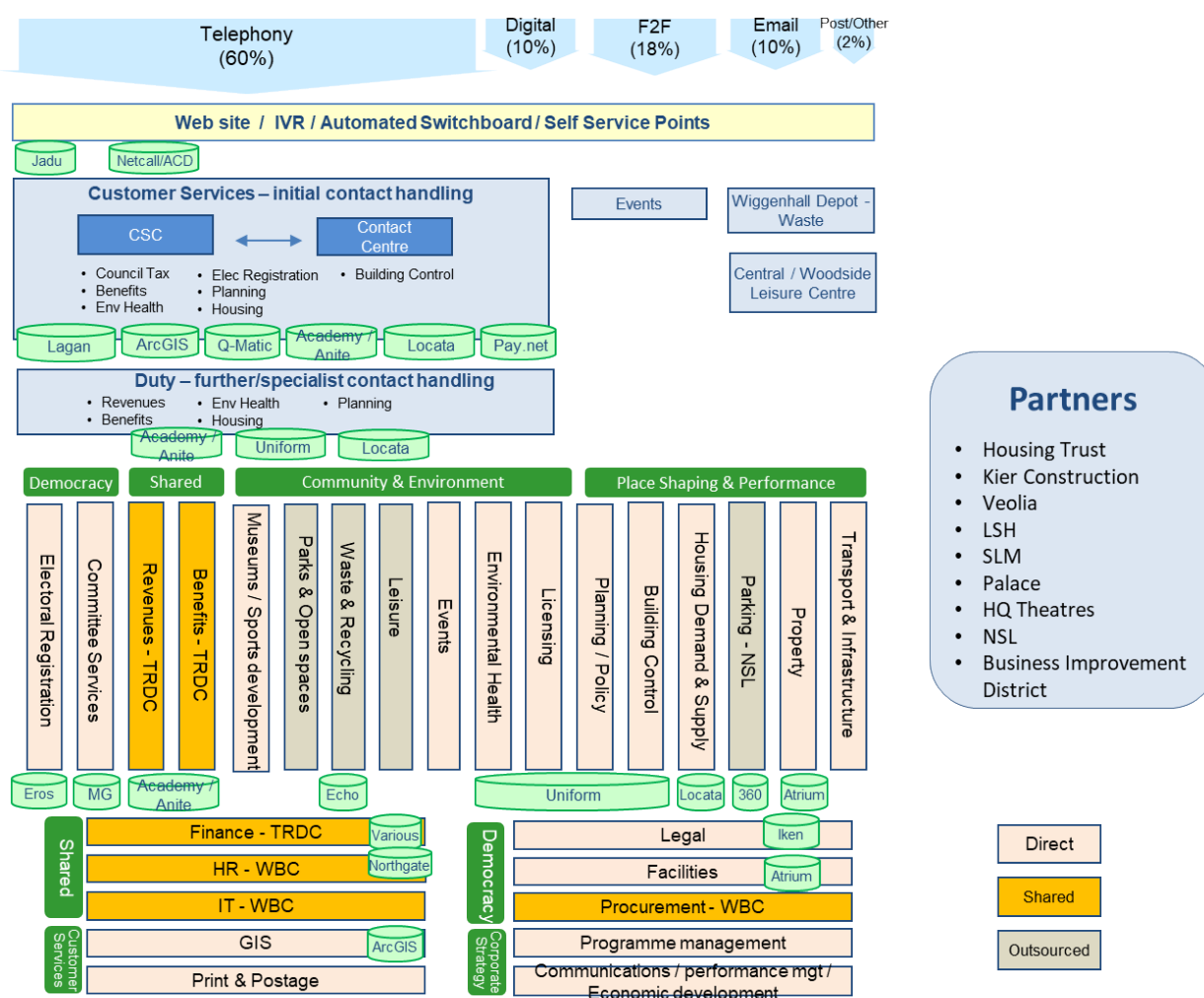
Figure 3: Current WBC Operating Model

Overall it is clear the WBC current operating model does not match future ambition and will not deliver the aspirations of Watford 2020.

3.2 Key themes from service innovations

In developing the future operating model for WBC, the service innovations identified over 300 ideas from which the following common key themes emerged:

- Bring capability together to increase service resilience, standardise processes, reduce handovers and deliver better economies of scale

- Maximise value of professional officer time for those who really need it – separate transactional processing from decision-making and support

- Maximise self-service by providing a proactive and personalised digital experience (external and internal)

- Digitise key processes from front to back to make transactional workflows as lean / automated / integrated to LoB as far as possible, supported by single sets of information (i.e. customer contact record, property data) and mobile working technologies

- Generate capacity for commercial growth, income and delivery of WBC's commercial strategy

- Provide for a mixed economy of service provision and regularly test the market to ensure services are efficient and effective. Ensure robust policy development and performance management across all services.

4. Watford Borough Council in 2020

4.1 Programme Vision

Watford in 2020 will be a customer-focussed, digitally-enabled, commercially-minded council:

- Our high-performing services will provide an excellent customer experience, will be designed from the customer's perspective and will be accessible for all

- Our services will be digital by design, exploiting opportunities provided by existing and emerging technology to deliver significant efficiencies

- We will be innovative, bold and entrepreneurial in continually challenging ourselves to improve performance, reduce costs and generate income.

4.2 Design Principles

To guide development of the high level design, a set of design principles have been agreed by the Watford 2020 Programme Board, Leadership Team and Cabinet and cover process, infrastructure, organisation /people, commercial and information. These are detailed below.

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1. Process Principles

- All processes are end-to-end digital by design and maximise use of automation

- The web channel is the default option for customers - Customer Services only facilitate / support use of the web channel for those who can't / won't use it

- We tell customers what they should expect, keep them regularly updated of progress and either meet the expectation we have set or proactively tell them why if it won't be met

- We publish only selected telephone numbers – there is no initial transactional telephone contact with customers anywhere except within Customer Services

- Front-end services are joined-up around life events not our organisational structures adopting tell-us once principles

- Processes are simple, standardised and designed around the customer outcome and ideal customer journey

- We don't check physical things – we use the Internet of Things to alert us when we need to do something

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9

2. Organisation and People Principles

- Our culture is creative, entrepreneurial, pro-active and can-do
- We have the skills and expertise to fully utilise digital capabilities
- Staff are rewarded for enhancing the delivery of our organisational objectives
- Management is output and outcome focussed
- We are a learning organisation – we encourage balanced risk-taking and there is no blame for "failure"
- We are outward-facing and industry aware – we learn from what others are doing and we share our learning with others
- Staff are appropriately empowered and encouraged to make decisions and changes
- We have a culture of continuous improvement, always searching for opportunities to make changes that will enhance the value of what we do

3. Infrastructure Principles

- We are enabled to work wherever and whenever
- Accommodation is utilised around functional requirements delivering maximum value from the asset
- We are paper-light
- Our ICT environment is modern and fit-for-purpose
- We only use a defined set of core applications
- All signatures are digital

4. Commercial Principles

- We continually identify and develop opportunities to commercialise existing and new services
- Our partnerships (private and public) are efficient and deliver value
- We have a strategic commissioning and procurement approach that derives the maximum value from every pound spent
- We adopt the most effective delivery models to deliver best value services
- We price commercially ensuring we cover all our direct costs (except when we have made a conscious and evidenced decision to subsidise)
- We are commercially astute – we understand the market and know how to make it work for us

5. Information Principles

- We input/capture data once and use it many times
- We have accurate real-time information about customers and our business performance
- We have a knowledge culture – we are data / information rich, which is used to drive decision-making and day-to-day performance management
- We know what information we hold and we only hold that which we need in the most appropriate format
- We share information where it is appropriate to do so across the council and with our public sector partners

10

5. Translating the vision into Operations

5.1 Future Operating Model

Every aspect of the council's transformation is connected and together the components form an integrated future service delivery model. This future operating model describes 'how' services will be delivered at a fixed point in time – by 2020 – and a definition of the changes that will need to be made to the current state. It provides a blueprint for what WBC needs to look like in order to deliver the Watford 2020 vision and design principles. The future operating model is shown in Figure 4.

The diagram identifies five layers to the future organisation:

Front Office	Responsible for managing all external customer contact to initiate a transaction, supporting and enabling customers to use digital channels and ensuring all contact is digitised to support processing / management information
Service Delivery	Where the main transactional processing takes place, statutory and non-statutory functions are delivered and services are provided both centrally and locally
Support Services	Responsible for providing services to internal customers and services, ensuring WBC operates effectively and efficiently
Strategy & Performance	Brings together all activities relating to key strategy, policy, research, performance, data, commissioning, communications, programmes and projects
Democracy & Governance	Responsible for Democratic and Legal services

These layers represent common activity within WBC and provide an alternative to a traditional 'service area' operational design. They provide a framework for delivering the Watford 2020 Programme and enabling a fundamental shift in how WBC operates.

Delivering the future operating model will mean significant cultural change, with a strong focus on establishing a more strategic, commercial and performance orientated culture. Partnerships and collaboration also underpin the model. WBC will work with its strategic partners in the Town to design and deliver services and enable common objectives / outcomes to be realised.

5.2 Key design features

The main design features and changes for each of the layers are shown in Table 1.

11
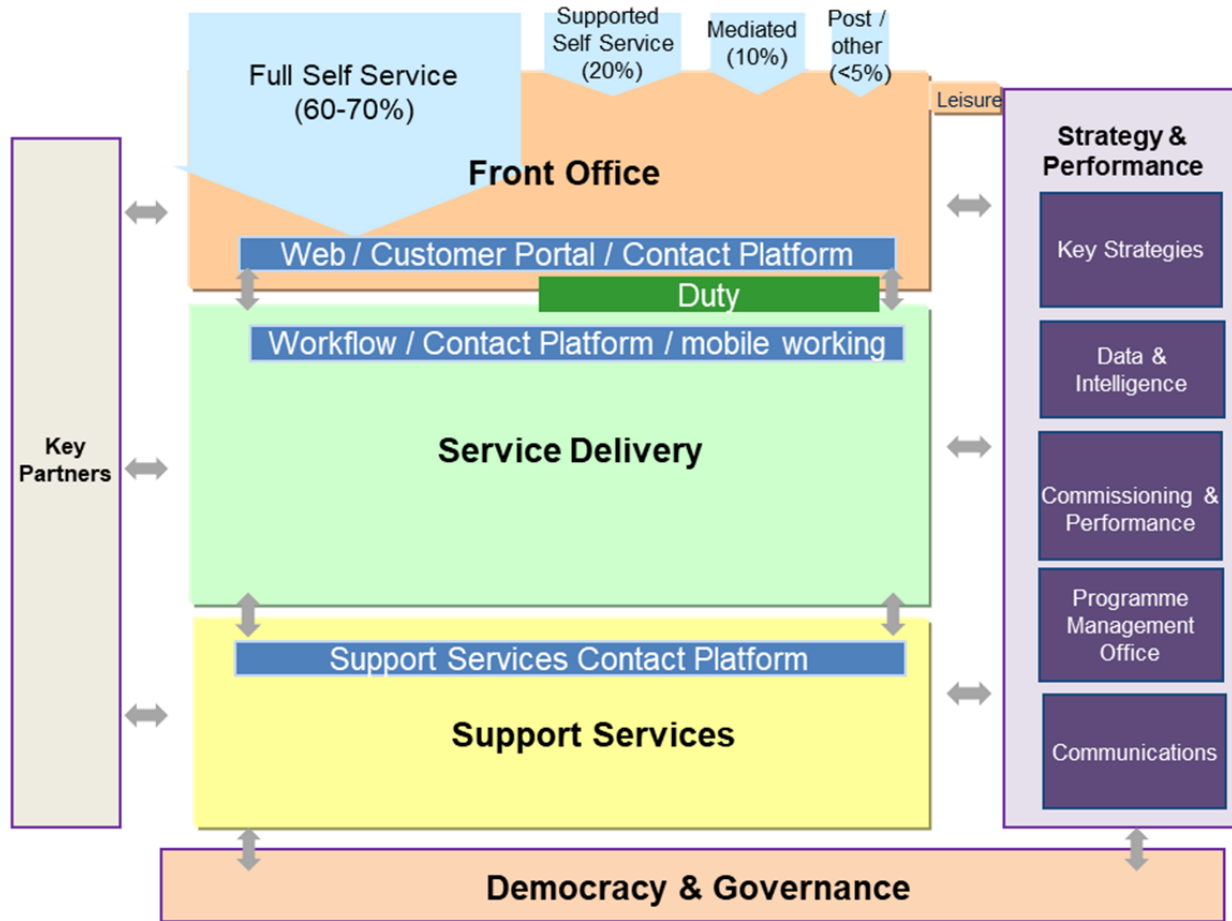
Figure 4: Future WBC Operating Model

Layer	Theme	Design features and key changes	Change rationale
Front Office	Customer contact	• **"All"** customer contact to initiate a transaction / activity through the Front-office either self-served through web / Firmstep or mediated by CSC • Full self-service (digital) predominant contact channel • General principle – if a customer can self-serve through information provided to them on the web or through an account – supported self-service or mediated access can be provided by not specifically trained CSC officers • CSC to apply consistent standards and service level agreements (SLAs) with services to manage expectations and focus activity	• Drives self-service agenda • Frees up professional officer time from dealing with routine / simple queries • Consolidation provides efficiencies through economies of scale • Centralisation provides a consistent customer experience and opportunities to join-up around life events and breakdown council silos which are meaningless to customers
	Customer Account / Firmstep	• Firmstep to provide the council's single portal that enables customers to create their own secure personalised account to request services, track progress and monitor their council service accounts e.g. Council Tax • Customer account to be used to communicate with customers using their preferred communications method for all communication (where legislation allows) • Firmstep to be used to proactively "push" information to customers and to integrate (two-way) into LoB systems • Fully digitise customer contact processes using Firmstep contact platform alongside development of new web content and customer journeys	• Enables self-service agenda • Delivers reduction in external print and postage • Reduces re-keying and routine administrative activity • Professional, technical and service specialists freed up from routine transactions • Improved customer experience through greater access to information
	Digital Mailroom	• Single digital mailroom where all post will be scanned and indexed into a digital record for processing supported by technology e.g. barcoding • All outbound communication routed through the digital mailroom to be sent to the customer through their communication method of choice, integrated with the Firmstep account	• Delivers reduction in external print and postage • Supports self-service and digital agenda • Frees up professional officer time from manually processing paper • Consolidation provides efficiencies through economies of scale

Layer	Theme	Design features and key changes	Change rationale
	Web and bulk communications	• Customer Services to be responsible for authoring transactional web content (including information that could lead to general/simple enquiries) with services remaining as technical experts • Content of all bulk external communications to be reviewed by Customer Services and Communications prior to sending out • Customer Services to own overall customer journey and experience and digital engagement tools (i.e. web chat) • Develop and implement a strategy to drive and support customers to use new digital channels and reduce printed customer letters	• Drives self-service agenda • Reduces failure demand • Reduces simple enquiries that should be self-servable • Improves customer experience through enhanced web content written by "experts" • Improves customer experience through receiving communications that have been specifically reviewed from their perspective
Service Delivery	Duty function	• Services to provide a duty function for front line service specialist support (additional service triage/gateway to service delivery) for complex enquiries in order to move decision-making as close to the frontline as possible, minimise hand-offs and enhance the customer experience	• CSC is not of sufficient size to create highly trained deep CSC expertise across all areas of the council operation • Enhances customer experience through getting the right answer at first point of contact • Enables officers in the back office to focus on delivering their work through minimising interruptions as this will be handled by the duty function
	Digital enablement	• Services fully exploit capabilities of their existing systems and the new Firmstep platform utilising workflow, document management etc. functionality • Digital ways of working – no paper files etc. • Two-way integration between Firmstep (where transactions will be initiated) and LoB systems • Communication with customers delivered through the Firmstep platform via their account	• Reduction in administrative overhead and support • Enables agile and mobile working efficiencies • Enables accommodation rationalisation benefits • Ensures we maximise the value from our investment in IT systems • Enhanced customer overview of progress through regular automatic updates in their account

Page 79

Layer	Theme	Design features and key changes	Change rationale
	Agile / new ways of working	• Use of mobile devices and new telephony / communications technology to support agile and flexible working • Access to LoB systems in the field • Off-line form functionality to enable offline capture of information and synchronisation with systems when connectivity available • SMART working in the office – functional use of space and desk rationalisation	• Enables accommodation savings • Creates capacity within professional officers • Reduces re-keying and administrative overheads • Enhances customer overview of progress and information through automatic updates in their account • Supports improved work / life balance and staff satisfaction
	Property & FM	• Review the relationship between Facilities Management, Buildings and Projects and Property • Options Appraisal around future operating model to modernise and properly utilise the market	• Opportunities for financial savings • Opportunities to enhance quality of service delivery
	Consolidation of events	• Bring together responsibility for all events	• Enhances ability to deliver events in a joined-up customer centric fashion • Opportunities staffing efficiencies
Support Services	Effective Business Administration	• Consider the best way to provide business support – the administrative work that helps us deliver all our services	• Enhanced resilience better placed to maintain the required service level with abstractions (annual leave, sickness, training) • Provide a more professionalised service to customers across their hours of operation
	Self-service portal	• Managers and staff to use fully digitised support services with all internal customer transactions via the Firmstep contact platform with integrations into LoB systems and development of a fully integrated workflow system (i.e. HR) • Streamlined/standardised processes – minimise duplication and handovers between teams • Improved data and knowledge sharing across teams • Implement new digital support tools (i.e. web chat) where appropriate	• Delivers staffing efficiencies and capacity • Professional, technical and service specialists freed up from routine transactions • Improved customer access to information and progress with a transaction

Layer	Theme	Design features and key changes	Change rationale
	Customer-centric approach	• Embed a customer focussed ethos - support services to develop SLAs to "contract" with their customers to manage expectations and focus activity and priorities	• Improved customer experience
	Member Training	• Planning, commissioning and facilitation of member training to transfer to HR	• Enables staffing efficiency
Strategy & Performance	Strategy	• Function to have accountability for development or commissioning of corporate strategy – Place, Organisation and Commercialism • Working alongside partners to seek joined up delivery and economic / commercial opportunities • Explore and implement ideas / initiatives to generate additional income and commercialise services (i.e. Contract management)	• Enhances ability and expertise in strategy development • Consolidates strategy development to ensure consistency and join-up • Strategy function to become the initiator of change / development in the organisation and town
	Data & Intelligence	• New function to provide aggregated data, real-time dashboards, market intelligence and data analytics capability to join up resident, business and spatial information to support a single view across all service areas, deliver customer / town insights and support demand management, service improvement and commissioning • Drive development of GIS • Develop an electronic asset register and electronic Traffic Regulation Orders (TROs)	• Enables an information-rich organisation that is able to pro-actively and rapidly respond to emerging demand / concerns • Enables rapid, evidence-based decision-making • Enables a robust, data-driven performance management culture • Enables consistent delivery of more informed communications
	Commissioning & Performance	• SLAs to be developed with all services (internal, third-party, shared) and robustly performance managed to ensure delivery against organisational requirements / expectations • Function responsible for customer needs assessment, supplier market analysis, market development, and the procurement and contract management of service suppliers (internal and external), performance management and reporting • Periodic review of delivery model for all services to ensure maximum value is delivered (noting that this can also relate to social value)	• Enhances oversight and performance management of internally delivered services to the same standards as external (outsourced) services • Consolidated expertise provides a centre of excellence organisationally to maximise the value delivered from major contracts

Layer	Theme	Design features and key changes	Change rationale
	PMO	• Corporate programme office capability to track progress on all significant and major projects and enforce robust organisational process • Provides centre of excellence to resource all council project and programme management requirements	• Reduces overall spend on project / programme management through use of internal resources rather than contractors / consultants and sharing across projects • More robust project and programme management discipline enhancing the organisation's ability to successfully deliver projects to time, cost and quality requirements and realise benefits
Democracy & Governance	Digital enablement	• Fully exploit capability of existing systems in Legal and Democratic Services • Maximise use of technology to facilitate better working / sharing information / lean processes	• Provides capacity to deliver efficiencies and/or generate income and / or reduce external Legal spend • Enhanced customer experience
	Single point for accessing Legal support	• Legal to be responsible for commissioning all external Legal Support	• Ensures external Legal support is only sought where there is no internal capacity / capability available • Ensures appropriate instruction and safeguards the organisation
	Members portal	• Introduce a members' portal (Firmstep) through which members can transact (report faults etc.) and provides an oversight of what is going on in their ward /area of interest	• Reduces duplication of reporting and more efficiency dealing with issues raised by members • Enhances members' access to information and ability to have an overview of their ward

Table 1: Key design features

5.3 Pen pictures

To bring the vision to life, pen pictures are included which present the experience of key stakeholders after the Watford 2020 operating model has been delivered.

Member perspective

"As someone who has a passion for my local community, the new portal has enabled me to make a real difference to residents by engaging with more people than ever before, giving me all the information I need to promote the great events going on in the town, from family activities in the holidays to the performances at the Cassiobury Park band stand in the summer.

With a full time job, having all my borough council information, from upcoming briefings and committees to notifications about works, in one location is really useful and means that I can answer queries from local residents much more quickly. Just the other day a resident contacted me to report a damaged street sign and rather than keeping them waiting whilst I reported it to officers, I was able to see from the portal that this had already been reported by another resident and was due to be fixed the next day.

By using my tablet to access committee papers, I no longer have stacks of paper to carry around and can read through reports in preparation for Overview and Scrutiny Committee whilst on the train on the way back from work.

Customer perspective

"The Watford Council website provided clear information on how to book a pest control treatment. After creating my online account, I booked an appointment online and was delighted to understand that I can get a discount because I'm receiving housing benefit. I was later sent an SMS message to remind me 24 hours before the council officer was due to attend – making sure I didn't forget anything!

After the treatment the officer updated the details on his mobile device and confirmed the further treatments required. Once the work had been completed, I was able to provide feedback online and make the final payment from the comfort of my sofa when I got home from work. At the same time, I used my customer account to check my council tax balance and gave permission to share my details with other Council services meaning that I now receive updates about local events via notifications within my account – I'll never miss a Big Event again!"

"I often go for a walk around Callowland Playing Fields and will always let the council know when a dog owner has not cleared up their dog's mess. I don't have a computer at home or a mobile phone with internet so when I first heard about the changes that the council were making to become more digital, I immediately wondered I would still be able to call. I needn't have worried – I can still give them a ring when I need to and the only difference now is that the lady on the other end of the phone plots the location on a digital map and sends it immediately across to the correct person so that the issue can be resolved. If anything, the service is even better than before!

"I'm not really a computer-person, let alone 'digitally-enabled', so when I came into the Town Hall to get myself on the electoral register, the thought of having to use a computer filled me with dread. Luckily as soon as I walked into the Customer Service Centre, I was met by one of the Customer Assistants who was able to sit with me at the computers, load up the correct website and talk me through the different steps to complete the transaction. It was nowhere near as difficult I was expecting and, having someone there to provide that support made me feel much more comfortable. I am not going to go out and buy the latest tablet, but I'd definitely feel much more confident using the computer again in the future".

Watford 2020 – Outline Business Case

Version 0.11

24 May 2018

WATFORD
BOROUGH
COUNCIL
BE BOLD

Staff perspective

"Over the last 10 years, there have been some big changes in the way we do things. But one thing we have really struggled to do has been to break our reliance on hard copy paper. All our systems were set up years ago when digital transactions weren't an option and there just hasn't been the time to properly look at this. That's why I was so pleased when the Service Innovations started – we all had an opportunity to make suggestions and becoming more digital was at the top of the agenda!

As a Planning Officer, I can now take my mobile device to developments and review the plans whilst on-site – no more printing on the plotter and grappling with huge plans in the wind! I can also take notes electronically and load them directly onto the system meaning that I no longer have to type up notes when I get back to the office.

In the office itself, gone are the boxes of paper plans and planning applications. Instead, the workflow is electronic with new jobs allocated by my manager and dropping into my inbox. My phone no longer rings off the hook as all calls go directly to the CSC with only the more complex queries referred to Planning Officers, giving me more time to prepare for Development Management Committee!"

Page 85

Customer Service Centre perspective

"The reduction in the number of telephone calls over the last few months has been really noticeable. A lot more people seem to be using the website to self serve and if a customer appears to be struggling to find the information that they are looking for, we are automatically notified and can start a web chat to see if we can help them. When customers do contact us by phone, I am able to access the majority of information that they want using the public website and can even complete the online forms on their behalf.

Some of our customers don't know how to use computers but that's ok - now that I spend less time on the phone I have the time to provide that supported self-service to help people complete their housing register applications on one of the public computers.

You can pick up a lot of information working somewhere like the Customer Service Centre but it doesn't mean I am a planning expert; fortunately, the Duty Officer is able to answer some of the more complex queries and the online booking system means that customers no longer just turn up and have to wait to be seen."

Manager perspective

"With an operational service to run, the management of my team can sometimes seem like the last thing on my long 'to do' list. When some days are spent running from meeting to meeting, being able to catch up with contractors through video conferencing in one of the breakout rooms has been a real benefit and given me the time I need to spend with the team. Although we have less desks, staff are often out of the office or working from home so it's not a problem. When members of the team are around, they have the technology to be able to work from any desk, using their laptops to 'touch down' wherever is convenient. Having all our information held electronically means that the piles of paper are gone, desks are not cluttered and the working environment is much more pleasant. It also means that I have access to performance data available at the click of a button.

I am shortly due to start the procurement process for a new service provider and the ability to request the support I need from other services through the Supporting Services platform at the click of the button has saved loads of time. It has also meant that the procurement and legal support will be available when I need it meaning I can effectively plan team resourcing!"

6. Business Case

6.1   Options appraisal

The council has three broad options for delivering its vision:

1.   **Option 1 – Do nothing.** This option is self-explanatory – it represents no change from the council's current method of operation.

2.   **Option 2 – Incremental change projects largely through use of current resources.** This option would entail the implementation of stand-alone initiatives on a department by department basis using spare capacity

3.   **Option 3 – Integrated transformation programme with additional transformation resources.** Develop and implement an authority-wide programme of change with additional resources to deliver transformational change

These options are compared in table 2 at a high level against a range of factors.

22

Option	Costs to implement	Delivery Risk	Financial benefit	Customer Benefit	Overall impact	Analysis
1. Do nothing	Low £0 cost	Low	Low £0 baseline reduction	Low	Low	This option represents no change from the status quo. It would provide limited change to current ways of working, and consequently limited benefits for the council. Whilst cost implications would be the lowest, it does not support the council's strategic or financial objectives. It certainly would not provide the transformation that the council seeks to deliver, nor address the 2020 savings target in the MTFS. Furthermore, this option places the council in a reactive position when interpreting and acting upon new initiatives (i.e. further changes to service delivery models) and does not deal with current operating model frustrations. The council would fall further behind in the way it provides its services and this is likely to impact resident satisfaction levels in the medium term
2. Incremental change projects largely through use of current resources	Medium ~£750k cost	High	Medium ~£500k baseline reduction	Medium	Medium	This option would involve the implementation of stand-alone initiatives on a project by project basis using current staffing resources. These would include the implementation of Firmstep (but potentially utilising reduced functionality and not maximising opportunities to enhance delivery to customers and efficiency for staff), new telephony and a variety of service specific initiatives. This option would provide a middle ground in terms of cost and benefits. However, it is likely that benefits delivery would be patchy and that overall council wide transformational benefits will not be delivered. Delivery risk is high as it relies on existing resource capacity which is already fully utilised and under pressure. Any major new initiative of scale by diverting existing resources will jeopardise other priorities. This option also presents risk that the application of different approaches (or even technologies) in different parts of the council would lead to a sub-optimal overall solution and, as with option one, risks the council falling further behind in the way it provides its services with the consequent likely impact on resident satisfaction levels in the medium term

Option	Costs to implement	Delivery Risk	Financial benefit	Customer Benefit	Overall impact	Analysis
3. Integrated transformation programme with additional transformation resources	High £1.92m cost	Medium	High ~£1.21m baseline reduction	High	High	This option involves the development and implementation of a single programme, comprising of a number of change projects each designed to deliver aspects of the Watford 2020 operating model. This option would require significant investment in transformation capacity to ensure the programme is properly resourced and delivered. The level of detail in the process would mean that workflows, team resourcing and technology requirements would be objectively identified and provided for.

The main advantage of this option is that it allows the council to focus its investment into areas of greatest impact, and to ensure that projects / initiatives are aligned around the operating model. Overall savings are likely to be highest from this option, providing a suitable programme and benefits management infrastructure is put in place. This option is most likely to provide the large scale ambitious transformation the council has committed to.

This option requires careful co-ordination of change initiatives, to ensure that risks are managed across the organisation and benefits are delivered |

Table 2: Business Case options

Page 88

By adopting option 3, an integrated transformation programme, the council will be better able to synthesise, rationalise and integrate its responses to the internal and external pressures that it faces. The structure of the programme includes a single, clear set of priorities to be achieved aligned to the future operating model. This will provide a better value for money approach than delivering separate, project-based initiatives and will ensure transformation is resourced, co-ordinated and delivered.

This is also supported by the Corporate Peer Challenge in 2017; '*It is important that the council is able to integrate all of its plans to ensure that there is a holistic council-wide programme that incorporates the council's work on transformation….. To be successful…the peer team believe that the council should invest in and develop the right capacity and resilience needed to deliver on both their internal change programme and their external place shaping programme*'.[3]

6.2   Benefit drivers

There are a range of business drivers that impact across the operating model layers and enable delivery of benefits. The main benefit drivers and how they make up the Watford 2020 financial savings are shown below.

Drivers	Includes	Split
Centralisation and consolidation of activity or alternative delivery models	Bringing expertise together to deliver better economies of scale and increase service resilience. Implementing new ways and vehicles for delivering services that are cheaper and / or better than the current approach.	41%
Digitisation and process automation	Enabling customers to initiate and complete a range of transactions, including information provision, reporting issues, making payment etc. by themselves without council intervention. Converting information into a digital format to make it more versatile and accessible. Automating steps within a process through technology.	25%
New / expanded commercial opportunities or Increased income via fees	Developing new commercial propositions to maximise income and get the best use out of council expertise, intellectual property and assets. Increasing current charges to residents and businesses to cover the costs of providing those services.	21%
Other uses of technology and process change	Using mobile technology to provide access to core council LoB systems remotely which streamlines business processes and reduces paperwork. Connecting devices to the internet / secure network in order to transmit data and provide a targeted service response	13%

Table 3: Benefit drivers

6.3   Headline benefits

Delivery of the operating model by 2020 will deliver the following benefits (baseline is in 2017/18 unless indicated)

Aim	Benefits Measures	What good looks like

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[3] Corporate Peer Challenge Watford Borough Council 12 – 14 September 2017 Feedback Report

25

Aim	Benefits Measures	What good looks like

Customer-focussed [4]	• Customer Satisfaction (across all channels and services)	• Increase in % of customers who rate experience of contacting the council as good:
		  – By Telephone (from 96%[5] to 99%)
		  – By Face to Face (from 74% to 85%)
		  – By Web (from 42% to 90%)
		• Improvement for non-high-performing services
		• Maintenance for high-performing services

	• Number of complaints	• Reduction in number of complaints that are upheld
	• General support/failure demand	• Reduction in general enquiries that require officer support / intervention • Reduction in failure demand i.e. customers following up to check what is going on • Reduction in customers alerting us to physical "defects"
	• Individual Service performance measures	• Improvement for non-high-performing services • Maintenance for high-performing services
	• Customer engagement and "brand" reputation	• Increased uptake of "choice" services • Increased customer satisfaction • Increased resident satisfaction • Watford recognised for excellence
Digitally-enabled	• Channel mix	• Increase from circa 10% to 60% of customer initial transactions completed digitally for all WBC customer contact • Decrease from 78% to 30% of customer initial transactions completed by phone / face-to-face for all WBC customer contact
	• Reduction in costs of the council	• See below
	• Staff satisfaction in ICT and ways of working	• Increase in satisfaction
Commercially-minded	• Income to the council and Watford Commercial Services	• See below
	• Quality and use of data and information	• Members and senior officers have confidence they understand what is going on in the organisation and that the right initiatives are in place to deliver success

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[4] First contact resolution and hand-offs not included – successful transformation should lead to reduction in first contact resolution and increase in hand-offs (converse of what is the traditional target) as traditional channels will be used for more complex interactions.

[5] Based on GovMetric reports. Baseline figures for Telephone, Face to Face and Web are taken from February 2018

26

Aim	Benefits Measures	What good looks like
	• Contract volumes / procurement spend	• Fewer, larger contracts that deliver real value
	• Delivery of projects to time, cost and quality	• Increase in % of those successfully delivered
	• Staff satisfaction	• Increase in satisfaction
Financial savings	• Reduction in cost of the council	• £1.21m net reduction in baseline budgets of which circa £300k is additional income

Table 4: Headline benefits

6.4 Transformation costs

To deliver the £1.21m net reduction in baseline budgets requires a one-off / implementation cost of £1.92m to deliver new capabilities and transformation. Of the £1.92m implementation costs an additional £879k of funding is required across the two year implementation period.

Almost all (£1.90m) of the overall funding is required to deliver the transformation of the council, deliver all of the cost savings and lower risk extra income opportunities[6] totalling a net financial benefit of £1.14m. The remainder has been allocated to the delivery of the higher risk income generation opportunities with the assumption that any commercial adviser costs will be covered through a gainshare type arrangement, therefore reducing benefit, and only incurring minimal upfront cost to the council.

The main implementation costs cover:

• **Resource – 2020**. Project managers, consultants, business analysts and other subject matter experts who will manage and deliver the transformation working closely with operational teams

• **Resource – Backfill**. Resources required to backfill operational staff who will be seconded to the programme for a period of time

• **IT (above core Firmstep)**. Supporting system and technology costs over and above what the council has already spent on the new Firmstep CRM / contact platform (this is covered in a separate business case)

• **HR – redundancy.** Average redundancy cost and pension strain for council staff based on the potential number of post reductions

• **Communications / marketing.** The cost of new campaigns and materials to drive digital take up and support new commercial opportunities

• **Legal.** Additional legal support for new commercial opportunities

• **Training.** Training to support staff in new systems and processes

A summary of the implementation costs are shown in table 5.

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[6] These are opportunities linked to existing service provision and are development / evolution of existing income generating propositions rather than new propositions and new markets, which are not the council's core business. Additionally with a number of these opportunities, if the anticipated income generation is identified to not be achievable the non-cashable capacity that has currently been left to enable the generation of this income will be able to be taken as a cashable efficiency.

27

Transformation costs (£,000)	2018/19	2019/20	Total
Resource - 2020	785	669	**1,454**
Resource - backfill	32	8	**40**
IT software	164	46	**210**
HR - redundancy / pension strain	101	101	**203**
Communications & marketing	2	3	**5**
Legal	2	1	**3**
Training	3	3	**6**
Total	**1,088**	**832**	**1,920**
Existing budgets	-520	0	**-520**
Additional one-off budget needed	**568**	**832**	**1,400**

Table 5: Watford 2020 Transformation costs

No contingency has been included in this budget and therefore any funding requirements in addition to this budget will need to be addressed through separate business cases and as part of the 2019/20 budget round.

6.5   Investment appraisal

6.5.1   Savings

The following tables show the expected financial benefits to be realised through Watford 2020. Table 6 shows a summary of the budget implications of the transformation and the net savings (net of new revenue costs) when compared to the 2018/19 baseline budget and excluding any transformation costs. While the transformation implementation activity will be delivered during 2018/19 and 2019/20 the full effect of the benefits will not be delivered until 2022/23.

Budget implications (£,000)	2018/19	2019/20	2020/21	2021/22	2022/23
Total cost savings	-134	-673	-1,030	-1,105	-1,140
Extra income	-28	-163	-391	-462	-462
Recurring new costs	144	334	392	393	393
Net savings from 18/19 baseline	**-19**	**-502**	**-1,030**	**-1,174**	**-1,209**

Table 6: Budget implications of the transformation from the 2017/18 baseline

Watford 2020 will also deliver £257k of capacity savings which will create flexibility and enable delivery of the extra income and cost savings elsewhere and enable delivery of non-financial customer benefits.

6.5.2   Affordability

In terms of overall affordability, the financing implications of the transformation, including the cost of the transformation is shown in Table 7.

28

Budget implications (£000)	2018/19	2019/20	2020/21	2021/22	2022/23
Recurring new costs	144	334	392	393	393
Net transformation change to 2018/19 base budget	-19	-502	-1,030	-1,174	-1,209
Transformation and one-off costs	1,088	832	0	0	0
Less existing transformation budgets and carry forward	-520	0	0	0	0
Net cost/income in year	**550**	**330**	**-1,030**	**-1,174**	**-1,209**
Cumulative financial impact	550	879	-150	-1,324	-2,533
Cumulative savings target	0	0	-1,000	-2,000	-3,000

Table 7: Budget implications

6.5.3   Appraisal

The tables show that to deliver the council's ambitious transformational objectives and a baseline budget reduction of £1.21m requires a total investment of £1.92m, which is anticipated to give a return on investment (i.e. net benefit) towards the end of 2020/21.

The analysis and review work undertaken to date confirms there is a clear business case to proceed with the next stage of Watford 2020.

6.6   Sensitivity analysis

Sensitivity analysis has been undertaken as part the service innovations when quantifying the financial impact of each idea / opportunity. For each idea, a risk factor / benefit reduction was applied to the saving to take into account confidence in the level of achievability both in terms of the transformation activity and saving. The risk factors were:

- Low risk (10%)

- Medium risk (20%)

- High risk (40%)

- Very High risk (50%)

The numbers presented in the investment appraisal are the calculations with a risk factor applied which is the likely scenario. For comparison, Table 8 shows a summary of the budget implications of the transformation and the net savings **without** a risk factor applied which is a best case scenario. This would deliver a £1.61m net reduction in baseline budgets.

Budget implications (£000)	2018/19	2019/20	2020/21	2021/22	2022/23
Total cost savings	-147	-813	-1,275	-1,368	-1,406
Extra income	-43	-230	-503	-597	-597
less recurring new costs	144	334	392	393	393
Net change to 2018/19 base budget - best case scenario	**-45**	**-709**	**-1,387**	**-1,572**	**-1,610**
Most likely scenario	-19	-502	-1,030	-1,174	-1,209
Difference	-27	-207	-357	-398	-402
Cumulative Difference	**-27**	**-233**	**-590**	**-988**	**-1,390**

Table 8: Budget implications of the transformation from the 2017/18 baseline (best case scenario)

29

6.7   Implications for staff

It is unavoidable with a transformation of this type, where financial savings need to be made, that there will not be reductions in the council's establishment and therefore potentially staff redundancies. The high-level design work, which has enabled the development of the business case has indicated that through the delivery of Watford 2020 there will be a reduction of approximately 10 posts[7] across the council. It is critically important to note however that this is currently an indicative figure; the actual situation will not be known until the completion of the detailed design in each service area, through the next phase of the programme There is therefore a possibility that the final post reduction (and any consequent redundancies) could be less than that currently indicated above, or equally could be greater; if additional opportunities to deliver efficiency are identified that can reduce the spend of public money without negatively impacting on service delivery, they will be taken. Any staffing changes as a result of the programme will be managed sensitively and in accordance with the appropriate council HR policies with robust staff consultation as required.

7.   Delivery

7.1   Transformation approach

To deliver the service transformation and ensure consistency in managing and delivering the change, the Watford 2020 programme will adopt the staged transformation approach described in Figure 5. The high level design stage has been completed to enable the production of this business case. Each service / project will therefore go through the remaining stages with completion of each stage for that service / project providing the opportunity for a gateway review including update of the benefits case. The use of agile principles and processes particularly around the build and implement stages will be deployed. The strategy for delivering the whole programme is summarised as follows:

- The Watford 2020 programme will be led and driven by Heads of Service, Section Heads and managers across the council supported by programme transformation resources

- To minimise disruption, current services will be fully transformed end-to-end and in one cycle fully enabling all customer benefits and efficiency gains to be delivered. This will include design, build and implementation of all components of the new operating model associated with that service. An exception to this will be the Housing Service, which has already undergone significant service delivery change under the Watford 2020 programme in preparation for the Homelessness Reduction Act 2017. There will be a need to revisit the Housing Service to ensure that they benefit from the wider enabling projects, such as mobile working and unified communications, and that these integrate fully with their new ways of working. The other exception to the above rule is the Environmental Health and Licensing project which will have to design and build processes simultaneously because of the vast number of processes covered by the service, so a sequential process is not viable.

- Enabling infrastructure will be delivered in parallel to the service transformation activity

- Where new services and functions are being created a precursor to start the transformation is that an operational lead is in place. This includes, for example, the Data and Intelligence project.

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[7] This rises to 13 if new posts created purely to generate new income are not taken into account.

- Watford 2020 will adopt a programme management approach based on best practice guidance (Managing Successful Programmes). Individual projects will be managed using the principles of Agile and Prince 2 in a pragmatic manner

- Programme and project teams will pro-actively manage risks and issues within a consistent process for identifying risk, allocating ownership and monitoring mitigation strategies to ensure that risk is actively managed.

1-2 months	2-3 months	3-4 months	2-3 months	
High Level Design / Analysis	**Detailed Design**	**Build the design**	**Implement the changes**	**Realise the benefits**
• Vision and strategy • Future operating model • Options/Business case • Transformation plan	• Process/channel design • Organisational design • Technical architecture • Culture and skills	• Process/channel changes • IT/People changes • Policy/property changes • Procurement	• Testing • Training • Transition planning • Go live / commuications	• Post Implementation • Benefits realisation • New behaviours • Coaching

Customer Journey / Process / Policies

Technology

Infrastructure

HR and Change

Communications and culture

Programme and benefits

Figure 5 Transformation stage approach

7.2 Programme and project delivery

Transformation will be implemented through a single programme of interrelated projects and key activities. The timing of the work is critical; creating momentum through early success, ensuring that key infrastructure is effectively deployed across projects and ensuring that business as usual isn't compromised. Given the scale and complexity of transformation required, programme and project delivery will be delivered through four categories of work. Table 9 shows the categories, scope, and projects / activities to be delivered which will make up the overall portfolio of work. Those projects / activities shown in *italics* are already underway.

31

Page 96

Project / Activity type	Scope	Key resource/dependencies to complete	Projects / activities started in 2018	Projects / activities started in 2019	Transformation stages to be undertaken			
					High Level design	Detailed Design	Build	Implement
Infrastructure / Enabling Based	Implement infrastructure of new operating model that enables delivery of wider change or to enable transformed services to operate in accordance with the new operating model	• Operational lead • Project / transformation support	*CRM / Firmstep*	CRM Support Services platform		✓	✓	✓
			ICT infrastructure transformation	Accommodation De-Camp				
			Idox optimisation					
			Iken					
			Watford 2020 Priority 1 Plan					
			Unified Communications					
			Mobile workforce					
			CSC review					
			Digital mailroom					
			Business support					
			Commissioning & Performance					
			Data & Intelligence					
			Front Office					
			People strategy					
Service Transformation Delivery	Covers full scope of ideas to be implemented for services end-to-end in accordance with new operating model	• Project / transformation lead • Key infrastructure of new operating model in place beforehand or being delivered to enable full delivery	*Housing service*	Parking / T&I		✓	✓	✓
			Environmental Health & Licensing	Planning Policy				
			Democratic services	Development Management / Building control				
			Leisure & Community	Human Resources				
			Culture & Events	Finance / Procurement				
			Waste & Recycling	Housing service				

Watford 2020 – Outline Business Case

Version 0.11

24 May 2018

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Project /	Scope	Key	Projects / activities started in	Projects / activities started in	Transformation stages to be undertaken				
			Parks & Open Spaces	Legal Service					
			Communications						
			PMO						
			Strategy						
			Revenues / Benefits						
Standalone	Further analysis is required to determine best delivery model / solution	• Project / SME lead	FM / Property		✓	Pending outcome of the high level design / analysis			
			Bin sensors						
Commercial	Further analysis required to identify commercial proposition	• Operational Lead • Commercial partner	Commercial Partnership		✓	Pending outcome of the high level design / analysis			
			Small grants						
			Contract management						
			Pet Bereavement						
			CCTV options appraisal						
			TRO options appraisal						
			Website advertising						

Table 9: Programme work portfolio

7.3 Governance

Detailed governance arrangements for the programme are provided in the Programme Definition Document (PDD). How the portfolio of projects and activities will be managed is shown in Figure 6. The projects / activities shown in *italics* are already underway.

Essentially a series of Project Boards to deliver the enabling infrastructure and service based transformation will be established to oversee delivery. Other transformation activities which involve some initial high level design / options / review work will be managed as a number of standalone work packages pending the outcome of the analysis. All projects and activities will be formally reported to the Watford 2020 Programme Board and monitored to manage dependencies and risks via the Watford 2020 Programme Team. As outlined below the Programme Board will be additionally supported by a Financial Sub-Committee who will provide the assurance necessary to ensure that the business case receives on-going scrutiny and identified benefits are tracked and realised.

Watford 2020 Programme Board

Finance Sub-Committee

Watford 2020 Programme Team

Enabling Infrastructure Project Boards
- *CRM / Firmstep*
- *ICT infrastructure transformation*
- *Idox optimisation*
- *Iken*
- *Watford 2020 Priority 1 Plan*
- *Unified Communications*
- *Mobile workforce*
- *People Strategy*
- *CSC Review*
- Digital mail room
- Business support
- Commissioning & Performance
- Data & Intelligence
- Front Office
- Accommodation De-Camp
- CRM Support Service Platform

Service Based Project Boards
- *Housing service*
- Legal services
- Democratic services
- Environmental Health & Licensing
- Culture & Events
- Leisure & Community
- Waste & Recycling
- Parks & Open Spaces
- Communications
- PMO
- Revenues / Benefits
- Strategy
- Planning Policy
- Development Management
- Parking / T&I
- Human Resources
- Finance / Procurement

Transformation activities
- FM / Property
- Bin Sensors
- Commercial Partnerships
- Small grants
- Contract management
- Pet bereavement
- CCTV options appraisal
- TRO options appraisal
- Website advertising

Figure 6 Programme governance arrangements

34

7.4 Risk

In addition to the risks already identified in the Programme Risk Log, there are several risks associated with the delivery of the future operating model and business case.

Risk	Cause	Consequence	Risk Score	Action agreed to respond / mitigate / control	Date Raised	Risk Score
The council's supporting services are not able to engage in the programme at the sufficient capacity at the required times to enable the programme to be delivered as planned	Not sufficiently resourced, support services are required by different parts of the programme at the same time	Delays to the programme	9	22.06.2017 - Support service leads are on both Watford 2020 Programme Board and Steering Group to obtain early sight of resourcing 21.02.2018 -Roadmap produced in order to allow co-ordination of support services	22.06.17	6
Existing council ICT providers will not be able to integrate with the new CRM system within the timescales outlined in the Project PID	To ensure that the CRM delivers the council's ambition for services to be end-to-end digital by design, existing back office systems must fully integrate with the new CRM. If the Project Manager does not understand these requirements, it will be difficult to accurate project plan	CRM system will not be able to provide the capability anticipated across the organisation. Lagan and Ebase will not be able to be retired when anticipated resulting in additional costs to the organisation	12	31.08.2017 - Project Manager to establish resource requirements and interactions between CRM and existing ICT suppliers. To be actioned following conclusion of procurement process. 06.12.17 - selected supplier can integrate with existing providers. Project Manager seeking confirmation on availability of APIs	10.08.17	6
Staff do not remain positive about the transformation programme as it progresses	The impact of any changes affect some staff members more than others or staff perceive themselves to be impacted by the high level design proposed operating model	Lack of engagement in the programme and a potential impact on business as usual operations	9	07.12.2017 - HR engaged to consider impact of any changes on staff. Actions to consider change management training 08.02.2018 - Cabinet report delayed until June to allow further engagement with staff. 16.03.18 - Briefing document with programme update sent out 26.04.18 – tranche 2 communications plan produced	20.11.17	9
It is not possible to recruit the appropriate calibre of resource to deliver tranche 2 of the programme	Post salary is not comparable to the market, vacancy is not advertised in relevant locations	Unable to deliver detailed design and implementation in the anticipated timescales/unable to maximise anticipated benefits	12	23.02.2018 - Job descriptions reviewed in light of requirement of new posts to focus on the design, build and implementation of projects. Posts to be advertised in relevant locations 13.03.2018 - Some key resource to be met via consultancy 19.04.2018 – Request to Vary completed and a month to be allowed for recruitment	23.02.18	8
It is not possible to deliver the programme at the pace suggested	Capacity and capability of the organisation is not sufficient to manage the large number of projects and significant changes which are required to move to the new operating model by March 2020.	Benefits will not be realised when anticipated.	12	23.02.18 - Roadmap created and to be shared with Leadership Team and Extended Leadership Team. Identified resourcing requirements to deliver programme	23.02.18	12
The benefits identified in the outline business case which rely upon the successful delivery of the ICT Infrastructure project cannot be realised	ICT Infrastructure project is not successful or does not provide the expected capability	Identified benefits cannot be realised or benefits are realised later than anticipated	8	23.02.18 - Project forms part of the Watford 2020 programme and is included on roadmap so dependencies can be identified	23.02.18	8

Risk	Cause	Consequence	Risk Score	Action agreed to respond / mitigate / control	Date Raised	Risk Score
The benefits identified in the outline business case which rely upon the successful delivery of the Unified Communications and Mobile Working project cannot be realised	Unified Communications / Mobile Working project is not successful or does not provide the expected capability	Identified benefits cannot be realised or benefits are realised later than anticipated	8	23.02.18 - Project forms part of the Watford 2020 programme and is included on roadmap so dependencies can be identified	23.02.18	8
The benefits identified in the outline business case which rely upon the successful delivery of the CRM Replacement project cannot be realised	CRM Replacement project is not successful or does not provide the expected capability	Identified benefits cannot be realised or benefits are realised later than anticipated	12	23.02.18 - Project forms part of the Watford 2020 programme and is included on roadmap so dependencies can be identified. Scope was produced alongside Service Innovation process. 23.03.18 - Detailed design template created to provide consistency and ensure managed transfer of services to CRM 18.04.2018 – Training for staff in relation to CRM complete	23.02.18	8
The benefits identified in the outline business case relating to commercial income cannot be realised	£300,000 of the identified benefits is commercial income	Financial benefits will be realised later than anticipated or will be less than anticipated, impacting the ability of the organisation to reduce the baseline budget by as much as required	12	23.02.2018 - Mitigated through the high level design approach and application of risk factors to all ideas, including those related to commercial income. 13.03.18 - LT agreed to commission a commercial advisor to manage	23.02.18	8
Implementation plan (roadmap) timescales are not maintained	Organisational and programme discipline is not present	Expected benefits will be realised later than anticipated and implementation costs will be more than expected. Impact on other parts of the programme due to resourcing pressures.	12	23.02.2018 - Roadmap to be agreed with services in advance. Projects linked to resourcing requirements in both the service area and the front office	23.02.18	8
Decisions are made and benefits based on incorrect information from the Service Innovation high level design work	Data provided by services during the high level design process was incorrect	Benefits identified may not be accurate. Benefits may be less than expected or realised later than anticipated	6	23.02.2018 - Mitigated through the high level design approach and the regular checking back and signing off by services. Where possible, collected data was based on fact than assumption 13.03.2018 - All benefits to be reviewed by Heads of Service and Head of Service Transformation 23.03.18 - Detailed design template drafted to ensure all data and information is validated through detailed design	23.02.18	3

Table 10: Business Case risks

7.5   Roadmap

The overall programme plan for transformation is shown on the next page and will provide a baseline to monitor overall progress. This identifies at a high level the main activities, deliverables and milestones. Individual Gantt charts will be developed for each project to show the detailed activities to deliver all the required outputs and key dependencies. Detailed benefits profiles will be developed to track benefit delivery.

	2017/2018			2018/2019				2019/2020			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Key Milestones

- Leadership Team - 24 April (Business Case sign-off)
- Staff Briefings - 24 May
- Cabinet - 4 June (Business Case sign-off)
- Members Briefing - 18 June
- M.Forum - 15 May
- Full Council - 10 July (budget sign-off)
- Programme Board - 17 July (Service project PID sign off)
- ELT - 26 April
- Programme Board - 10 April (Service project PID sign off)
- Council Tax E-billing
- Self Service drive to commence

Enabling Infrastructure Projects / Activities

- CRM Project
- Project Manager 1 / Business Analyst 1 &2 — CRM Support Service Platform Project
- ICT Infrastructure Transformation
- Idox Optimisation Project
- Project Manager 2 — Accommodation De-Camp Project
- Iken Project
- W2020 Priority 1 Plan
- Unified Comms *Specification* | Unified Comms *Procure* | Unified Comms *Roll-Out*
- Mobile Workforce *Specification* | Mobile Workforce *Procure* | Mobile Workforce *Roll-Out*
- Customer Service Centre Review | Customer Service Centre Review *Short Term Recommendations* | Customer Service Centre Review *Medium Term Recommendations*
- Project Manager 1 / Business Analyst 1 &2 — Digital Mail Room
- Business Support Project Pre-Design | B.Support Project *Design* | B.Support Project *Build* | B.Support Project *Implementation*
- Web Manager (+1) | Project Manager 2 — Commissioning and Performance Project
- Data and Intelligence Lead (+1) — Data and Intelligence Project
- People Strategy *Design* | People Strategy *Implementation*
- Project Manager 1 / Business Analyst 1 &2 — Front Office Project

Service Based Transformation Projects

- Service Innovation High Level Design
- Housing Service *Design* | Housing Service *Build* | Housing Service *Implementation*
- Project Manager 2 — Democratic Services *Design* | Democratic Services *Build* | Democratic Services *Implementation* | Legal *Design* | Legal *Build* | Legal *Implementation*
- Consultant 2 / Business Analyst 3 — Environmental Health & Licensing *Design / Build* | EH & L *Implementation*
- Consultant 1 / Business Analyst 3 — Leisure & Community *Design* | Leisure & Community *Build* | Leisure & Community *Implementation* | Planning Policy *Design* | Planning Policy *Build* | Planning Policy *Implementation*
- Consultant 1 / Business Analyst 3 — Waste & Recycling *Design* | Waste & Recycling *Build* | Waste & Recycling *Implementation* | DC / BC *Design* | DC / BC *Build* | DC / BC *Implementation*
- Consultant 1 / Business Analyst 3 — Parks & Open Spaces *Design* | Parks & Open Spaces *Build* | Parks & Open Spaces *Implementation* | Parking / T& I *Design* | Parking / T& I *Build* | Parking / T& I *Implementation*
- Consultant 1 / Business Analyst 3 — Culture & Events *Design* | Culture & Events *Build* | Culture & Events *Implementation* | Housing *Design* | Housing *Build* | Housing *Implementation*
- Consultant 2 / Business Analyst 3 — Communications *Design* | Communications *Build* | Communications *Implementation* | Human Resources Design | Human Resources *Build* | Human Resources *Implementation*
- Consultant 2 / Business Analyst 3 — PMO *Design* | PMO *Build* | PMO *Implementation* | Finance/Procurement *Design* | Finance/Procurement *Build* | Finance/Procurement *Implementation*
- Consultant 2 / Business Analyst 3 — Strategy *Design* | Strategy *Build* | Strategy *Implementation*
- R&B Consultant — Revenues/Benefits *Design* | Revenues / Benefits *Build* | Revenues / Benefits *Implementation*

Service Based Standalone Projects

- Estates Consultant / Project Manager 2 — FM & Property *Design* | FM & Property *Build*
- Bin Sensor Roll Out

Commercial Projects

- Commercial Advisor — Commercail Strategy Delivery
- Small Grants | CCTV Options Appraisal
- Project Manager 2 — Contract Management | TRO Options Appraisal
- Pet Bereavement | Website advertising

Appendix 1 - Services included In Service Innovations

The table below lists all the services innovations undertaken. All innovations included:

- Customer contact activity and where contact is dealt with by the CSC. In addition, a separate review of the CSC was commissioned in February 2018.

- Understanding the current provision of ICT systems and future opportunities. In addition, future provision of ICT has been examined as part of the ICT strategy 2017-20 and ICT infrastructure transformation project.

Area	Service
Place Shaping & Performance	Building Control
	Development Control
	Housing Supply[8]
	Housing Demand[8]
	Parking
	Transport & Infrastructure (T&I)
	Planning Policy
	Property & Regeneration
Community & Environment	Parks & Open spaces (including cemeteries)
	Culture & Events
	Leisure & Community
	Waste & Recycling
	Environmental Health
	Licensing
Shared Services	Revenues
	Benefits
	Finance
	HR
Democracy & Governance	Democratic Services
	Legal Services
	Elections
	Facilities Management
	Procurement
Other	Corporate Strategy & Communications
	Print & Postage

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[8] Service review partially completed and handed over to Housing service project

39

Appendix 2 – Anticipated benefits per project

The table below shows the categorised benefits and new revenue costs expected to be delivered by each project within the transformation programme. The table also explains the rationale for leaving capacity savings rather than taking this as a cashable cost savings.

Project	Cost savings £000	Extra income £000	Capacity savings (notional) £000	New costs £000	Gross benefit £000	Net FTE impact	Rationale behind non-cashable capacity
Accommodation de-camp	0.0	80.0	0.0	0.0	80.0	0.0	-
Business Support	56.0	0.0	0.0	0.0	56.0	-1.3	-
Commissioning and Performance	0.0	6.0	0.0	0.0	6.0	0.0	-
Communications	12.6	0.0	0.0	0.0	12.6	-0.3	-
Culture and Events	62.2	0.0	29.2	0.0	62.2	-1.0	Provides capacity for enhancement of events function
Community and Environmental Services	101.2	0.0	0.0	0.0	101.2	-2.0	-
Data and Intelligence	84.6	0.0	0.0	-72.0	12.6	-0.5	
Democratic Services	0.0	0.0	17.7	-6.5	-6.5	0.0	Provides capacity to provide LT and corporate meeting support enabling savings elsewhere
Digital Mailroom	162.8	0.0	26.0	-14.0	148.8	0.0	Provides capacity to deliver commercial opportunities and absorb new requirements under the Digital Mailroom that aren't currently within Print
Environmental Health and Licencing	28.3	16.0	19.9	-9.0	35.3	-0.9	Enables delivery of income generation opportunities
Finance / Procurement	0.0	0.0	2.8	0.0	0.0	0.0	Not cashable and enhances capacity to provide an improved service
Front office	69.5	0.0	0.0	-111.3	-41.8	0.1	-
Housing	0.0	0.0	0.0	0.0	0.0	0.0	-
HR	40.0	11.7	26.0	0.0	51.7	0.0	Supports delivering an enhanced service and provides opportunities to generate income.
IT	12.5	0.0	0.0	0.0	12.5	0.0	-
Legal	0.0	19.8	34.4	0.0	19.8	0.0	Will enable delivery of an enhanced service to customers and/or generate external income and/or do more work in-house and therefore reduce external Legal spend
Leisure and Community	0.8	0.0	0.5	0.0	0.8	0.0	-
Parking / T&I	108.0	57.1	0.0	0.0	165.1	-2.4	-
Parks and Open Spaces	0.0	20.7	20.7	0.0	20.7	0.0	Enables delivery of income generation opportunities
Planning and Building Control	53.2	34.7	49.4	-12.0	75.9	-1.7	Enables delivery of income generation opportunities
Planning Policy	3.0	0.0	0.0	-3.0	0.0	0.0	-
PMO	0.0	0.0	2.2	-6.0	-6.0	0.0	Enhances capacity and is not viable to cash
Property and FM	162.9	0.0	24.0	-6.0	156.9	-0.2	Enables Property function to have greater capacity to deliver their core functions
Revenues and Benefits	118.9	0.0	4.0	0.0	118.9	-3.2	Enhances management capacity and is not viable to cash.
Strategy	0.0	0.0	0.0	0.0	0.0	0.0	-
Support Services platform	0.0	0.0	0.0	0.0	0.0	0.0	-
Waste and Recycling	63.7	0.0	0.0	-5.0	58.7	0.0	-
Commercial Projects	0.0	0.0	0.0	0.0	0.0	0.0	
Print & design commercialisation	0.0	55.1	0.0	-45.0	10.1	1.0	
Small Grant Commercialisation	0.0	4.1	0.0	0.0	4.1	0.0	
Sponsorship	0.0	8.5	0.0	0.0	8.5	0.0	
Contract management service commercialisation	0.0	50.0	0.0	-40.0	10.0	1.0	
Website advertising	0.0	3.0	0.0	0.0	3.0	0.0	
Pet Bereavement Services	0.0	25.0	0.0	-5.0	20.0	0.0	
HR Commercialisation	0.0	70.0	0.0	-58.4	11.7	1.0	
CCTV Options Appraisal	0.0	0.0	0.0	0.0	0.0	0.0	
TOTALS	**1,140.3**	**461.5**	**0.0**	**-393.1**	**1,208.7**	**-10.4**	

Table 11: Gross anticipated benefits per project, FTE implications and rationale behind non-cashable capacity

Watford 2020 – Outline Business Case
Version 0.11
24 May 2018

WATFORD
BOROUGH
COUNCIL
BE BOLD

This table presents the profiled revenue impact of each project across the period 2018 – 2023 i.e. when savings are expected to be realised or new revenue spend is expected to be committed. Positive figures are savings (i.e. net budget reductions) and negative figures are net new cost increases.

Project	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Accommodation de-camp	0.0	0.0	80.0	80.0	80.0
Business Support	0.0	0.0	56.0	56.0	56.0
Commissioning and Performance	1.5	6.0	6.0	6.0	6.0
Communications	3.2	12.6	12.6	12.6	12.6
Culture and Events	13.0	61.7	62.2	62.2	62.2
Community and Environmental Services	11.3	45.1	101.2	101.2	101.2
Data and Intelligence	-72.0	-45.4	12.6	12.6	12.6
Democratic Services	-3.0	-6.5	-6.5	-6.5	-6.5
Digital Mailroom	17.8	73.8	98.8	148.8	148.8
Environmental Health and Licencing	10.5	29.4	36.1	35.3	35.3
Finance / Procurement	0.0	0.0	0.0	0.0	0.0
Front office	-50.4	-77.1	-41.8	-41.8	-41.8
Housing	0.0	0.0	0.0	0.0	0.0
HR	12.2	28.3	51.7	51.7	51.7
IT	6.3	12.5	12.5	12.5	12.5
Legal	2.5	8.3	19.8	19.8	19.8
Leisure and Community	0.6	0.8	0.8	0.8	0.8
Parking / T&I	67.1	82.8	145.6	165.1	165.1
Parks and Open Spaces	0.0	15.4	20.7	20.7	20.7
Planning and Building Control	0.0	27.0	71.2	75.9	75.9
Planning Policy	0.0	0.0	0.0	0.0	0.0
PMO	-3.0	-6.0	-6.0	-6.0	-6.0
Property and FM	-0.1	156.9	156.9	156.9	156.9
Revenues and Benefits	0.0	48.8	66.3	83.8	118.9
Strategy	0.0	0.0	0.0	0.0	0.0
Support Services platform	0.0	0.0	0.0	0.0	0.0
Waste and Recycling	0.7	54.2	55.9	58.7	58.7
Commercial Projects					
Print & design commercialisation	0.0	-20.0	-8.3	10.1	10.1
Small Grant Commercialisation	0.0	2.5	4.1	4.1	4.1
Sponsorship	0.0	8.5	8.5	8.5	8.5
Contract management service commercialisation	0.0	-2.5	10.0	10.0	10.0
Website advertising	0.8	3.0	3.0	3.0	3.0
Pet Bereavement Services	0.0	0.0	11.7	20.0	20.0
HR Commercialisation	0.0	-17.5	-11.7	11.7	11.7
CCTV Options Appraisal	0.0	0.0	0.0	0.0	0.0
TOTALS	**18.6**	**502.4**	**1,029.8**	**1,173.6**	**1,208.7**

Table 12: Profiled revenue impact of each project

Note: Some projects have a net cost increase. These are needed to realise savings and service improvements in other projects. If this is found not to be the case during the detailed design they will be deleted then.

41

Equality Impact Analysis

Title of policy, function or service	Watford 2020 Programme
Lead officer	Andrew Cox, Head of Service Transformation
Person completing the EIA	Liam Hornsby, Watford 2020 Programme Manager
Type of policy, function or service:	Existing (reviewed) ☐ New/Proposed **X**
Version & Date	Version 0.2 19 April 2018

1

1.   Background

Watford 2020 is a two year programme with the ambition to transform the council into a customer-focused, digitally-enabled and commercially-minded organisation by 2020. A series of 'Service Innovations' were carried out across the council between July and December 2017 through tranche one of the programme. The Service Innovations sought to baseline the current operation of services, generate novel ideas for future service delivery and model any changes to identify potential opportunities. This work, which was undertaken in collaboration with services and alongside Leadership Team engagement, identified a significant number of indicative benefits, both financial and non-financial, to the council which will support the delivery of the programme vision as well as the £1million baseline revenue reduction necessary to maintain the on-going financial sustainability of the organisation.

Accompanying this document is a business case and implementation plan, providing the business justification for moving to the next tranche of the programme, which will include a detailed design, build and implementation phase for each service project within the organisation. The detailed design phase will provide the opportunity for services, alongside the Transformation Team, to review in granular detail the different processes, technology and information used and relied upon. As such, further Equality Impact Analyses will be conducted in relation to each of these specific projects to ensure that the impact of any changes is appropriately managed across all areas of the programme.

This document provides the Equality Impact Analysis based on the high level vision, design principles and Service Innovation work undertaken so far.

2.   Focus of the Equality Impact Analysis

This EIA, therefore, considers the potential equality related impacts, both positive and negative of the Watford 2020 Programme on the people in the groups or with the characteristics protected in the Equalities Act 2010.

These are:
1. Age
2. Disability
3. Gender Reassignment
4. Pregnancy and maternity
5. Race
6. Religion or belief
7. Sex (gender)
8. Sexual Orientation
9. Marriage and Civil Partnership.

2

3.   Engagement and consultation

No direct engagement or consultation has been carried out with service users at the current time.

The nature of the programme means that any such consultation would be of limited use at the current time. As part of the detailed design phase, there will be an opportunity for new processes and online transactions to be tested by customers and any impact measured.

4.   What we know about the Watford population

The vision of the Watford 2020 programme is for Watford Borough Council to be a customer-focused, digitally-enabled and commercially-minded organisation. The services provided by the council are intended to serve our local communities and placing our customers at the heart of everything we do is central to the programme and the change it was initiated to deliver.

Overall population

The population of Watford is 96,400 (mid-year estimate 2015). The population continues to grow and was anticipated to hit 100,000 during 2017. The current government projection for population shows Watford's population as 124,700 by 2037.

Age

The largest populations by age band in Watford are:

- 25-44 (31,700)
- 45-59 (18,100)

The numbers in each successive age-band fall progressively until there are estimated to be 6,000 who are 75+. We know that around 74,000 residents are of voting age in Watford and. with an average of age of 36, Watford has a relatively young population, compared with other towns in England and Wales. Residents of this age typically feel more comfortable transacting with organisations online and, for many, this is their preferred method of contact, with the 24/7 availability of services attractive to those with busy lifestyles.
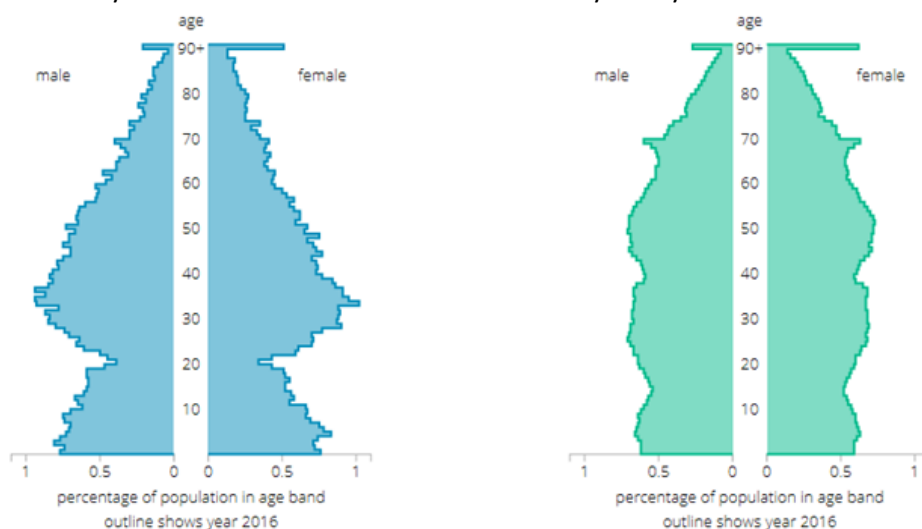

Diagram 1: Watford's population in age band (left) compared to the average in England and Wales (right)

3

Ethnicity

Watford has a very diverse population, more so than the rest of Hertfordshire.

For Watford overall, the Census 2011 shows the following breakdown in terms of ethnicity: White British (61.9%), White other (7.7%), Pakistani (6.7%), British Indian (5.5%) and British other Asian 4.4%).

Disability / Health

Around 85% of the population of Watford state that they have 'good health' and just under 14% record a disability. We do not have details as to what these disabilities are but they will include a wide range of physical and mental health disabilities or impairment. The 2016 NHS Health Profile's summary conclusion is that the health of people in Watford is 'varied' compared with the England average. About 14% (2,700) of children live in low income families. Life expectancy for both men and women is similar to the England average (which is an improvement on previous years when men's was lower).

Religion / belief

The religious breakdown in the Census 2011 of the main religions in Watford was: Christian (54.1%), Muslim (9.8%), Hindu (4.8%), with no religion stated at 21.4%.

Sexual orientation / Transgender

Watford has no specific data on the transgender community within the borough

Education and skills

A skilled workforce supports the economic development and employment aspirations for Watford. There has been a mostly increasing trend in Watford over the last few years; Watford's working age population has the third highest percentage (43.7%) in Hertfordshire of those with qualifications at NVQ 4 and above (St. Albans is the highest with 62% and East Herts second highest with 44.2%); this is also higher than both the 40.4% average in Hertfordshire and the England average of 34.2%. There are fewer people with no qualifications and significantly more people with Level 4/5 qualifications (degree level).

63.6% of Watford young people achieved 5 A*-C including English & Maths at the end of key stage 4. This is the better than the England average of 57.8%.

Homelessness

Whilst this is not a protected characteristic under the Equality Act 2010, the council recognises that the particular circumstances of people without their own home might be a factor in their taking an active role in our community. We currently have 24 statutory homeless (December 2017) and 188 households in temporary accommodation (December 2017).

MOSAIC profile

Our MOSAIC profiling of the borough enhances our understanding of our population and provides valuable context for our decision-making as well as underpinning our communications and engagement.

	MOSAIC GROUP	Group/Type Name	MOSAIC DESCRIPTION	Number of households in Watford	Watford Percentage	UK Percentage
1	J40	Career Builders	Singles and couples in their 20s and 30s progressing in their field of work from commutable properties	4508	11.69%	1.59%
2	J44	Flexible Workforce	Young renters ready to move to follow worthwhile incomes from service sector jobs	3123	8.10%	1.26%
3	D14	Cafés and Catchments	Affluent families with growing children living in upmarket housing in city environs	2837	7.35%	1.31%
4	I36	Cultural Comfort	Thriving families with good incomes in multi-cultural urban communities	2794	7.24%	1.37%
5	H35	Primary Ambitions	Forward-thinking younger families who sought affordable homes in good suburbs which they may now be out-growing	2391	6.20%	1.96%

Table 1: Watford's MOSAIC profile (2016)

4

5. How the council will ensure equality is promoted through the Watford 2020 Programme

Under the Equality Act 2010, three areas need to be considered when analysing the equality impact of the Watford 2020 Programme:

1. **Eliminate** discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
2. **Advance** equality of opportunity between people who share a relevant protected characteristic and people who do not share it
3. **Foster** good relations between people who share a relevant protected characteristic and people who do not

Part of the programme's vision to ensure all parts of the council are 'customer-focused' details the requirement for services to be 'accessible to all' and the management of changes across the organisation under one programme will mean that all projects are working towards this shared vision. The on-going alignment to this vision is critical to the programme's success and so will provide a minimum standard for services through the detailed design, build and implementation of changes.

The commitment, detailed in the outline business case and future operating model, that customers will not be forced to transact with the council digitally through closure of existing channels, provides assurance that no individual will be negatively impacted by the increase in digital capability of the organisation, which should be viewed as an enhancement of existing provision, rather than a change. Furthermore, the continuation of a duty function in our Customer Service Centre will ensure that the most vulnerable individuals, such as those accessing Housing Services or Benefits and who require specialist assistance, will receive this as quickly as possible from experienced and knowledgeable professionals. As a relatively small local authority, the council does not have the resources available to resource our Customer Service Centre with experts on every service area but this duty function ensures that customers are not adversely impacted as a result. The additional provision of Customer Service 'champions' means that the link between our front office staff and service delivery departments remains robust.

A. Positive impacts

- The Watford 2020 Programme aims to ensure that all processes are 'digital by design'. This does not mean that customers cannot still contact the council via the telephone or by coming into the Customer Service Centre. However, it means that those customers who are able and want to contact the council using the internet can do so 24 hours a day, 7 days a week. The streamlining of processes as a result of this design principle will mean that queries and transactions from all customers are dealt with more efficiently meaning that the council is able to provide an enhanced service for all customers. What we know about the Watford population, including the average ages and MOSAIC profile, would indicate that effective online solutions would be beneficial to a significant number of our population.

- The anticipated shift of transactions online as a result of the enhanced digital capability will mean that Customer Service Centre staff are more available to help customers face to face or on the telephone. It is anticipated that this will reduce current waiting times for those customers seeking to access services via this channel resulting in a better service.

5

- Disabled customers, including those with visual or hearing impairments, who may find it difficult to attend the Town Hall in person will also benefit from the enhanced digital capability proposed by the Watford 2020 programme. The ability to undertake transactions online from home avoids the need for those customers who find making journeys difficult to travel unnecessarily.

- The closer working relationship between Customer Services and other departments will mean that customer-facing professionals will be responsible for reviewing all bulk external communications. This is to ensure that all correspondence is clear and avoid any technical language which may not be understood by customers. It is anticipated that this will improve customer's experience; receiving communications which have been specifically reviewed from their perspective. This may be particularly beneficial for residents who do not have English as their first language.

- The retention of the duty officer function, as outlined in the attached operating model diagram, means that the most disadvantaged residents in the town will still be able to access professional officers face-to-face so that the necessary personal service, and understanding of individual circumstances, can be maintained.

B.   Negative impacts

If the programme, and its constituent projects, resulted in a 'one size fits all' solution there would be a risk of negative impacts, with some parts of communities more negatively impacted than others. This would clearly include people without access to digital technology. However, as this has already been identified as a risk and the intention of the programme is not to withdraw existing access changes, the 'one size fits all' approach has been rejected and so any negative impact avoided.

However, as outlined above, this will continue to be reviewed through additional Equality Impact Assessments, attached to each Watford 2020 project, throughout the life of the programme. This will allow continuing review of the council's equality obligations as the detailed changes in each service is known.

6.   Overall conclusion

Having completed an Equality Impact Assessment, it is concluded that the Watford 2020 programme will have a positive impact on local residents, businesses and customers of the council. In all instances, the intention is to enhance service delivery, providing additional and more efficient access channels for customers, whilst retaining those currently in use for those customers who are not comfortable using, or who do not wish to use, the internet. The drive towards digital will also mean that our Customer Service Centre staff will be available to help customers attending the Town Hall or using the telephone to contact the council. None of the proposed changes outlined in the Watford 2020 business case are anticipated to disproportionly impact upon people who share a protected characteristic but the provision of additional Equality Impact Assessments for each of the projects within the programme will ensure that this is maintained and considered throughout the life of Watford 2020.

Summary of potential positive impacts and ways in which they can be ensured

Positive Impact	Protected characteristics	Ways to ensure the positive impact
The 'digital by design' principle within the programme means that the council can provide an enhanced service to all customers	All	Noting that not all residents have access to computers or are comfortable using digital solutions, no current access channels will be withdrawn as a result of the programme. Customers will still be able to call the council directly and to visit in person in the Customer Service Centre. The only exception to this is e-mail, which as an unstructured form of communication can lead to significant failure demand and service inefficiency. Those customers who currently use e-mail will be able to complete online forms via their customer account if they wish to transact with the council online. The procurement of a new Customer Management System means that these online transactions will be much simpler than currently but customer engagement will be maintain as processes are moved to the new system as part of individual service projects. Furthermore, the anticipated channel shift as a result of an improved online offer, will free up Customer Service Centre staff to provide supported self-serve, for those customers who want to self serve via the telephone or in the Town Hall, but who require some guidance, and mediated service for those who prefer to transact over the telephone or face-to-face. All customers will be able to transact with the council 24 hours a day, 7 days a week, as a result of the improvement in online provision

Positive Impact	Protected characteristics	Ways to ensure the positive impact
Review of bulk communications by Customer Services will avoid confusion amongst customers	All (potentially)	This is to ensure that all correspondence is clear and avoid any technical language which may not be understood by customers. It is anticipated that this will improve customer's experience; receiving communications which have been specifically reviewed from their perspective. This may be particularly beneficial for residents who do not have English as their first language.
Access to specialist officers and professionals when required	All	The on-going provision of the duty function, particularly for Housing and Benefits customers, means that the most disadvantaged residents in the town will still be able to access professional officers face-to-face so that the necessary personal service, and understanding of individual circumstances, can be maintained.

Summary of potential negative impacts and ways in which they can be removed or mitigated

Negative Impact	Protected characteristics	Ways to mitigate the negative impact
Withdrawal of existing access channels and an insistence that services can only be accessed online would disadvantage customers who do not have access to a computer or who do not feel comfortable transacting in this way. Customers who require face-to-face support, particularly those who are vulnerable, would also be disadvantaged.	All	Existing access channels will not be withdrawn as a result of the programme. The only exception to this is e-mail, which as an unstructured form of communication can lead to significant failure demand and service inefficiency. Those customers who currently use e-mail will be able to complete online forms via their customer account if they wish to transact with the council online.

This EIA has been approved by:

Kathryn Robson, Head of Corporate Strategy and Communications
Date – 19 April 2018

PART A

Report to:	Cabinet
Date of meeting:	4 June 2018
Report of:	Head of Community & Environmental Services
Title:	A new vision for Woodside Playing Fields

1.0 **Summary**

1.1   A new vision for the land and property assets at Woodside Playing Fields is under development to provide an enhanced sport and leisure offer at Woodside which would appeal to more of Watford's residents whilst also improving and securing some of the current uses, such as cricket, football, outdoor bowls and boxing.

The vision is for a new cricket pavilion and community room; improved compliant changing facilities, including for referees; a new community café; converting the indoor bowls club to an alternative use complimentary to the overall leisure offer at Woodside, such as a multi-use activity centre; adventure golf; and increased car parking.

1.2   This report seeks approval to further develop these outline proposals, undertaking consultation as appropriate, with a report back to a future Cabinet for confirmation of the proposals and costs.

2.0 **Risks**

2.1

Nature of Risk	Consequence	Suggested Control Measures	Response *(Treat, tolerate, terminate, transfer)*	Risk Rating (the combination of severity and likelihood)
A new vision cannot be agreed	The opportunity to widen the appeal and increase participation by more residents is lost	Wide consultation during the detailed proposals work	Treat	4

3.0   **Recommendations**

3.1   That Cabinet supports the emerging vision to provide an enhanced leisure offer at Woodside Playing Fields which would appeal to more of Watford's residents.

3.2   That Cabinet approves the further development of these outline proposals, undertaking consultation as appropriate, with a report back to a future Cabinet for confirmation of the proposals and costs.

Contact Officer:
For further information on this report please contact: Alan Gough, Head of Community & Environmental Services
telephone extension: 8600   email: alan.gough@watford.gov.uk

Report approved by: Manny Lewis, Managing Director

4.0   **Detailed proposal**
4.1   The site currently provides a wide range of sport and leisure facilities including:

- Woodside Leisure Centre and Athletics Stadium
- Indoor bowls centre and outdoor bowls green
- Artificial turf pitch
- Adult and junior grass football pitches
- Cricket pitches and cricket pavilion
- Boxing gym and football changing rooms located within a remaining stable block of the former Victorian manor house, Woodside Lodge.

It is home to Watford Harriers Athletics Club, Watford Town Cricket Club, Watford Boxing Club, Watford Youth Sports Football Club, Watford Indoor Bowls Club and Owls Bowls Club.

Despite the strong role that the site currently plays in providing sports facilities for a variety of local clubs, there are a number of weaknesses with the condition of the existing buildings, how they are used and how they relate to each other. The site is characterised by a collection of different facilities operating in isolation, it lacks co-ordination and has no clear identity.

4.2   A supply and demand analysis has demonstrated good market potential for

complementary outdoor facilities including adventure golf and a high ropes course. This supply and demand analysis has also shown good market potential for a range of alternative uses for the indoor bowls centre based on local demographics and supply of competing facilities. These include a multi-use indoor activity centre.

4.3   The proposed facility mix is designed to meet current and future demand for leisure and provide the Council with a sustainable long-term solution for Woodside Playing Fields. The proposed facility mix :

- Community Sports Hub – to provide core facilities for cricket, football and boxing clubs and space for community use throughout the week
- Park Café and Ranger's office
- Alternative use of Indoor Bowls Centre
- High ropes course
- Adventure golf
- Enhanced play area and sensory garden.

An outline Masterplan of the emerging vision is shown in the attached appendix.

4.4   A parking, traffic and access study has been undertaken to explore current and future car parking requirements. A baseline survey undertaken in February 2018 showed that the car parks currently operate within capacity with a peak parking accumulation of 73% (i.e. 73% of parking spaces are occupied during the busiest times). However, the survey reflects a winter baseline position and does not provide an indication of typical levels of use at other times of the year or show the impact of large events such as swimming galas or athletics meets.

The proposals for the site include an additional 242 car parking spaces. An indicative programme of use for the newly developed facilities has been overlaid onto the proposed additional car parking and baseline survey. The findings show that the maximum level of occupancy within this context is predicted to be 63%.

4.5   The work required to further develop these outline proposals, undertaking consultation as appropriate, will be done within existing budgets.

5.0   **Implications**

5.1   **Financial**

5.1.1   The Shared Director of Finance comments that the costs of the feasibility work will be contained within the existing budgets.

5.2   **Legal Issues** (Monitoring Officer)

5.2.1   The Head of Democracy and Governance comments that litigation is currently

ongoing with the indoor bowls club following the termination of their lease by the Council, with the club seeking a new lease from the court.

5.3   **Equalities/Human Rights**

5.3.1   Consultation with stakeholders and the wider community will be undertaken as part of the next phase and an equalities impact analysis undertaken.

5.4   **Staffing**

5.4.1   These will be considered as part of the next phase of work

5.5   **Accommodation**

5.5.1   These will be considered as part of the next phase of work

5.6   **Community Safety/Crime and Disorder**

5.6.1   The initial review suggests that by suitable design the opportunity for crime and disorder can be reduced.
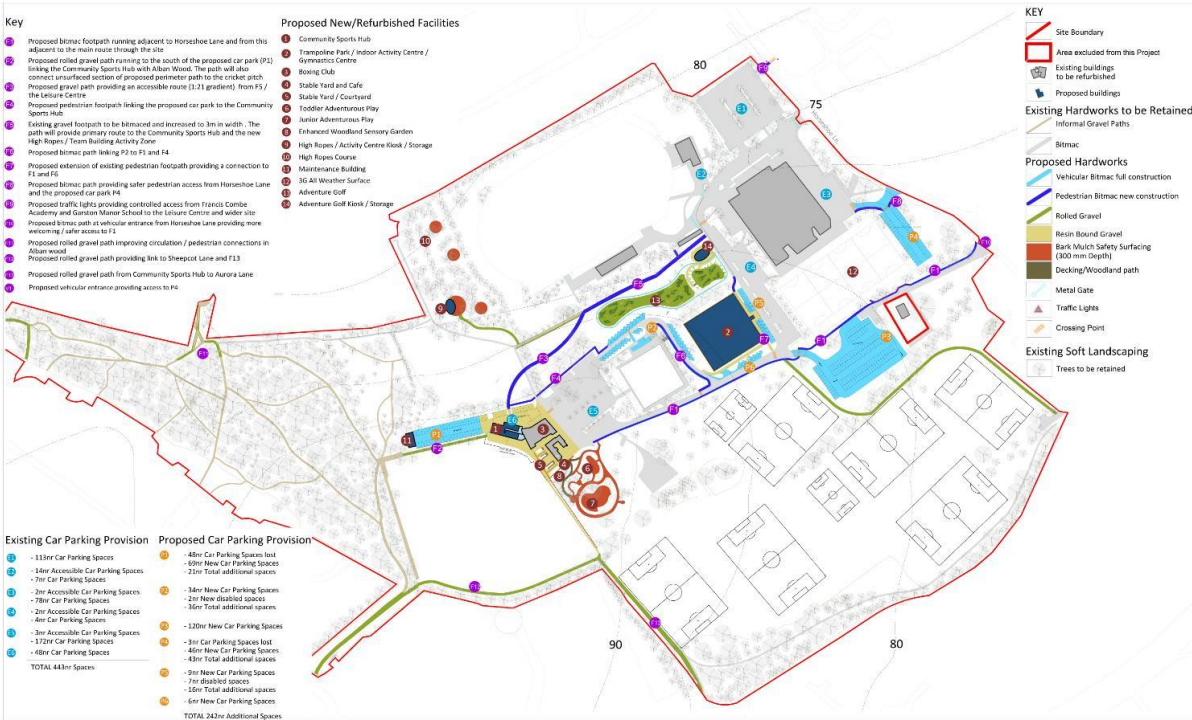
5.7   **Sustainability**

5.7.1   Any construction at the site will look to mitigate its impact on the environment by use of energy efficiency / energy generation measures, such as the use of solar PV on roofs.

Appendices

Appendix A – Draft Woodside Masterplan

Key

P1 Proposed bitmac footpath running adjacent to Horseshoe Lane and from this adjacent to the main route through the site

P2 Proposed rolled gravel path running to the south of the proposed car park (P1) linking the Community Sports Hub with Alban Wood. The path will also connect unsurfaced section of proposed perimeter path to the cricket pitch

P3 Proposed gravel path providing an accessible route (1:21 gradient) from F5 / the Leisure Centre

P4 Proposed pedestrian footpath linking the proposed car park to the Community Sports Hub

P5 Existing gravel footpath to be bitmaced and increased to 3m in width . The path will provide primary route to the Community Sports Hub and the new High Ropes / Team Building Activity Zone

P6 Proposed bitmac path linking P2 to F1 and F4

P7 Proposed extension of existing pedestrian footpath providing a connection to F1 and F6

P8 Proposed bitmac path providing safer pedestrian access from Horseshoe Lane and the proposed car park P4

P9 Proposed traffic lights providing controlled access from Francis Combe Academy and Garston Manor School to the Leisure Centre and wider site

P10 Proposed bitmac path at vehicular entrance from Horseshoe Lane providing more welcoming / safer access to F1

P11 Proposed rolled gravel path improving circulation / pedestrian connections in Alban wood

P12 Proposed rolled gravel path providing link to Sheepcot Lane and F13

P13 Proposed rolled gravel path from Community Sports Hub to Aurora Lane

P14 Proposed vehicular entrance providing access to P4

Proposed New/Refurbished Facilities

1 Community Sports Hub
2 Trampoline Park / Indoor Activity Centre / Gymnastics Centre
3 Boxing Club
4 Stable Yard and Cafe
5 Stable Yard / Courtyard
6 Toddler Adventurous Play
7 Junior Adventurous Play
8 Enhanced Woodland Sensory Garden
9 High Ropes / Activity Centre Kiosk / Storage
10 High Ropes Course
11 Maintenance Building
12 3G All Weather Surface
13 Adventure Golf
14 Adventure Golf Kiosk / Storage

KEY

Site Boundary
Area excluded from this Project
Existing buildings to be refurbished
Proposed buildings

Existing Hardworks to be Retained
Informal Gravel Paths
Bitmac

Proposed Hardworks
Vehicular Bitmac full construction
Pedestrian Bitmac new construction
Rolled Gravel
Resin Bound Gravel
Bark Mulch Safety Surfacing (300 mm Depth)
Decking/Woodland path
Metal Gate
Traffic Lights
Crossing Point

Existing Soft Landscaping
Trees to be retained

Existing Car Parking Provision

E1 - 113nr Car Parking Spaces
E2 - 14nr Accessible Car Parking Spaces
    - 7nr Car Parking Spaces
E3 - 2nr Accessible Car Parking Spaces
    - 78nr Car Parking Spaces
E4 - 2nr Accessible Car Parking Spaces
    - 4nr Car Parking Spaces
E5 - 3nr Accessible Car Parking Spaces
    - 172nr Car Parking Spaces
E6 - 48nr Car Parking Spaces

TOTAL 443nr Spaces

Proposed Car Parking Provision

P1 - 48nr Car Parking Spaces lost
   - 69nr New Car Parking Spaces
   - 21nr Total additional spaces

P2 - 34nr New Car Parking Spaces
   - 2nr New disabled spaces
   - 36nr Total additional spaces

P3 - 120nr New Car Parking Spaces

P4 - 3nr Car Parking Spaces lost
   - 46nr New Car Parking Spaces
   - 43nr Total additional spaces

P5 - 9nr New Car Parking Spaces
   - 7nr disabled spaces
   - 16nr Total additional spaces

P6 - 6nr New Car Parking Spaces

TOTAL 242nr Additional Spaces

Part A

Report to:	Cabinet
Date of meeting:	4 June 2018
Report of:	Head of Community and Environmental Services
Title:	Watford Rural Parish Fees - Cemetery Agreement

1.0 Summary

1.1 Watford Rural Parish has requested to terminate their agreement with the Council in relation to burial rights and fees payable in relation to Watford Rural Parish residents. The original agreement was signed in 1963 with 2 deeds of variation in 1994 and 2006. To terminate this agreement requires Cabinet approval.

2.0 Risks

2.1

Nature of Risk	Consequence	Suggested Control Measures	Response *(Treat, tolerate, terminate, transfer)*	Risk Rating (the combination of severity and likelihood)
Loss of income	Income targets not achieved	Fees & Charges levied as per current rate for non-residents	Treat	2

3.0 Recommendations

3.1 To accept Watford Rural Parish Council's request to terminate the agreement from January 2019; and

3.2 To agree that all future requests for burials from Watford Rural Parish are treated as non-residents and charged accordingly in line with agreed annual fees and charges.

Contact Officer:
For further information on this report please contact: Paul Rabbitts, Section Head of Parks, Open Spaces & Projects
telephone extension: 8250   email: paul.rabbitts@watford.gov.uk

Report approved by: Alan Gough, Head of Community & Environmental Services

4.0   **Detailed proposal**

4.1   Watford Rural Parish Council has had an agreement with Watford Borough Council since 1963 pertaining to the administration of cemeteries and burial grounds at Vicarage Road and North Western Ave, Watford. The Parish Council's Finance and Administration Committee met recently and has since written to the Borough Council in January 2018, in relation to this agreement and to ask the relevant committee to discuss the possibility, if both parties agree, of ceasing the agreement to take effect from January 2019.

4.2   The original agreement contains no termination provision so this requires termination by mutual consent. The Council entered the agreement originally as the previous Joint Burial Board was being abolished and the Council was taking over control of the cemeteries. In return for those, people who lived in the Watford Rural Parish area outside the borough boundary had the right to be buried in the cemeteries. The Rural Parish agreed to contribute toward the cost of running the cemeteries, originally based on a rateable value calculation, but, once domestic rates were abolished in the 1990's, a different formula was introduced, which was then readjusted in the 2006 agreement to a fixed fee with RPI increases to be reviewed every 5 years from 2005.

The Elected Mayor has agreed that the agreement can be terminated and has asked it is referred to Cabinet for final approval.

5.0   Implications

5.1   Financial

5.1.1   The figures for 2016/17 and 2017/18 are shown below:

	2016/17		2017/18	
Number of Burials/internments		13		13
Actual income paid to cemetery	£	17,055	£	16,685
Watford Rural Parish contribution	£	24,212	£	27,730
Total income	**£**	**41,267**	**£**	**44,415**
Income without the arrangement in place	£	51,880	£	50,060
Benefit to the Council without the arrangement	**£**	**10,613**	**£**	**5,645**

These figures do not include memorial installations which would increase our income further should we have included them.

The potential loss of income is, therefore, negligible but has been identified as a possible risk.

5.2   Legal Issues (Monitoring Officer)

5.2.1   The Head of Democracy and Governance comments that as the original agreement did not include any termination provisions it can only be terminated by mutual consent.

5.3   Equalities/Human Rights

5.3.1   Having had regard to the council's obligations under s149, it is considered that there are no equality issues that are affected.

Appendices

None

Background Papers

Request from Watford Rural Parish Council to agree to terminate agreement January 2018.

File Reference

None

Watford Rural Parish Council

Serving the community since 1894

Parish Council Offices
Oxhey Drive, South Oxhey, Watford, Hertfordshire WD19 7SB
Telephone 0208 4280449 Email admin@watfordrpc.co.uk

Carol Chen
Head of Democracy & Governance
Watford Borough Council
Town Hall
Watford, WD17 3RX

29th January 2018

Dear Ms Chen,

Reference: Administration of Cemeteries & Burial Grounds

Watford Rural Parish Council have had an agreement with yourselves since 1963 pertaining to the administration of cemeteries and burial grounds at Vicarage Road and North Western Ave, Watford.

The Councils Finance & Administration Committee met recently and asked me to write to you in relation to this agreement and to ask the relevant committee to discuss the possibility, if both parties agree, of ceasing the agreement; the most logical time being Jan 2019.

I understand, from conversations with your cemeteries manager, that this may be mutually beneficial, but we would like this confirmed at the relevant Committee or Full Council before any legal instruction is undertaken. Can you please let me know if this is possible?

We look forward to hearing from you in due course. If you require anything further, please do not hesitate to get in touch.

Yours Sincerely,

Gareth Williams

cc : Tracey Jolliffe, Dorothy Thornhill