



**WATFORD  
BOROUGH  
COUNCIL**

# **OVERVIEW AND SCRUTINY COMMITTEE**

**21 March 2019**

**7.00 pm**

**Town Hall, Watford**

**Contact**

Sandra Hancock

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01923 278377

For information about attending meetings please visit the [council's website](#).

**Publication date: 13 March 2019**

# Committee Membership

Councillor K Hastrick (Chair)

Councillor J Dhindsa (Vice-Chair)

Councillors S Bashir, S Cavinder, K Crout, I Hamid, M Hofman, R Martins and I Stotesbury

## Agenda

### Part A - Open to the Public

**1. Apologies for Absence/Committee Membership**

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

**3. Minutes**

The [minutes](#) of the meeting held on 29 November 2018 to be submitted and signed.

**4. Call-in**

To consider any executive decisions which have been called in by the requisite number of councillors.

**5. Watford 2020 - Progress update report (Pages 5 - 10)**

The Watford 2020 Programme Manager to provide an update on the progress of the Watford 2020 programme.

**6. Firmstep presentation**

The Head of Service Transformation and the Customer Services Section Head to provide a demonstration of Firmstep.

**7. Quarter 3 2018/19: Key Performance Indicator report (Pages 11 - 25)**

Report of the Head of Corporate Strategy and Communications

This report provides the latest update on key performance indicators.

**8. Executive Decision Progress Report (Pages 26 - 34)**

The Scrutiny Committee is asked to review the latest edition of the Executive Decision Progress Report and consider whether any further information is required.

**9. Hertfordshire County Council's Health Scrutiny Committee**

Councillor Hastrick, the Council's appointed representative to the County Council's Health Scrutiny Committee to provide an update.

**Scrutiny Panels and Task Groups**

**10. Watford Community Housing Task Group - Final report (Pages 35 - 49)**

Report of the Committee and Scrutiny Officer and task group

This report asks the scrutiny committee to review the task group's final report prior to it being forwarded to Watford Community Housing.

**11. Suggested task group topics for 2019/20 (Pages 50 - 53)**

Report of the Committee and Scrutiny Officer

This report asks the scrutiny committee to consider two suggestions for future task groups.

**12. Review: Tackling Loneliness Task Group's recommendations (Pages 54 - 57)**

Report of the Committee and Scrutiny Officer

**13. Budget Panel**

Since the last Overview and Scrutiny Committee, Budget Panel has met on the following occasions –

- 15 January 2019
- 12 March 2019

The [minutes](#) are available on the council's website.

The Chair of Budget Panel to provide an update to the scrutiny committee.

#### **14. Outsourced Services Scrutiny Panel**

Since the last Overview and Scrutiny Committee, Outsourced Services Scrutiny Panel met on the following occasions –

- 12 December 2018
- 28 January 2019
- 20 March 2019

The [minutes](#) are available on the council's website.

The Chair of Outsourced Services Scrutiny Panel to provide an update to the scrutiny committee.

#### **15. Community Safety Partnership Task Group**

Since the last Overview and Scrutiny Committee, the Community Safety Task Group has met on the following occasion –

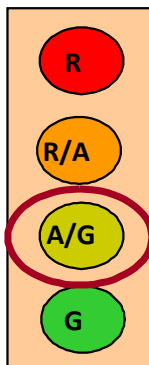
- 13 March 2019

The [minutes](#) are available on the council's website.

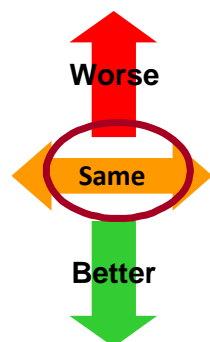
The scrutiny committee to be provided with an update by the chair of the Community Safety Partnership Task Group.

<b>Completed by:</b>	Liam Hornsby	<b>Period from:</b>	7 November 2018
<b>Date completed:</b>	21 February 2019	<b>Period to:</b>	21 February 2019

## Current Programme Status



## Trend since last report



## Programme Headlines

- Member Briefing held on 17 January 2019. 11 Members attended and were provided with an overview of the programme.
- Firmstep Specialist started on 17 December 2018 and third Business Analyst started on 2 January 2019 meaning Front Office Project now fully resourced. Community Project Manager to build and implement the Community Detailed Design started on 7 January 2019. Procurement PM to support Business Intelligence, Digital Mail Room and CAM projects started on 18 January 2019.

## Project Headlines

- **CRM System** – Connection between the front office and back office systems have been established, tested and are working as anticipated. Pest Control process build completion now underway. Project to close once this has been completed.
- **Supplier Optimisation** – Historical data issues being explored by supplier PM. GDPR module implementation commenced. Work continuing to ensure that the correct information can be obtained electronically by the Land Charges team.
- **WAN** – Contract in place and network design complete. Technical installation work now underway with completion date in March 2019
- **Unified Communications** – Contract in place and solution requirement design complete. Data gathering underway.
- **Front Office** – Democratic Services processes testing underway. Current sprint includes Small Grants, New Driver Training, HMOs, Food Hygiene, Food registration, Members Portal and Mayor's Office Casework. Ongoing testing of connectors.
- **Business Intelligence** – Recruitment for Project Manager complete. PID approved by Programme Board on 13 February 2019. Plan to initiate procurement w/c 25 February.
- **Revenues and Benefits** – Mobile working solution successfully tested. Work underway to complete online functionality for customers.
- **CAM implementation** – Section Head recruitment underway. Detailed design to Cabinet on 4 March 2019.
- **Community** – Project Manager in place and updated PID complete. Kick off meetings with Section Heads held and workshops in place.
- **Environmental Health & Licensing** – Workshops continue with noise pollution, health and safety, home improvements and public sector housing complete. Communications approach agreed.
- **Democratic Services** – Staff consultation commenced. Members Portal testing underway and Member and staff testing sessions held.
- **Communications** – Feedback captured from Comms User Group and Pulse Group. Detailed design approved by Programme Board on 13 February 2019. Implementation delivery plan agreed and underway.
- **Digital Mail Room** – Proposal approved by Programme Board. Resource requirements for delivery of project identified.

	<ul style="list-style-type: none"> <li>• <b>Business Support</b> – Project Manager has attended all Managers meetings). Individual kick off meetings with Section Heads underway. First draft of matrix complete. Business Support representative for the Staff Pulse Group has been appointed and plan in place to ensure ongoing engagement and feedback mechanism.</li> </ul>			
Schedule	Budget	HR	Communications	Resource
Key activities for next period				
<ul style="list-style-type: none"> <li>• <b>CRM system</b> – Final development days for pest control process to be rescheduled in conjunction with the Environmental Health and Licensing team.</li> <li>• <b>Supplier Optimisation</b> - Continue data cleansing of existing data, continuing to liaise with Hertfordshire County Council where additional data and information may be available. Receipt of overall action plan from supplier. Progress GDPR implementation scripts.</li> <li>• <b>Unified Communications</b> – Extension phone number and virtual contact centre data gathering to commence. Solution requirement design document approved by Project Board.</li> <li>• <b>WAN</b> – Voice layer for Unified Communications to be tested across the new WAN platform. Fibre installation and external works to be completed.</li> <li>• <b>Front Office</b> – Following approval of Community and Democratic Services detailed designs, continue with agile development sprints. Further Community Services processes in backlog for next sprint, including Echo API, Events Booking system, Coaching Bursaries and Trader's Applications. Completion of Uniform API testing.</li> <li>• <b>Business Intelligence</b> – Initiation of procurement.</li> <li>• <b>Revenues and Benefits</b> – Focus on volumes, workflows and performance measures as well as Quality Assurance processes. Commencement of testing for online forms functionality.</li> <li>• <b>CAM Implementation</b> – Recruitment of Section Head. Subject to Cabinet approval - Initiate staff consultation, implementation activity.</li> <li>• <b>Community</b> – Complete final design workshops and confirm API implementation plan. Continue workshops to transition civic events to the Culture and Events team.</li> <li>• <b>Environmental Health and Licensing</b> – Continue with workshops as per agreed schedule. Sign-off of HMO Licensing, Public/Private Waste, Food Hygiene and Health &amp; Safety to be completed. Process design documents to be completed for Noise Nuisance and Home Improvements. Book remainder of workshops via Project Support.</li> <li>• <b>Democratic Services</b> – Staff consultation to be completed, Members Portal build complete. Modern.gov restricted app and report sign off tested with Project Team.</li> <li>• <b>Communications</b> – Commence build and implementation of service changes, including build of online functionality for internal officers working with Communications.</li> <li>• <b>Digital Mail Room</b> – Commence detailed project and procurement planning.</li> <li>• <b>Business Support</b> – Detailed project plan to be completed and template for Section Head sign off to be confirmed. Complete engagement with phase 1 services.</li> </ul>				

Project RAG Statuses																								
Enabling Projects																								
Customer Management System Replacement				Supplier Optimisation				Unified Communications / WAN				Front Office				Business Intelligence								
Implementation				Implementation				Implementation				Build				Detailed Design								
Sch	£	C	Res	Sch	£	C	Res	Sch	£	C	Res	Sch	£	C	Res	Sch	£	C	Res					
Pest Control implementation delayed due to issues with Idox APIs. Issue now resolved and final build underway.				Awaiting action plan from supplier to determine and confirm schedule. Some issues with GDPR module - delivery dependent on resolution.				Implementation underway in line with agreed timescales. WAN scheduled to be in place by March and Unified Communications in place by May				Current sprint includes Small Grants, New Driver Training, HMOs, Food Hygiene, Food Registration, Members Portal and Mayor’s Office Casework.				Procurement PM now started. PID approved by Programme Board on 13 Feb 2019. Draft procurement docs complete.								
Service-Led Projects																								
Democratic Services					Community					Environmental Health and Licensing					Revenues and Benefits					Corporate Asset Management				
Build					Build					Detailed Design					Detailed Design					Detailed Design				
Sch	£	HR	C	Res	Sch	£	HR	C	Res	Sch	£	HR	C	Res	Sch	£	HR	C	Res	Sch	£	HR	C	Res
Detailed Design and Full Business Case approved by Cabinet. Build underway in line with approved implementation plan.					PM Consultant now in place. Updated PID reviewed by Project Board on 22 January 2019 and detailed project planning and workshops underway.					Workshops underway to schedule. Build has been impacted by API issue, but has now been resolved.					Change control to extend project timelines approved by Programme Board on 14 December 2018. Project Manager working 1 day/week.					Detailed design to Cabinet for review on 4 March 2019.				

Communications					Our People					Digital Mail Room					Business Support					
Detailed Design					Implementation					Scoping					Detailed Design					
Sch	£	HR	Res	C	Sch	£	HR	Res	C	Sch	£	HR	Res	C	Sch	£	HR	Res	C	
Detailed design approved by Programme Board on 13 February. Implementation now underway as per plan					All work strands running to schedule.					Proposal approved. Complete detailed project and procurement planning.					Briefings to all Managers complete. Individual meetings with Section Heads commenced.					
Minor Projects																				
Online Report Sign-Off					CCTV Operating Model					Bin Sensors										

Supporting Services				
Communications	IT	HR	Legal / Procurement	Finance
Update to Programme Communications Plan approved by Programme Board on 14 December 2018. Our People Communications Plan approved by Board and actions underway.	IT representative present at Watford 2020 Steering Group. New IT Project Manager to support Watford 2020 projects now in place. IT requirements across Watford 2020 programme reviewed with PM, IT Section Head and Watford 2020 Programme Manager.	Supporting services tracker reviewed by HR at Watford 2020 Steering Group. Allocation of HRBPs across in-flight service projects reviewed and confirmed to be sufficient to resource programme. HR Manager involved in project implementation plans.	Legal representation to be invited to Steering Group as and when appropriate. Current support provided in relation to Unified Communications/ Personal IT and WAN contracts.	Watford 2020 Finance Sub-Committee meeting held on 4 February 2019. Monthly meetings with Accountant in relation to budget and benefits.



## Glossary

- **APIs** – stands for ‘Application Programming Interface’ and is a piece of IT equipment which allows different pieces of software to integrate and communicate with each other.
- **BAU** – a project management term which stands for ‘business as usual’ and relates to operational matters outside of the project framework and scope
- **CAM** – stands for ‘Corporate Asset Management’; the new section created to bring together the council’s Facilities Management and Property teams
- **CRM** – stands for ‘Customer Relationship Management’ and is commonly used to description a customer platform which allows customers to interact with the council and vice versa.
- **E-Bulletin** – an electronic newsletter produced by the council’s Communication Team, in conjunction with the Watford 2020 Programme Manager, to provide updates and information on the programme to the rest of the organisation.
- **Firmstep** – the system used to support our customer management system
- **GDPR** - The General Data Protection Regulations which provides data protection and privacy laws for all individuals within the European Union and European Economic Area.
- **HRBPS** – these are Human Resource Business Partners and provide a link and single point of contact between council services and the HR team
- **Project Initiation Document (PID)** – a project management document that brings together all of the key information needed to start and run a project on a sound basis. In short, this is the, "who, why, and what", part of the project signed off by the Programme Board. It defines all major aspects of a project and forms the basis for its management and the assessment of overall success. The project initiation document builds upon the outline business case using the information and analysis data produced during initiation activities
- **WAN** – stands for ‘Wide Area Network’ and is a crucial element in providing unified communications across the council. The ‘WAN’ is the infrastructure that supports unified communications’
- **VPN** – stands for ‘Virtual Private Network’ and is the way in which information can be sent securely between two computers using the internet



**Highlighted Risks**

No risks to highlight at current time.

**Highlighted Issues**

No issues to highlight at the current time.

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Title:</b>	End of Quarter 3 2018/19: Key Performance Indicator (KPI) Report
<b>Date of meeting</b>	21 March 2019
<b>Report of:</b>	Head of Corporate Strategy and Communications

### 1.0 SUMMARY

- 1.1 Watford BC's Corporate Plan sets out the council's priorities and corporate work programme to 2020. Underpinning the plan is a suite of key performance indicators. These measures support the delivery of good quality services (both internal and external) by highlighting areas of good performance and, more importantly, under performance.
- 1.2 The attached report (Appendix A) shows the results for these key performance indicators at the end of Quarter 3 2018/19 for those services directly provided by the council. The report, therefore, shows:
- The result for end of Q3 (unless highlighted otherwise)
  - The results for the previous quarter (Q2 2018/19) – as shown on the charts
  - The results for the same quarter last year (Q3 2017/18) - as shown on the charts
  - The target that was set for 2018/19 and for Q3 – these are often the same, particularly where a target is set as a percentage
  - Whether the indicator result is above, below or on target (shown by the green, red or orange arrows)
  - Benchmarking information, where available, against Hertfordshire authorities or all England authorities. As this collates national information, it lags behind that collected by the council and so, in many cases is Q2 2018/19 rather than Q3.

**Contact Officer:**

For further information please contact:

Kathryn Robson, Head of Corporate Strategy & Communications - ext.: 8077 or  
[kathryn.robson@watford.gov.uk](mailto:kathryn.robson@watford.gov.uk)

**2.0 Risks**

2.1	Nature of Risk	Consequence	Suggested Control Measures	Response	Risk Rating
				<i>(Treat, tolerate, terminate, transfer)</i>	(the combination of severity and likelihood)
	Failure to scrutinise organisational performance	Potential for performance to slip with consequences for quality of service delivery	<i>Robust scrutiny and challenge</i>	<i>Treat</i>	6

**3.0 DECISION REQUIRED**

- 3.1 Committee is asked to note the key performance indicator results for the end of Q3 2018/19.

## **4.0 DETAILED PROPOSAL**

**4.1** The council maintains a suite of performance indicators as one means of ensuring the council is performing to a high standard and that areas where improvement needs to be made are highlighted and appropriate action taken. These 'key' performance indicators are presented to members at Portfolio Holders meetings as well as at Overview and Scrutiny Committee (for those services still provided directly by the council) and Outsourced Services Scrutiny Panel (for those services now provided by an external organisation or through the lead authority model). The vast majority of indicators are now scrutinised by Outsourced Services Scrutiny Panel.

## **4.2 Benchmarking**

One of the significant challenges that the council faces in terms of assessing its performance is the lack of national benchmarking information in many areas. This has been the case since the ending of the national performance regime. Without the rigour of the national framework it can be difficult to both assess which indicators best measure what is important to overall organisational performance and to assess how we are doing compared to others. However, the government does publish a range of the returns that are required of local authorities (such as for planning, housing and revenues and benefits) and the council is in a local benchmarking group for waste and recycling. Where possible benchmarking is provided although there is a time lag of at least a quarter i.e. for this report Q2 2018/19 results are benchmarked in most cases.

## **4.3 Areas to note from the report**

- Telephone waiting times have fallen after high results in Q1 and Q2 following new appointments to the Customer Service Centre from the end of November 2018 **(Indicator 5)**
- A number of customer service indicators are not available for Q3 as the service is moving from the previous customer relations management system which collected and collated the data to Firmstep – reports will be available for Q4 / end of year
- Committee to note that the result for homelessness now reflects the changes that were brought in by the Homelessness Reduction Act 2017 (implemented from April 2018) **(Indicator 12)**.

It is difficult to compare 2018/19 homelessness data with previous years as a result of the implementation of the Homelessness Reduction Act 2017 from 3 April 2018. The HRA 2017 requires local authorities to respond to households who are threatened with or actually homeless in a different way than under the Housing Act 1996. Depending on their circumstances households will be taken through one or more three processes of (1) prevention, (2) relief and then, if prevention and/or relief fails, (3) deciding whether the council has a main duty to house.

- Households in temporary accommodation fell again during Q3 (**Indicator 14**). This is partly as a result of access to more permanent housing solutions. This represents a fall each quarter from a high of 227 in December 2016
- The rough sleeper count took place in November 2018. Watford had 14 rough sleepers on the night – two more than target (**Indicator 17**)
- Committee to note that since April 2018, homelessness data returned to government has changed.

From the 1 April 2018 local authorities have been required to collect a wide range of information on each individual homelessness case they dealt with and supply this quarterly to the Ministry of Housing Communities and Local Government (MHCLG). Previously local authorities supplied homelessness data in aggregate form using the P1E form. With the Homelessness Reduction Act 2017, MHCLG requires reporting on each individual homelessness in the form of the Homelessness Case Level Information Collection (known as H-CLIC). The 2017 HRA places new duties on local authorities to help prevent or relieve homelessness for anyone eligible to be assisted by a local authority. This means H-CLIC will contain information on more people who are homeless or at risk of homelessness rather than only those who are considered priority need as was the case when reporting through the P1E system.

On the 27 June 2018 the Ministry for Housing, Communities and Local Government (MHCLG), published homelessness statistics in a new format for the period April-June 2018. The new H-CLIC statistics were published as “Experimental Statistics” and will continue to be published in this way for approximately twelve months. The precise timescales will depend on data quality. These Experimental Statistics are included as benchmarking information in this report. It should be noted that MHCLG have made it clear that as the current H-CLIC data is experimental they are not relying on it for national housing policy formation or making financial decisions.

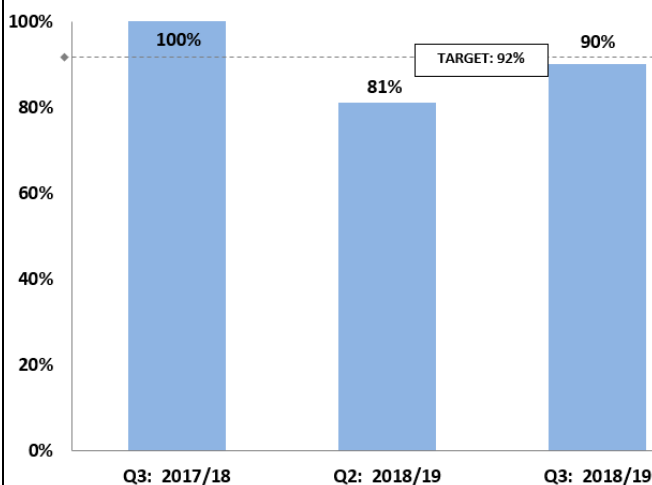
## Appendices

Appendix A – Key Performance Indicators End of Quarter 3 2018/19: (services delivered directly by Watford BC)

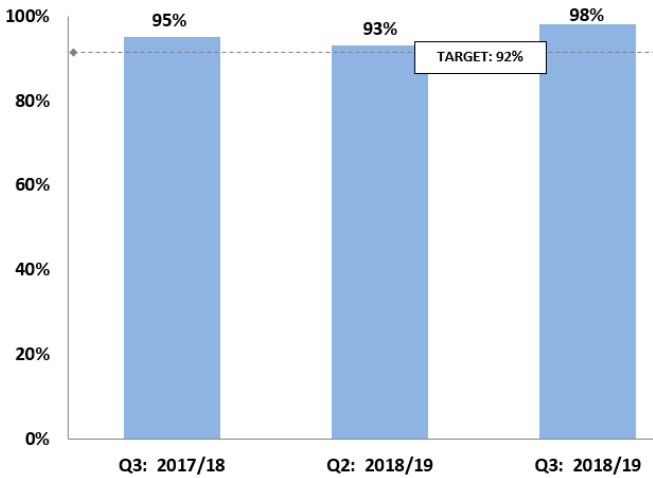

## Appendix A: KEY PERFORMANCE INDICATORS: End of Quarter 3 2018/19 (services delivered directly by Watford BC)

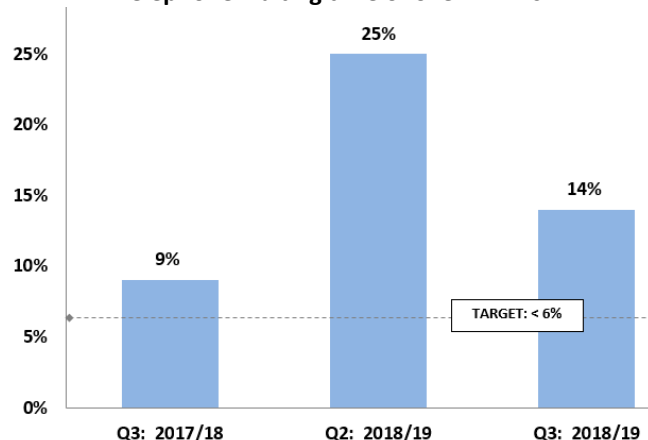

### I. CUSTOMER FIRST INDICATORS

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)																																								
	PLANNING:																																												
1.	Processing of planning applications: 'major' applications - % determined within 13 weeks  A high result is good for this indicator	Place Shaping & Corporate Performance  Nick Fenwick	Quarterly	<div>RESULT: 89%</div> <div>Major applications determined in 13 weeks</div> <table><caption>Major applications determined in 13 weeks</caption><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q3: 2017/18</td><td>100%</td></tr><tr><td>Q2: 2018/19</td><td>93%</td></tr><tr><td>Q3: 2018/19</td><td>89%</td></tr><tr><td>TARGET</td><td>92%</td></tr></tbody></table>	Quarter	Percentage	Q3: 2017/18	100%	Q2: 2018/19	93%	Q3: 2018/19	89%	TARGET	92%	<div>Below target:</div> <div>Target for 2018/19 and Q3: 90%</div> <div>There were 9 applications in this category during Q3 with 8 determined within 13 weeks and 1 outside the target.</div> <div>Benchmarking: Herts, England &amp; Shire Districts performance: Q2 2018/19 (July - September 2018/19)</div> <table><tr><th colspan="2">Speed of planning decisions: 'major' (Q2)</th></tr><tr><th></th><th>%</th></tr><tr><td>East Herts</td><td>100%</td></tr><tr><td>Stevenage</td><td>100%</td></tr><tr><td>Three Rivers</td><td>100%</td></tr><tr><td>Welwyn Hatfield</td><td>100%</td></tr><tr><td>Watford</td><td>93%</td></tr><tr><td>Hertsmere</td><td>86%</td></tr><tr><td>Broxbourne</td><td>80%</td></tr><tr><td>Dacorum</td><td>75%</td></tr><tr><td>St Albans</td><td>75%</td></tr><tr><td>North Herts</td><td>67%</td></tr><tr><td>England (average)</td><td>88%</td></tr><tr><td>Hertfordshire (average)</td><td>88%</td></tr><tr><td>England (best)</td><td>100%</td></tr></table>	Speed of planning decisions: 'major' (Q2)			%	East Herts	100%	Stevenage	100%	Three Rivers	100%	Welwyn Hatfield	100%	Watford	93%	Hertsmere	86%	Broxbourne	80%	Dacorum	75%	St Albans	75%	North Herts	67%	England (average)	88%	Hertfordshire (average)	88%	England (best)	100%
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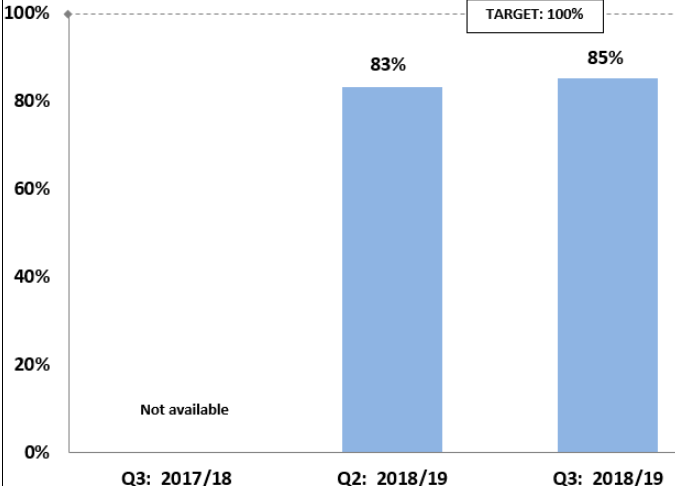
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2.	<p>Process of planning applications: 'minor' applications - % determined within 8 weeks</p> <p><b>A high result is good for this indicator</b></p>	<p>Place Shaping &amp; Corporate Performance</p> <p>Nick Fenwick</p>	Quarterly	<div><div>RESULT: 90%</div><div><p>Minor applications determined in 8 weeks</p><table><caption>Minor applications determined in 8 weeks</caption><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q3: 2017/18</td><td>100%</td></tr><tr><td>Q2: 2018/19</td><td>81%</td></tr><tr><td>Q3: 2018/19</td><td>90%</td></tr><tr><td>TARGET</td><td>92%</td></tr></tbody></table></div></div>	Quarter	Percentage	Q3: 2017/18	100%	Q2: 2018/19	81%	Q3: 2018/19	90%	TARGET	92%	<p><b>Below target:</b></p> <p><b>Target for 2018/19 and Q3: 92%</b></p> <p>There were 52 applications in this category during Q3, with 47 determined within 8 weeks and 5 outside the target.</p> <p><b>Benchmarking:</b> Herts, England &amp; Shire Districts performance: Q2 2018/19 (July - September 2018/19)</p> <table><tr><th colspan="2">Speed of planning decisions: 'minor' (Q2)</th></tr><tr><th></th><th>%</th></tr><tr><td>Broxbourne</td><td>91%</td></tr><tr><td>Stevenage</td><td>91%</td></tr><tr><td>Three Rivers</td><td>84%</td></tr><tr><td>Hertsmere</td><td>84%</td></tr><tr><td>St Albans</td><td>84%</td></tr><tr><td>Welwyn Hatfield</td><td>84%</td></tr><tr><td>Watford</td><td>81%</td></tr><tr><td>East Herts</td><td>76%</td></tr><tr><td>Dacorum</td><td>76%</td></tr><tr><td>North Herts</td><td>71%</td></tr><tr><td>England (average)</td><td>85%</td></tr><tr><td>Hertfordshire (average)</td><td>82%</td></tr><tr><td>England (best)</td><td>100%</td></tr></table>	Speed of planning decisions: 'minor' (Q2)			%	Broxbourne	91%	Stevenage	91%	Three Rivers	84%	Hertsmere	84%	St Albans	84%	Welwyn Hatfield	84%	Watford	81%	East Herts	76%	Dacorum	76%	North Herts	71%	England (average)	85%	Hertfordshire (average)	82%	England (best)	100%
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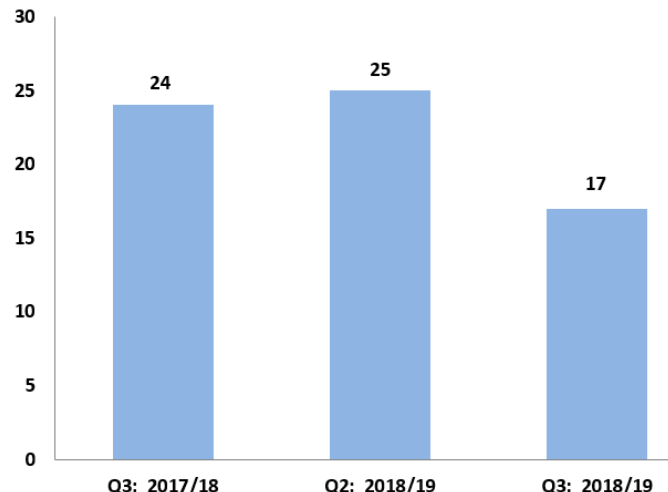
	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)																																										
3.	<p>Process of planning applications: 'other' applications - % determined within 8 weeks</p> <p><b>A high result is good for this indicator</b></p>	<p>Place Shaping &amp; Corporate Performance</p> <p>Nick Fenwick</p>	Quarterly	<p><b>RESULT: 98%</b></p> <p><b>Other applications determined in 8 weeks</b></p>  <table><caption>Data for Other applications determined in 8 weeks</caption><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q3: 2017/18</td><td>95%</td></tr><tr><td>Q2: 2018/19</td><td>93%</td></tr><tr><td>Q3: 2018/19</td><td>98%</td></tr><tr><td>Target</td><td>92%</td></tr></tbody></table>	Quarter	Percentage	Q3: 2017/18	95%	Q2: 2018/19	93%	Q3: 2018/19	98%	Target	92%	<p><b>Above target:</b> </p> <p><b>Target for 2018/19 and Q3: 92%</b></p> <p>There were 144 applications in this category during Q3 with 141 determined within 8 weeks and 3 outside of target.</p> <p><b>Benchmarking:</b> Herts, England &amp; Shire Districts performance: Q2 2018/19 (July - September 2018/19)</p> <table><tr><th colspan="2">Speed of planning decisions: 'other' (Q2)</th></tr><tr><th></th><th>%</th></tr><tr><td>Broxbourne</td><td>97%</td></tr><tr><td>Stevenage</td><td>97%</td></tr><tr><td>Hertsmere</td><td>95%</td></tr><tr><td>Three Rivers</td><td>94%</td></tr><tr><td>Dacorum</td><td>93%</td></tr><tr><td>Watford</td><td>93%</td></tr><tr><td>St Albans</td><td>91%</td></tr><tr><td>East Herts</td><td>87%</td></tr><tr><td>Welwyn Hatfield</td><td>87%</td></tr><tr><td>North Herts</td><td>87%</td></tr><tr><td colspan="2"></td></tr><tr><td>England (average)</td><td>90%</td></tr><tr><td>Hertfordshire (average)</td><td>92%</td></tr><tr><td>England (best)</td><td>100%</td></tr></table>	Speed of planning decisions: 'other' (Q2)			%	Broxbourne	97%	Stevenage	97%	Hertsmere	95%	Three Rivers	94%	Dacorum	93%	Watford	93%	St Albans	91%	East Herts	87%	Welwyn Hatfield	87%	North Herts	87%			England (average)	90%	Hertfordshire (average)	92%	England (best)	100%
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	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)								
	CUSTOMER SERVICES												
4.	CSC - Channel mix (% contacts through each channel)  Narrative indicator whilst baseline being developed	Service Transf'tion  Andrew Cox	Quarterly	Telephone: 81% Face to face: 18% Web: 0.4% (completed online forms and missed bin reports)	No target.  This is to measure the direction of travel for the channel mix of customer contact.  It remains relatively unchanged since Q1.								
5.	Telephone waiting time of over 2 minutes (% of calls received above 2 minutes waiting time)  A low result is good for this indicator	Service Transf'tion  Andrew Cox	Quarterly	RESULT: 25%   <table><caption>Telephone waiting time of over 2 mins</caption><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q3: 2017/18</td><td>9%</td></tr><tr><td>Q2: 2018/19</td><td>25%</td></tr><tr><td>Q3: 2018/19</td><td>14%</td></tr></tbody></table> <p>TARGET: &lt; 6%</p>	Quarter	Percentage	Q3: 2017/18	9%	Q2: 2018/19	25%	Q3: 2018/19	14%	Below target:   Target for 2018/19 and Q3: 6% or less  Significant improvement since Q2, following recruitment to the team, although still under target. Anticipate improvements in the next quarter following completion of training of new team members.
Quarter	Percentage												
Q3: 2017/18	9%												
Q2: 2018/19	25%												
Q3: 2018/19	14%												

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)								
6.	CSC service levels: Percentage of all calls answered  <b>A high result is good for this indicator</b>	Service Transf'tion  Andrew Cox		<b>RESULT: 97%</b>  <table><caption>CSC service levels: % of all calls answered</caption><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q3: 2017/18</td><td>97%</td></tr><tr><td>Q2: 2018/19</td><td>97%</td></tr><tr><td>Q3: 2018/19</td><td>99%</td></tr></tbody></table> <p>TARGET: &lt; 95%</p>	Quarter	Percentage	Q3: 2017/18	97%	Q2: 2018/19	97%	Q3: 2018/19	99%	<b>Above target:</b>  <b>Target for 2018/19 and Q3: 95%</b>
Quarter	Percentage												
Q3: 2017/18	97%												
Q2: 2018/19	97%												
Q3: 2018/19	99%												
7.	Calls resolved at first point of contact  <b>A high result is good for this indicator</b>	Service Transf'tion  Andrew Cox	Quarterly	<b>RESULT: NOT AVAILABLE</b>	Reports on this will be generated through Firmstep in future and will be available for Q4.								
8.	Face to Face channel % cases resolved at first point of contact	Service Transf'tion  Andrew Cox	Quarterly	<b>RESULT: NOT AVAILABLE</b>	Reports on this will be generated through Firmstep in future and will be available for Q4.								
9.	Complaints resolved within 10 days  <b>A high result is good for this indicator</b>	Service Transf'tion  Andrew Cox	Quarterly	<b>RESULT: NOT AVAILABLE</b>	Reports on this will be generated through Firmstep in future and will be available for Q4.								

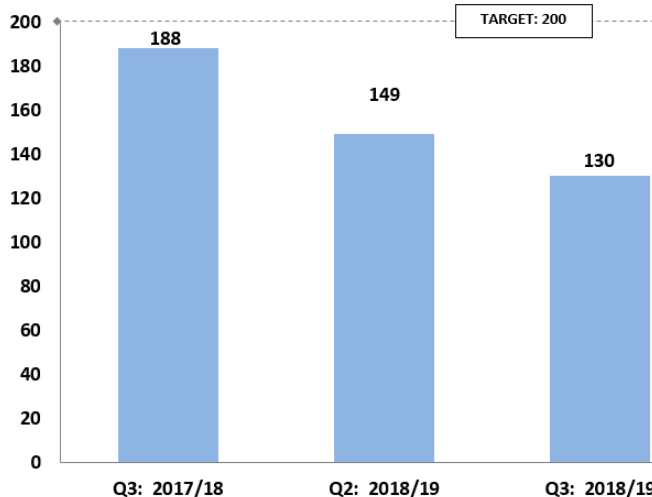

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)								
10.	FOIs responded to within 20 working day  A high result is good for this indicator	Service Transf'tion  Andrew Cox	Quarterly	<div>RESULT: 85%</div> <div>FOIs responded to within 20 working days</div>  <table><thead><tr><th>Quarter</th><th>Response Rate</th></tr></thead><tbody><tr><td>Q3: 2017/18</td><td>Not available</td></tr><tr><td>Q2: 2018/19</td><td>83%</td></tr><tr><td>Q3: 2018/19</td><td>85%</td></tr></tbody></table>	Quarter	Response Rate	Q3: 2017/18	Not available	Q2: 2018/19	83%	Q3: 2018/19	85%	<div>Below target:</div> <div>Target for 2018/19 and Q3: 100%</div> <div>Responses not within timescales for 38 FOI requests.</div>
Quarter	Response Rate												
Q3: 2017/18	Not available												
Q2: 2018/19	83%												
Q3: 2018/19	85%												

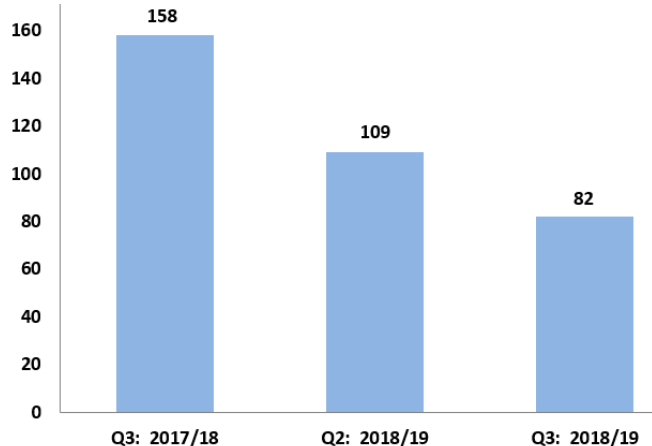
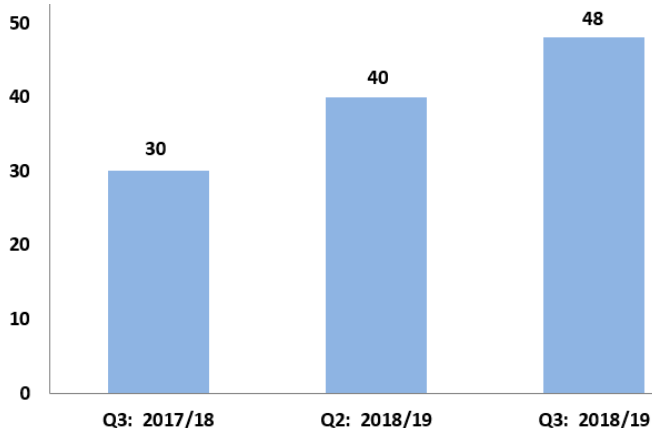
## II. QUALITY OF LIFE INDICATORS

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)								
	HOUSING:												
11.	Affordable homes completions, including social / affordable rent, affordable sales and starter homes. <i>(Starter homes do not contribute to reduction in homeless households on the waiting list or in temporary accom.)</i> <b>A high result is good for this indicator</b>	Place Shaping & Corporate Performance  Nick Fenwick	Biannually	<b>RESULT: 28 units</b>	<b>Target for 2018/19: 32</b>  Not reported in Q3. Will be reported in Q4 / end of year.								
12.	Number of statutory homeless under the Homelessness Reduction Act (HRA)  <b>A low result is good for this indicator</b>	Place Shaping & Corporate Performance  Nick Fenwick	Quarterly	<b>RESULT: 17</b>  <table><tr><th>Quarter</th><th>Number of statutory homeless</th></tr><tr><td>Q3: 2017/18</td><td>24</td></tr><tr><td>Q2: 2018/19</td><td>25</td></tr><tr><td>Q3: 2018/19</td><td>17</td></tr></table>	Quarter	Number of statutory homeless	Q3: 2017/18	24	Q2: 2018/19	25	Q3: 2018/19	17	<b>No target set.</b>  All homeless cases have had to go through either Prevention and/or Relief stages, which can last between 56 and 112 days, before we decide whether we have a duty to house.
Quarter	Number of statutory homeless												
Q3: 2017/18	24												
Q2: 2018/19	25												
Q3: 2018/19	17												

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)														
13.	Reasons for homelessness  Narrative indicator	Place Shaping & Corporate Performance  Nick Fenwick	Quarterly	<div>No target set</div> <table><thead><tr><th>Main reason for loss of last settled home for cases where a homelessness duty was accepted during Q3 (Oct-Dec) 2018/19 (only includes households which presented to the council since 3/4/18<sup>1</sup>)</th><th>No. of cases</th></tr></thead><tbody><tr><td>End of a private rented tenancy</td><td>15</td></tr><tr><td>Family no longer willing or able to accommodate</td><td>13</td></tr><tr><td>Eviction from supported housing</td><td>3</td></tr><tr><td>Friends no longer willing or able to accommodate</td><td>2</td></tr><tr><td>Other reasons</td><td>5</td></tr><tr><td>Total homeless duty accepted decisions</td><td>38</td></tr></tbody></table> <div>As referenced in the main part of this report, it should be noted that the above statistics are experimental.</div>		Main reason for loss of last settled home for cases where a homelessness duty was accepted during Q3 (Oct-Dec) 2018/19 (only includes households which presented to the council since 3/4/18 <sup>1</sup> )	No. of cases	End of a private rented tenancy	15	Family no longer willing or able to accommodate	13	Eviction from supported housing	3	Friends no longer willing or able to accommodate	2	Other reasons	5	Total homeless duty accepted decisions	38
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<sup>1</sup> The Homelessness Reduction Act 2017 came into force from 3/4/2018

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)																																																					
14.	<p>Number of households living in temporary accommodation</p> <p><i>Snap-shot at quarter end</i></p> <p><b>A low result is good for this indicator</b></p>	<p>Place Shaping &amp; Corporate Performance</p> <p>Nick Fenwick</p>	Quarterly	<div><b>RESULT: 130</b></div> <div><p>Households in temporary accommodation</p><table><thead><tr><th>Quarter</th><th>Households</th></tr></thead><tbody><tr><td>Q3: 2017/18</td><td>188</td></tr><tr><td>Q2: 2018/19</td><td>149</td></tr><tr><td>Q3: 2018/19</td><td>130</td></tr></tbody></table></div>	Quarter	Households	Q3: 2017/18	188	Q2: 2018/19	149	Q3: 2018/19	130	<p><b>Above target:</b> </p> <p><b>Target for 2018/19: 200</b></p> <p><b>Benchmarking:</b> Herts and England performance: April – June 2018 (Q1)</p> <table><thead><tr><th colspan="3">Number of households in temporary accommodation</th></tr><tr><th></th><th>Total</th><th>Number per 1,000 households</th></tr></thead><tbody><tr><td>Broxbourne</td><td>456</td><td>11.40</td></tr><tr><td>Watford</td><td>161</td><td>3.93</td></tr><tr><td>Hertsmere</td><td>135</td><td>3.21</td></tr><tr><td>Welwyn Hatfield</td><td>122</td><td>2.21</td></tr><tr><td>St Albans</td><td>119</td><td>1.98</td></tr><tr><td>North Herts</td><td>110</td><td>1.93</td></tr><tr><td>Dacorum</td><td>93</td><td>1.43</td></tr><tr><td>Stevenage</td><td>48</td><td>1.30</td></tr><tr><td>East Herts</td><td>18</td><td>0.29</td></tr><tr><td>Three Rivers</td><td>-</td><td>-</td></tr><tr><td>England</td><td></td><td>3.51</td></tr><tr><td>London</td><td></td><td>15.49</td></tr><tr><td>England exc. London</td><td></td><td>1.30</td></tr></tbody></table> <p>The steady decline in numbers of households in temporary accommodation continues. This has arisen due to a combination of handovers of new housing association homes as well as a good supply of affordable private rented homes</p> <p>It should be noted, as referenced in the main part of the report, that the above figures are experimental.</p>	Number of households in temporary accommodation				Total	Number per 1,000 households	Broxbourne	456	11.40	Watford	161	3.93	Hertsmere	135	3.21	Welwyn Hatfield	122	2.21	St Albans	119	1.98	North Herts	110	1.93	Dacorum	93	1.43	Stevenage	48	1.30	East Herts	18	0.29	Three Rivers	-	-	England		3.51	London		15.49	England exc. London		1.30
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	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)								
15.	<p>Number of households living in temporary accommodation with children</p> <p><i>Snap-shot at quarter end</i></p> <p><b>A low result is good for this indicator</b></p>	<p>Place Shaping &amp; Corporate Performance</p> <p>Nick Fenwick</p>	Quarterly	<p><b>RESULT: 82</b></p> <p>Households in temporary accommodation with children</p>  <table><thead><tr><th>Quarter</th><th>Households</th></tr></thead><tbody><tr><td>Q3: 2017/18</td><td>158</td></tr><tr><td>Q2: 2018/19</td><td>109</td></tr><tr><td>Q3: 2018/19</td><td>82</td></tr></tbody></table>	Quarter	Households	Q3: 2017/18	158	Q2: 2018/19	109	Q3: 2018/19	82	<p><b>No target set for this indicator.</b></p> <p>At the end of December 2018: 82 households were living in temporary accommodation with children including pregnant women with no other dependent children. These households had a total of 198 children including expected children.</p>
Quarter	Households												
Q3: 2017/18	158												
Q2: 2018/19	109												
Q3: 2018/19	82												
16.	<p>Number of households living in temporary accommodation without children</p> <p><i>Snap-shot at quarter end</i></p> <p><b>A low result is good for this indicator</b></p>	<p>Place Shaping &amp; Corporate Performance</p> <p>Nick Fenwick</p>	Quarterly	<p><b>RESULT: 48</b></p> <p>Households in temporary accommodation without children</p>  <table><thead><tr><th>Quarter</th><th>Households</th></tr></thead><tbody><tr><td>Q3: 2017/18</td><td>30</td></tr><tr><td>Q2: 2018/19</td><td>40</td></tr><tr><td>Q3: 2018/19</td><td>48</td></tr></tbody></table>	Quarter	Households	Q3: 2017/18	30	Q2: 2018/19	40	Q3: 2018/19	48	<p><b>No target set for this indicator.</b></p> <p>This compares to 30 at the end of December 2017.</p> <p>The increase in the number of single homeless people placed in temporary accommodation is expected as a result of the implementation of the Homelessness Reduction Act 2017 and is reflected nationally.</p>
Quarter	Households												
Q3: 2017/18	30												
Q2: 2018/19	40												
Q3: 2018/19	48												



	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)																																																					
17.	<p>Rough sleepers within the authority area <i>Snap shot taken on one night in November</i></p> <p><b>A low result is good for this indicator</b></p>	<p>Place Shaping &amp; Corporate Performance</p> <p>Nick Fenwick</p>	Annual	<div><div>RESULT: 14</div><table><thead><tr><th>Quarter</th><th>Count</th></tr></thead><tbody><tr><td>Q3: 2017/18</td><td>6</td></tr><tr><td>Q2: 2018/19</td><td>Not applicable</td></tr><tr><td>Q3: 2018/19</td><td>14</td></tr></tbody></table></div>	Quarter	Count	Q3: 2017/18	6	Q2: 2018/19	Not applicable	Q3: 2018/19	14	<div><div>Target for 2018/19: 12</div><div><p>New Hope continues to deliver the council’s Outreach Services contract to work with rough sleepers including through its Rough Sleepers Prevention Service. Feedback from New Hope about rough sleepers they worked with in 2016-17 includes the following:</p><ul style="list-style-type: none"><li>At least a third of the rough sleepers they have worked with were problematic drug users. The majority of these were known to be involved with begging and criminality in the town centre</li><li>A large rise in chaotic lifestyles in the rough sleeping population was seen, mostly due to drug use</li><li>17% of rough sleepers worked with during 2016/17 were EEA nationals. Although the service engaged well with this client group it was difficult to find them accommodation due to lack of income and alcohol issues</li></ul></div><table><thead><tr><th colspan="3">Number of rough sleepers</th></tr><tr><th></th><th>Total</th><th>Number per 10,000 households</th></tr></thead><tbody><tr><td>Watford</td><td>14</td><td>3.5</td></tr><tr><td>Dacorum</td><td>14</td><td>2.2</td></tr><tr><td>Welwyn Hatfield</td><td>13</td><td>2.7</td></tr><tr><td>St Albans</td><td>11</td><td>1.9</td></tr><tr><td>Stevenage</td><td>11</td><td>3.0</td></tr><tr><td>North Herts</td><td>10</td><td>1.8</td></tr><tr><td>East Herts</td><td>9</td><td>1.5</td></tr><tr><td>Hertsmere</td><td>4</td><td>1.0</td></tr><tr><td>Three Rivers</td><td>1</td><td>0.3</td></tr><tr><td>Broxbourne</td><td>0</td><td>0.0</td></tr><tr><td>England</td><td></td><td>2.0</td></tr><tr><td>London</td><td></td><td>3.7</td></tr><tr><td>England exc. London</td><td></td><td>1.7</td></tr></tbody></table></div>	Number of rough sleepers				Total	Number per 10,000 households	Watford	14	3.5	Dacorum	14	2.2	Welwyn Hatfield	13	2.7	St Albans	11	1.9	Stevenage	11	3.0	North Herts	10	1.8	East Herts	9	1.5	Hertsmere	4	1.0	Three Rivers	1	0.3	Broxbourne	0	0.0	England		2.0	London		3.7	England exc. London		1.7
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## **Executive Decision Progress Report**

**May 2018 – May 2019**

Contact Officer: Sandra Hancock  
Committee and Scrutiny Officer

Telephone: 01923 278377

Email: [legalanddemocratic@watford.gov.uk](mailto:legalanddemocratic@watford.gov.uk)

All officer decisions are available on the [Officer Decision Register](#) or on the full [Decision Register](#). Only key decisions are shown below. Further information about [forthcoming decisions](#) is available online.

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Approval of the Watford 2020 business case, future operating model and implementation plan	Service Transformation	Cabinet Council	June 2018 July 2018	Considered by Cabinet on <a href="#">4 June 2018</a> . Call-in not applicable Considered by Council on <a href="#">10 July 2018</a>
Provision of Affordable Housing Supplementary Planning document	Place Shaping	Cabinet	July 2018	Considered by Cabinet at its meetings on <a href="#">2 July 2018</a> . Not called in
Management contract for Watford Market	Community and Environmental Services	Head of Community and Environmental Services	August 2018	The Chair of Overview and Scrutiny Committee agreed that the decision could be dealt with in accordance with Access to Information Procedure Rule 16 of the Constitution, "Special Urgency". The Head of Community and Environmental Services agreed the contract on <a href="#">1 August 2018</a> . Call-in not applicable

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
To delegate responsibility for the award of contracts for the WAN, Unified Communications and Personal IT equipment	Service Transformation	Cabinet	September 2018	Considered by Cabinet at its meeting on <a href="#">10 September 2018</a> Not called in
Options for increasing the supply of Social Housing	Place Shaping	Cabinet	September 2018	Part B appendix covered by Paragraph 3, Schedule 12A, as it relates to the financial or business affairs of the council. Considered by Cabinet at its meeting on <a href="#">10 September 2018</a> Call-in not applicable Considered by Council on <a href="#">16 October 2018</a>
Cycle Hire Scheme and Demand Responsive Transport System	Place Shaping	Cabinet	October 2018	Part B appendix covered by Paragraph 3, Schedule 12A, as it relates to the financial or business affairs of the council. Considered by Cabinet at its meeting on <a href="#">8 October 2018</a> and by Council at its meeting on <a href="#">16 October 2018</a> . Call-in not applicable

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Car parking improvements – Cassiobury Park	Community and Environmental Services	Cabinet	October 2018	Originally due to be considered by Cabinet at its meeting on 9 October 2017, it has been deferred several times.  Considered the item at the meeting on <a href="#">8 October 2018</a> .  Not called in
Approval of the Cultural Strategy for Watford 2018-2025	Community and Environmental Services	Cabinet	October 2018	Considered by Cabinet at its meeting on <a href="#">8 October 2018</a> .  Not called in
Extension of the waste, recycling and parks contract with the current service provider, Veolia	Community and Environmental Services	Cabinet	November 2018	Considered by Cabinet at its meeting on <a href="#">12 November 2018</a> .  Not called in
Woodside Masterplan Summary of consultation and engagement	Community and Environmental Services	Cabinet	November 2018	Considered by Cabinet at its meeting on <a href="#">12 November 2018</a> .  Not called in

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Design and delivery model for Community and Environmental, as developed through the Watford 2020 Programme	Service Transformation	Cabinet	December 2018	<p>Part B decision covered by Paragraph 2, Schedule 12A, as it relates to staffing matters, where the implications for individuals will be identifiable prior to any formal HR consultation process.</p> <p>Considered by Cabinet at its meeting on <a href="#">3 December 2018</a>.</p> <p>Not called in</p>
Design and delivery model for Property, Regeneration and Facilities Management Services, as developed through the Watford 2020 Programme	Service Transformation	Cabinet	December 2018	<p>Part B decision covered by Paragraph 2, Schedule 12A, as it relates to staffing matters, where the implications for individuals will be identifiable prior to any formal HR consultation process.</p> <p>Considered by Cabinet at its meeting on <a href="#">3 December 2018</a>.</p> <p>Not called in</p>

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Design and delivery model for Democratic Services, as developed through the Watford 2020 Programme	Service transformation	Cabinet	December 2018	<p>Part B decision covered by Paragraph 2, Schedule 12A, as it relates to staffing matters, where the implications for individuals will be identifiable prior to any formal HR consultation process.</p> <p>Considered by Cabinet at its meeting on <a href="#">3 December 2018</a>.</p> <p>Not called in</p>
Voluntary Sector Commissioning Framework 2019-2023	Community and Environmental Services	Cabinet	January 2019	<p>Part B appendix covered by Paragraph 3, Schedule 12A, as it contains financial information on the different commissioned organisations.</p> <p>Considered by Cabinet at its meeting on <a href="#">21 January 2019</a>.</p> <p>Not called in</p>
Watford Borough Council's Corporate Plan 2019/20	Corporate Management	Cabinet Council	February 2019 March 2019	<p>Considered by Cabinet at its meeting on <a href="#">11 February 2019</a>.</p> <p>Due to be considered by Council on <a href="#">19 March 2019</a>.</p>

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Memorandum of understanding between 6 local authorities forming the South West Hertfordshire Partnership	Place Shaping and Corporate Performance	Cabinet	March 2019	In accordance with the Access to Information Procedure Rule 15, the Chair of Overview and Scrutiny Committee was notified that the decision was to be considered by Cabinet at its meeting on <a href="#">4 March 2019</a> .  Not called in
Promote a CPO at Watford Business Park 'Gateway Zone'	Place Shaping and Corporate Performance	Cabinet	March 2019	Part B report covered by Paragraph 3, Schedule 12A, as it relates to the financial or business affairs of the council and contains commercially sensitive information.  Considered by Cabinet at its meeting on <a href="#">4 March 2019</a>  Not called in



Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Detailed design and delivery model for the Corporate Asset Management Service as developed through the Watford 2020 Programme	Service Transformation	Cabinet	March 2019	<p>Part B report covered by Paragraph 2, Schedule 12A, as it relates to staffing matters, where the implications for individuals will be identifiable prior to any formal HR consultation process.</p> <p>In accordance with the Access to Information Procedure Rule 15, the Chair of Overview and Scrutiny Committee was notified that the decision was to be considered by Cabinet at its meeting on <a href="#">4 March 2019</a>.</p> <p>Not called in</p>
Watford Colosseum refurbishment and retender	Community and Environmental Services	Mayor	March 2019	Due to be considered by the Mayor on 14 March 2019
To provide a loan to SLM of £225,000 to support the refurbishment of the leisure centres during 2019-20 financial year	Community and Environmental Services	Mayor	March 2019	Due to be considered by the Mayor on 25 March 2019

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Discretionary revaluation rate relief scheme 2019/20	Finance	Mayor Taylor	March 2019	In accordance with the Access to Information Procedure Rule 15, the Chair of Overview and Scrutiny Committee has been notified that the decision is to be considered by the Mayor on 28 March 2019
Sports and Physical Activity Framework	Community and Environmental Services	Cabinet	February 2019	Originally due to be considered by Cabinet at its meeting in February, deferred to 3 June 2019.

## Part A

**Report to:** Overview and Scrutiny Committee

**Date of meeting:** Thursday, 21 March 2019

**Report author:** Committee and Scrutiny Officer

**Title:** Watford Community Housing Task Group - Final report

### 1.0 Summary

1.1 This report provides Overview and Scrutiny Committee with the final report and recommendations of the Watford Community Housing Task Group. The report is attached as Appendix 1.

1.2 The scrutiny committee is asked to review the report prior to its presentation to Watford Community Housing.

### 2.0 Risks

2.1 No direct risks to the council have been identified as a result of the task group's recommendations.

### 3.0 Recommendations

3.1 that the final report and recommendations of the Watford Community Housing Task Group be agreed and forwarded to Watford Community Housing.

#### **Further information:**

Sandra Hancock  
sandra.hancock@watford.gov.uk  
Tel: 01923 278377

**Report approved by:** Head of Democracy and Governance

### 4.0 Detailed proposal

4.1 In March 2018 Overview and Scrutiny Committee was presented with a scrutiny proposal to review Watford Community Housing. The proposal had been submitted by Councillors Asif Khan and Kareen Hastrick following communication with a Watford resident.

4.2 The scrutiny proposal was agreed and the task group's membership was approved at Overview and Scrutiny Committee on 28 June 2018. The membership included

- Councillor Asif Khan (elected as Chair at the task group's first meeting)
- Councillor Stephen Cavinder
- Councillor Aga Dychton
- Councillor Amanda Grimston
- Councillor Kareen Hastrick

4.3 The task group held three formal meetings. Watford Community Housing's Chief Executive and Director of Operations attended the second and third meeting, providing presentations and responding to councillors' questions. There were also five drop-in sessions for residents to meet the councillors and to discuss their experiences and complete a survey. The survey was also run through Survey Monkey, advertised on posters and social media.

4.4 Overview and Scrutiny Committee is asked to review the final report and the task group's recommendations. Following the meeting the report will be sent to Watford Community Housing's Chief Executive, who will be invited to a future Overview and Scrutiny Committee to advise on their response to the recommendations. The scrutiny committee may wish to identify an estimated date for the response.

## 5.0 **Implications**

### 5.1 **Financial**

5.1.1 The Shared Director of Finance comments that should there be any budget implications arising from the recommendations, these will be considered as part of the implementation of recommendations.

### 5.2 **Legal Issues** (Monitoring Officer)

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

### 5.3 **Equalities, Human Rights and Data Protection**

5.3.1 The task group's recommendations have no direct impact on the council. If there is any impact as a result of a recommendation, Watford Community Housing will need to consider if there are any mitigation steps that need to be implemented.

### 5.4 **Staffing**

5.4.1 None

## **5.5 Accommodation**

5.5.1 None

## **5.6 Community Safety/Crime and Disorder**

5.6.1 None

## **5.7 Sustainability**

5.7.1 None

## **Appendices**

Appendix 1 – Watford Community Housing Task Group's final report

### **Background papers**

No papers were used in the preparation of this report.



## **Watford Community Housing Task Group**

**February 2019**

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### **Task group members**

Councillor Asif Khan  
Councillor Aga Dychton  
Councillor Amanda Grimston  
Councillor Kareen Hastrick  
Councillor Stephen Cavinder

Chair and Councillor for Leggatts Ward  
Councillor for Central Ward  
Councillor for Meriden Ward  
Councillor for Meriden Ward  
Councillor for Woodside Ward

### **Officer support**

Alan Garside  
Jodie Kloss  
Sandra Hancock

Committee and Scrutiny Support Officer  
Committee and Scrutiny Support Officer  
Committee and Scrutiny Officer

### **External organisations**

Watford Community Housing

Tina Barnard and Ben Johnson



## **Proposed key recommendations to present to the Overview and Scrutiny Committee**

Watford Community Housing to:

### **Service charges**

- provide information to residents explaining how to notify them when a service, included in their service charge, was not provided.
- communicate with tenants outlining the final adjustments to be made to their service charge following a service being paid for that was not provided as soon as possible after the matter was identified, and with full details included in the annual letter sent to residents providing information on the actual charges made for the previous financial year.

### **Maintenance**

- work collaboratively with Hertfordshire County Council and Watford Borough Council to help improve local amenities for tenants and residents.
- arrange for repair or refurbishment works to properties to be carried out before mutually swapped or transferred to ensure they meet lettable standards and notify tenants on how long it will take to carry out the works.
- outline any major works that will be required, including when these will be completed and the property ready for habitation, when void properties are placed on the 'home choice letting' scheme.

### **Repairs**

- complete repairs on the first visit to the satisfaction of tenants in 85% of cases with details published in the annual report.
- complete remaining repairs to the satisfaction of tenants within 30 days of the initial reporting in 95% of cases and include the outcomes in the annual report, and not close a case until the resident was content with the repair.
- include in the annual report, details of repairs that have taken longer than 30 days to complete and itemise the number of days taken.
- increase the number of inspections of repairs to 20% of those undertaken and report on those that were found to be unsatisfactory in the annual report.
- give any positive feedback received from tenants on repair works carried out to the person or team who carried out the repair and include information on the number of compliments received in the annual report.

### **Customer service**

- ensure that records of tenants casework were comprehensive, timely and kept up to date, and seek to introduce a computerised central recording system during the next financial year.

## Background

Watford Community Housing (WCH) is a charitable, not-for-profit housing association registered under the Co-operative and Benefit Societies Act 2014. It is regulated by the Regulator of Social Housing; which promotes a viable, efficient and well governed social housing sector able to deliver homes that meet a range of needs. WCH is a member of the National Housing Federation and has adopted the Federation's 2015 Code of Governance.

WCH owns over 5,000 homes across South-West Hertfordshire and is a Community Gateway organisation – a model that aims to give tenants and leaseholders more control over their homes and living environment.

WCH is governed by a board comprising tenants, leaseholders, independents and councillors. A Leadership Team, comprising the chief executive and directors, has responsibility for delivering the organisation's business plan. A Gateway Membership Team, made up of tenants and residents, has direct access to the board. All of WCH tenants, leaseholders and shared owners are eligible for full voting membership.

In November 2017, a local WCH resident appeared before the Council's Overview and Scrutiny Committee and raised a number of issues about WCH in relation to service charges and the performance of companies contracted to carry out maintenance work. He asked whether the Council could carry out a scrutiny in to these matters.

In view of the representations and other matters raised by WCH tenants with members, the committee invited Councillor's Hastrick and Khan to prepare a formal scrutiny proposal for consideration.

In the proposal, the councillor's advocated that the inquiry would be relevant to all Watford Borough residents who lived in a property managed by WCH and recommended that it would examine:

- the service provided to local residents,
- the key issues raised by residents to councillors,
- the service charges,
- performance by contactors, and;
- value for money.

The aim of the review would be to seek to influence WCH in introducing improvements to procedures and services - where it was considered these were required. The Overview and Scrutiny Committee agreed to convene the task group at its meeting in March 2018; with membership confirmed at the next meeting of the Committee in June.

In August, officers met with senior executives from WCH and agreed how the Council and WCH would work together to support members; including WCH providing information to, and attending meetings of, the task group.

### **Overview of the work**

At the first meeting on 24 September, Councillor Khan was elected as Chair by the task group. The contents of documents supplied were noted and key areas for examination arising out of casework with tenants and other examples were identified.

To enable the task group to develop a fuller picture about the issues, members considered it important that WCH residents had the opportunity to give their views in relation to the areas under review. In this regard, they agreed to hold a number of drop-in sessions at various locations in the Borough during November and December where discussions could be held with residents.

In addition, a survey would be available on-line for residents to give their opinions. Both were to be publicised through information on the Council's website and social media, a press release and the distribution of posters.

Members agreed a series of key questions to be forwarded to WCH to enable further information to be available that would assist inquiries when they appeared before the task group at the next meeting on 17 October. The response from WCH was detailed and comprehensive and was gratefully received.

At the second meeting, WCH gave a presentation - that included information on digitalisation, what tenants thought of services provided, areas for improvement, service charges and value for money.

Members asked questions in areas as identified from the data assimilated. At the conclusion of the meeting, the task group determined the questions to be asked of residents at the drop-in sessions and within the on-line survey. It was agreed that WCH would be invited to appear again before the task group on 31 January 2019, following the consultation with residents.

The comments made by tenants at the drop in-sessions and in the on-line survey provided useful information from which members identified the themes for further inquiries of WCH at the January meeting. These related to service charges, maintenance, repairs and customers service.

At the meeting, members asked a broad range of questions and WCH was thanked for engaging so helpfully with the scrutiny process. Members discussed the conclusions and recommendations of the task group and the final activities to complete the scrutiny process.

During the inquiry, research work was carried out by officers to inform the task group and to produce this report.

## **Key recommendations and comments**

### **Watford Community Housing to:**

#### **Service charges**

- **provide information to residents explaining how to notify them when a service, included in their service charge, was not provided.**
- **communicate with tenants outlining the adjustments to be made to their service charge following a service being paid for that was not provided as soon as possible after the matter was identified, and with full details included in the annual letter sent to residents providing information on the actual charges made for the previous financial year.**

WCH recognised that, on occasion, a service charge was inadvertently made to a tenant for a service that was not provided. Whilst they sought to ensure that this did not occur, it was not always possible to prevent this. The majority of instances currently related to issues around the cleaning contract (which WCH was in the process of re-procuring). There had been ten occasions in the present financial year when financial credits had been issued to residents in respect of cleaning matters.

As residents may identify when a service had not been provided, it was agreed that it was important that they clearly understood the mechanism by which they could report such occurrences. This would assist WCH in monitoring performance by contractors and ensure appropriate reimbursement was made to tenants where appropriate. In this regard, WCH undertook to examine how best information could be made available to residents.

The task group also considered it would be beneficial to effected tenants (and good practice by WCH) that they should be informed as soon as possible after it was identified that a service was not provided of the adjustments that were to be made to their service charge - and that this should apply regardless of who identified the anomaly (WCH site inspection teams would also pick up on issues for example).

And to provide absolute clarity, members felt that full details of any credits made should be included in the 'statement of actual service charges' forwarded to residents annually providing information on the service charges paid in the previous financial year.

#### **Maintenance**

- **work collaboratively with Hertfordshire County Council and Watford Borough Council to help improve local amenities and the living environment for tenants and residents.**

There were occasions when WCH and local councils needed to work together in relation to the provision and maintenance of local amenities that they each had a responsibility for – such as in relation to the development of resident parking bays, the installation of post and rail fencing and the cutting of grass verges. The availability of the most suitable amenities would help improve the quality of the lives of tenants and provided for a conducive aesthetic environment.

For example, discussions revealed that there was a need for greater coordination in grass maintenance to avoid frustration amongst residents that this was cut to different heights and at varying times on land owned by the various agencies. Members were also aware of occasions when developments to infrastructure had been delayed or cancelled and were keen for this to be avoided in the future.

The task group concluded that WCH should work as closely as possible with Hertfordshire County Council and Watford Borough Council to ensure that projects were completed satisfactorily and that all possible steps were undertaken to synchronise activities.

- **arrange for repair or refurbishment works to properties to be carried out before mutually swapped or transferred to ensure they met lettable standards and notify tenants on how long it will take to carry out the works.**

A significant number of property exchanges were undertaken by tenants each year. There had been 350 internal transfers and 26 mutual swaps in the current financial year. Members considered it important that properties should be in a good state of repair and up to the same standard as newly let properties when the exchange took place.

At present, WCH conducted electricity and gas checks before any exchange and looked for any health and safety issues. They might also request a tenant to carry out any works that may be needed. Members considered that WCH should go further having regard to a duty of care for tenants. They believed that WCH should arrange for the refurbishment works to be undertaken - and either at the cost of the sitting tenant or to themselves where the tenant was not in a position to finance the repairs.

Members also considered that WCH should make clear to tenants at the outset how long it would take for the works to be completed so they were fully informed and able to organise their move or transfer more effectively.

- **outline any major works that will be required, including when these will be completed and when the property will be ready for habitation, when void properties were placed on the 'home choice letting' scheme.**

Members were aware of occasions when there were significant delays in tenants moving in to properties provided under the 'choice based lettings' scheme, due to major refurbishment works being undertaken resulting in them remaining in their existing, less suitable, properties for extended periods.

The task group felt that it would be desirable for WCH, when advertising properties under the scheme, to provide information on any works being undertaken and the date when these would be completed so that tenants could make a more informed decision as to whether to bid for the property; and avoid any potential difficulties in them making further applications.

### **Repairs**

- **complete repairs on the first visit to the satisfaction of tenants in 85% of cases with details published in the annual report.**
- **complete remaining repairs to the satisfaction of tenants within 30 days of the initial reporting in 95% of cases and include the outcomes in the annual report, and not close a case until the resident was content with the repair.**
- **include in the annual report, details of repairs that have taken longer than 30 days to complete and itemise the number of days taken.**

WCH advised that it could be a challenge in ensuring that the correct trades' person was deployed to a premises on the first repair visit (resulting in the need for further visits). The completion of repairs was monitored as part of a resident's customer survey; with 80% of cases currently being resolved on the first occasion.

The task group felt that WCH should consider taking steps to improve the diagnosis carried out when a tenant reported the need for a repair so that the right individual was sent more frequently the first time. This would improve the service to tenants and reduce time wasted in the incorrect trade attending. Members considered the measures that might be undertaken included enhanced training of those receiving calls so that they elicited the most detailed information and ensuring the on-line reporting system asked the most appropriate questions.

They also felt that WCH should accelerate the multi-skilling of their employees who attended addresses as this would increase the likelihood of them being able to complete a repair on the first occasion.

In these circumstances, WCH could reasonably expect that more repairs would be completed first time and set a commensurate target (as has been recommended). Publication of the data would enable WCH to demonstrate their commitment to carrying out repairs as quickly as possible.

The task group believed that the existing WBC target of completing repairs within 30-days should be achieved in all cases (other than in exceptional of circumstances) - as this was a reasonably extensive period. As a result, they recommended that the

number of cases, when the objective was not met, be measured and reported on with a view to keeping such instances to a minimum.

Furthermore, they judged that a repair should not be 'closed' until a tenant was satisfied that the repair was fully completed; to avoid situations where an outstanding repair was re-opened as a 'new' case (and starting the 30-day period again) resulting in an inaccurate measurement of the time taken to complete the original repair.

- **increase the number of inspections of repairs to 20% of those undertaken and report on those that were found to be unsatisfactory in the annual report.**

At present, WCH inspected one in ten of repairs carried out to check on quality and suitability. The task group felt that this figure was not sufficient to provide a representative sample and ensure adequate monitoring of performance.

Members considered that the figure should be increased as this would provide a fuller picture of the standard of repairs and enable trends to be more effectively identified - and thereby assisting WCH to seek improvements to services where deemed necessary (and potentially leading to greater customer satisfaction). Reporting on the repairs that were found to be unsatisfactory would demonstrate transparency and confirm the organisation's commitment to improving quality.

- **give any positive feedback received from tenants on repair works carried out to the person or team who carried out the repair and include information on the number of compliments received in the annual report.**

The task group appreciated that trades persons would carry out high quality repairs of tenant's properties and felt that this work should be formally recognised. Members considered that WCH should publicise on its website how tenants and residents could report instances of good work so that WCH had the opportunity to congratulate and thank the person concerned - and publicise the number of compliments received in their annual report.

#### **Customer service**

- **ensure that records of tenants casework were comprehensive, timely and kept up to date, and seek to introduce a computerised central recording system during the next financial year.**

WCH explained that they were developing a central record keeping system for tenant casework notes documented by their staff. It was deemed a more efficient and leaner mechanism having customer interventions retained in one place. Members were encouraged by this approach; particularly as WCH considered that it would be prudent to make better use of IT systems to record activity.

The task group felt that any IT initiative should be prioritised as this would provide for more accurate and secure record keeping, improve access to information and the handover of cases between staff; and lead to an enhanced service to tenants and residents. Members considered that WCH should seek to fully introduce computerisation in the next financial year.

In addition, members were keen that records were as detailed and up to date as possible and were encouraged that WCH wanted their staff to understand the importance of record keeping and of the need to effectively input data.



## **Bibliography/background papers**

Empowering Communities - the Community Gateway Model: a report advocating how tenants and leaseholders could have more control over their homes and living environment, 2003

<https://twoworlds.me/wp-content/uploads/2013/02/EmpoweringCommunities.pdf>

Watford Community Housing Annual Report 2017/18

<http://ourannualreport.co.uk/>

Watford Community Housing Business Plan 2016/2020

<https://www.wcht.org.uk/download.cfm?ver=3815>

Watford Community Housing Value for Money Strategy 2016/20

<https://www.wcht.org.uk/download.cfm?ver=2815>

Watford Community Housing Value for Money Self-Assessment 2016/17

<https://www.wcht.org.uk/download.cfm?ver=3469>

## **Websites for the following organisations**

[Watford Community Housing](#)

[Regulator of Social Housing](#)

[Homes England](#)

[National Housing Federation](#)

# Agenda Item 11

## Part A

**Report to:** Overview and Scrutiny Committee

**Date of meeting:** Thursday, 21 March 2019

**Report author:** Committee and Scrutiny Officer

**Title:** Suggested task group topics for 2019/20

### 1.0 Summary

1.1 This report provides two suggestions for possible scrutiny task groups in 2019/20.

1.2 The scrutiny committee is asked to discuss the suggestions and whether councillors require them to be scoped further and set up to take place in the next municipal year. If councillors agree that both task groups are taken forward, they will need to prioritise them. The membership will have to be delegated to the Head of Democracy and Governance in order for the first task group to start as soon as practical in the new year.

### 2.0 Risks

#### 2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
The scrutiny committee rejects the suggestions	There will be no agreed task group for the first scheduled meetings in 2019/20.	None	Tolerate	4
	It would significantly impact the amount of scrutiny work undertaken by the council at the beginning of the municipal year.			

### 3.0 **Recommendations**

- 3.1 that Overview and Scrutiny Committee considers the scrutiny suggestions set out in the report and agrees whether they are taken forward in the new municipal year, placing them in order of priority.
- 3.2 If the suggestions are agreed, the membership to be delegated to the Head of Democracy and Governance in consultation with the chair of Overview and Scrutiny Committee.

#### **Further information:**

Sandra Hancock  
sandra.hancock@watford.gov.uk  
Tel: 01923 278377

**Report approved by:** Head of Democracy and Governance

### 4.0 **Detailed proposal**

- 4.1 At Council on 19 March 2019, councillors will be considering a report on the recent Constitution review. The review includes potential changes to the scrutiny structure for 2019/20, including scrutiny task groups. The report explains that initial suggestions could come from discussions with Leadership Team, the Mayor and Portfolio Holders for areas where scrutiny could assist policy development. The March meeting of Overview and Scrutiny Committee would be presented with suggestions and asked to consider potential topics.
- 4.2 Whilst preparing the timetable of meetings for 2019/20, Democratic Services has indicated draft dates for task groups. The first task group is provisionally scheduled to start on 18 June, which is before the first Overview and Scrutiny Committee meeting of the new municipal year. It is therefore imperative that a task group is agreed at this meeting, ensuring that the task group has sufficient time to carry out its work.
- 4.3 The Mayor has put forward some suggestions for potential scrutiny topics for the new municipal year 2019/20. It should be noted that suggestions can be put forward by any councillor, the Elected Mayor, officers and members of the public.

#### 4.4 **Mental Health provision in the borough**

The Mayor has proposed that one task group could look the current mental health provision in the borough and what more Watford Borough Council could be doing to support those living with mental health difficulties.

#### 4.5 **Support for the town's BME community**

The second suggestion is for a task group to look at the current support for the town's BME community and to discover the issues the community are currently facing.

4.6 If the scrutiny committee is minded to agree to either or both of the suggestions officers will develop the scope(s) during April and May based on further discussions with the Mayor.

4.7 In addition the Committee and Scrutiny Officer will contact all non-executive councillors as soon as it is practical after the elections to invite expressions of interest in membership. The final membership and task group will need to be delegated to the Head of Democracy and Governance for approval in consultation with the chair of Overview and Scrutiny.

## 5.0 **Implications**

### 5.1 **Financial**

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

### 5.2 **Legal Issues** (Monitoring Officer)

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

### 5.3 **Equalities, Human Rights and Data Protection**

5.3.1 Having had regard to the council's obligations, it is considered that there are no direct Equalities, Human Rights or Data Protection impacts as a result of this report. Task groups will need to consider these as part of their final report.

### 5.4 **Staffing**

5.4.1 Task groups are supported by Democratic Services with support from other officers as required.

### 5.5 **Accommodation**

5.5.1 None

### 5.6 **Community Safety/Crime and Disorder**

5.6.1 As a result of this report there are no direct implications for crime and disorder but this will need to be considered if relevant to a task group.

## 5.7 **Sustainability**

5.7.1 None

## **Appendices**

None

## **Background papers**

No papers were used in the preparation of this report.

# Agenda Item 12

## Review Update: Tackling Loneliness

<b>Review:</b>	Tackling Loneliness
<b>Task Group:</b>	Tackling Loneliness Task Group
<b>Task Group Chair:</b>	Councillor Bilquees Mauthoor
<b>Final report published:</b>	18 January 2018
<b>Cabinet/Executive response:</b>	5 March 2018
<b>Scrutiny consideration of response:</b>	8 March 2018

<b>Recommendation:</b>	<b>To provide signposting to appropriate organisations for those experiencing loneliness, through the use of a dedicated page on the council's website.</b>
<b>Cabinet response:</b>	It was agreed that the website should be used more for signposting and the council should be telling people about Herts Help.
<b>Previous update:</b>	Democratic Services are in discussion with the lead officers for the council's website about the dedicated page and where it should be located.
<b>Latest update:</b>	The Committee and Scrutiny Officer has drafted information for the website. This needs to be followed up with the task group's membership. Once agreed a suitable location will be identified on the council's website and added.

<b>Recommendation:</b>	<b>To provide signposting to appropriate organisations for those experiencing loneliness, through leaflets and publications from relevant organisations in the customer service centre at the Town Hall and in other council owned facilities, e.g. community centres, Watford Museum and the leisure centres.</b>
<b>Cabinet response:</b>	The recommendation was agreed.
<b>Previous update:</b>	<p>The Committee and Scrutiny Officer has contacted various officers within the council to ask if it is possible to place leaflets and publications in the customer service centre and other council owned facilities.</p> <p>Customer Service Centre – The Customer Services Operations Manager has advised that there is limited space in the current configuration of the customer service centre. It is likely that during the redevelopment of the Town Hall there will be even less space available.</p>

	<p>There are Age UK magazines and posters available at the two public entrances to the Town Hall.</p> <p>Watford Museum – The Heritage and Arts Manager has confirmed that she would be happy to have leaflets at the museum. She would also be pleased for the museum to be involved in any events.</p> <p>Other council owned buildings – The Partnership Manager has said she would be able to distribute leaflets to council premises within her area of work. These would include Centrepont Community Centre, other community centres managed by organisations on behalf of the council and the leisure centres.</p>
<b>Latest update:</b>	The council has held its first Pensioners Forum which provides an opportunity for organisations to speak those attending.

<b>Recommendation:</b>	<b>To provide signposting to appropriate organisations for those experiencing loneliness, through information from external organisations displayed on community noticeboards.</b>
<b>Cabinet response:</b>	The recommendation was agreed.
<b>Previous update:</b>	Further work needs to be carried out on this recommendation.
<b>Latest update:</b>	The first Pensioners Forum was held on 12 March 2019, enabling organisations to talk to local residents about various subjects, which could include loneliness. A further meeting has been planned for later in the year.

<b>Recommendation:</b>	<b>To provide training for councillors to help them to recognise and assist people vulnerable to loneliness in the course of their work in the local community.</b>
<b>Cabinet response:</b>	The recommendation was agreed.
<b>Previous update:</b>	Training has been discussed at Member Development Group. Officers are still sourcing an appropriate training vehicle.
<b>Latest update:</b>	It was proposed to combine this with the Safeguarding training. It has been decided that no training will be set up now until after the May elections when HR will be asked to arrange it for all councillors.

<b>Recommendation:</b>	<b>To provide best practice guidance for councillors – to be included as a downloadable document on the council’s intranet.</b>
<b>Cabinet response:</b>	This recommendation was commended as councillors were likely to meet residents who were vulnerable.
<b>Previous update:</b>	This is expected to be connected to the training.
<b>Latest update:</b>	Same as above

<b>Recommendation:</b>	<b>To ask the Mayor to write to HCC underlining the importance of tackling loneliness amongst Watford residents and encouraging them to ensure the issue remains a priority and is reflected in the allocation of resources.</b>
<b>Cabinet response:</b>	The recommendation was agreed.
<b>Previous update:</b>	Awaiting confirmation this has been carried out.
<b>Final update:</b>	This was completed during 2018.

<b>Recommendation:</b>	<b>To ask the Mayor to write to the MP for Watford underlining the importance of tackling loneliness and encouraging him to take an active part in cross-party efforts to address the issue and to speak out on behalf of the residents who may be affected.</b>
<b>Cabinet response:</b>	The recommendation was agreed.
<b>Previous update:</b>	Awaiting confirmation this has been carried out.
<b>Final update:</b>	This was completed during 2018.

<b>Recommendation:</b>	<b>To encourage councillors to be mindful of local organisations and events which attempt to tackle loneliness in their ward when allocating money from their Neighbourhood Locality Funds.</b>
<b>Cabinet response:</b>	The recommendation was agreed.
<b>Previous update:</b>	Articles have been included in the June, July, August and September 2018 editions of the Members’ Bulletin. It echoed the recommendation shown above.
<b>Latest update:</b>	Further reminders in the Members’ Bulletins.  Meriden councillors gave some funding to a local group to support activities to combat possible loneliness issues.



<b>Recommendation:</b>	<b>The Task Group Chair to write and encourage the Portfolio Holder for Community to be mindful of local organisations and events which attempt to tackle loneliness in Watford in their consideration of the council's Small Grants Fund applications.</b>
<b>Cabinet response:</b>	The recommendation was agreed
<b>Previous update:</b>	Awaiting a response from Councillor Mauthoor.
<b>Final update:</b>	Councillor Mauthoor contacted the Portfolio Holder.