

COUNCIL MEETING

Item 11

Item 12 Appendix 1

Wednesday, 28th January, 2015

7.30 pm

Town Hall, Watford

Publication date: 22 January 2015

CONTACT

If you require further information or you would like a copy of this agenda in another format, e.g. large print, please contact Caroline Harris on 01923 278372 or by email – legalanddemocratic@watford.gov.uk.

Town Hall
Watford

22 January 2015

Councillor

You are hereby summoned to attend a meeting of the Council of the Borough of Watford to be held on Wednesday, 28th January, 2015 starting at 7.30 pm at the Town Hall, Watford to take into consideration and determine upon the following subjects, namely: -

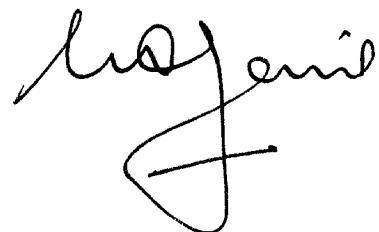
11. FINANCIAL PLANNING - DRAFT REVENUE AND CAPITAL ESTIMATES 2015-18 AND THE TREASURY MANAGEMENT STRATEGY 2015-18 - RECOMMENDATIONS FROM CABINET 19 JANUARY 2015 (Pages 17 - 24)

Report of Cabinet – 19 January 2015

Please note that this report has been printed separately for Budget Panel on 15th January, Cabinet on 19th January and Council on 28th January. Members are reminded to bring their copy to this meeting.

12. BOUNDARY COMMISSION REVIEW (Pages 25 - 204)

A report from Head of Democracy and Governance – Appendix 1



Manny Lewis, Managing Director

REPORT TO COUNCIL – 28 January 2015

REPORT OF CABINET – 19 January 2015

Cabinet met on 19 January 2015. The minutes are published on the Council's website.

The following Members were present at the meeting:

Present:

Mayor Dorothy Thornhill
Cllr Crout
Cllr Johnson
Cllr Sharpe
Cllr Scudder
Cllr Watkin

Also present: Councillor Nigel Bell
Councillor Asif Khan

The following was a recommendation to Council:

52. FINANCIAL PLANNING – DRAFT REVENUE AND CAPITAL ESTIMATES 2015-18 AND THE TREASURY MANAGEMENT STRATEGY 2015-18

A report was received from the Director of Finance Shared Services to enable Cabinet to consider service level expenditure, funding and council tax levels for the medium term 2015/16 to 2018/19 including consideration of the use of reserves and balances. This budget was a component part of the 2015/16 Council Tax calculations. The report included advice from the Director of Finance on the adequacy of general reserves and balances in the context of the three year planning horizon 2015-18 and set out:

- the draft revenue estimates for the period 2015-18, including a revised budget for 2014/15
- the draft capital programme for the period 2015-18
- the Treasury Management strategy 2015-18

The report had also been considered by Budget Panel at its meeting on 15th January and the minutes were circulated at the meeting.

The Chair introduced Councillor Khan, Chair of Budget Panel, and welcomed the Panel's role in the budget process to ensure that the budget was sustainable, prudent and well managed.

Councillor Khan described the Budget Panels' discussions over the last two meetings regarding reported over and under spends in the budget. The Panel had questioned these

and were satisfied with the answers received. The Panel had also interrogated the reasons behind fluctuations in business rates and rental income. The Panel had recommended a freeze for charges for graffiti removal from private properties pending a review of the service.

The Chair asked whether Councillors understood the changes regarding business rates. The Director of Shared Services Finance had given a presentation on the topic. The Council still only received a small percentage of business rates. Previously there had been no incentive for Council's collecting business rates, however, this had now been introduced.

The Director of Shared Services Finance responded that from a financial point of view the situation was becoming clearer but there were still some uncertainties nationally. Watford was in a 'safety net' position due to the rateable values decreasing as a result of a revaluation. If the Council wished to influence the position then it needed to bring in new business.

Councillor Khan commented that at previous Budget Panel meetings there was an ethos of looking at supporting economic growth and regeneration. The Panel had received a briefing from the Economic Development Manager. The Panel had also looked at the New Homes Bonus for the period until 2017/18.

The Director of Shared Services Finance responded that most Councils were making the assumption that the New Homes Bonus would be changed.

The Chair said that on paper it appeared that the Council received a good amount of funds through the New Homes Bonus but there were also funds taken away through different mechanisms so the position of the Council remained unchanged. The Chair welcomed Budget Panel's entrepreneurial approach. The less dependant the Council could be on government grant, the better and it enabled the funds to go to places where it was needed most.

The Chair continued, in response to a statement from Councillor Khan regarding the property review, that Lambert Smith Hampton had completed a review of the Council's property. The Council had introduced a market rate for its properties and then allowed third sector groups to apply for grants towards their rent, therefore making funding transparent. Hard decisions had to be made, for example charging for car parking on the Watford Business Park, but it meant that significant cuts to Council services had been avoided. The Chair questioned why private property graffiti removal charges should be frozen over other charges made by the Council. Many Councils do not offer the service.

Councillor Watkin commented that there was expected to be an underspend which would be put into the Council's reserves. There had been some growth within the budget and some loss of income. However, planning applications were increasing which contributed to a growth in revenue. There had also been a saving of just under £900k in overheads and costs which would not affect Council services. There was no need to increase Council Tax. The overall budget would decrease as the Council moved towards self-sustainable funding, over four years there would be a reduction in the reserves of £1million.

In response to a comment on the Council's car parks the Chair remarked that there would be investment in the car parks from an external partner. Councillor Scudder commented that the car parks were already outsourced but would now be managed by a different company. The Chair continued that the Council was separating satellite car parks from shopper car parks as keeping them all the same was not meeting the needs of the town.

There were two changes to the budget proposed: using a saving of £1,650 from Democratic Services Member training budget for tea and coffee refreshments for members at meetings.

The second change was to the Capital programme, adding a one-off allocation of £250,000 to support match-funded bids for the refurbishment of community centres.

In accordance with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014, a recorded vote was taken.

Those voting in favour of the resolutions:

Councillors Crout, Johnson, Scudder, Sharpe, Thornhill and Watkin
The resolutions, as set out in the report, were CARRIED.

RESOLVED:

That Cabinet:

- Resolves in accordance with the *Local Authorities (Calculation of Tax Base) Regulations 1992*, the amount calculated by Watford Borough Council as its Council Tax Base for the year 2015/16 is 30,804.58 as outlined in paragraph 7.5 and summarised at Appendix 7.
- Approves the estimate of surplus and deficit position on the Collection Fund.
- Approves the 2015/16 savings of £869,650 as detailed at Appendix 1.
- Approves the 2015/16 growth of £581,260 and as detailed at Appendix 2A, 2B and 2C.
- Approves the proposed fees and charges for 2015/16, which are included in the base estimates and detailed at Appendix 4.
- Approves all the assumptions made within the Medium Term Financial Strategy at Appendix 5 which includes a council tax freeze for 2015/16.

That Council be recommended to approve:

- The General Fund Budget Requirement (Net Expenditure) (before use of grants and reserves) as outlined at paragraph 7.1 and detailed at Appendix 5 as follows:

- Revised budget for 2014/15 as £13,990,215
- Base budget for 2015/16 as £15,174,850.
- The Capital Programme as set out at Appendix 10.
- The financial risks set out in Appendix 9.
- The current Local Council Tax Reduction Scheme continues for financial year 2015/16 (paragraph 7.6.5 refers).
- The use of reserves and balances as identified in paragraph 7.8
- The Treasury Management Strategy for 2015-18 as set out in Appendix 11.
- That the Portfolio Holder, in consultation with the Director of Finance, is given the delegated authority to approve any variation to the Treasury Management Strategy during the year which may be brought about by investigating the opportunity to invest for greater than 1 year and to invest in other investment instruments i.e Government bonds, Gilts and property with a view of maximising the Council's returns without significantly increasing risk.
- To delegate to the Director of Finance and Portfolio Holder the ability to amend the budget figures in accordance with decisions taken at the Cabinet meeting and any minor variations that may occur before the Council meeting on 28th January 2015.

Appendices

- Report to Cabinet 19 January 2015 (previously circulated)
- Report of the Director of Finance on the Council Tax Resolution 2015/16

Report to: Council
Date of meeting: 28th January 2015
Report of: Director of Finance
Title: Council Tax Resolution 2015/2016

1.0 SUMMARY

- 1.1 The purpose of this report is to enable the Council to set the 2015/2016 budget and pass the statutory Council Tax Resolutions for 2015/16 for Watford Borough Council's own tax requirements.
- 1.2 At the time of writing this report, the precept demand from both Hertfordshire County Council and the Police and Crime Commissioner for Hertfordshire have not been set. A report will be submitted to the Functions Committee on 26th February 2015 to set the overall Council Tax, which will include these precepts.

Copies of the Budget Report to the Cabinet meeting on 19th January 2015 were circulated separately to all councillors as they contain information relevant to the recommendations.

2.0 RECOMMENDATIONS

2.1 To agree proposals recommended by Cabinet on 19th January 2015:

- a) That the Council's net General Fund expenditure for 2015/16 shall be £15,174,850.
- b) That the Capital Programme shall be as set out in the Cabinet report.

And in approving these recommendations

- c) To have regard to the Director of Finance's assessment of financial risks and the level of balances and provisions required, as set out in the Cabinet report.

2.2 Setting the amount of Council Tax for Watford Borough Council

That Watford Borough Council's Council Tax Base for 2015/16 has been calculated at 30,805 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 made under Section 31B (1) of the Local Government Finance Act 1992, as amended.

2.3 That the following amounts be now calculated by the Council for the year 2015/16 in accordance with Sections 31A to 36 of the Local Government Finance Act 1992:

- (A) *Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (2) of the Act.* £65,148,370
(Effectively the gross expenditure and transfers to reserves)
- (B) *Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) of the Act.* £57,452,150
(Effectively the gross income and transfers from reserves)
- (C) *Being the amount by which the aggregate at 2.3 (A) above exceeds the aggregate at 2.3 (B) above calculated by the Council in accordance with Section 31A (4) of the Act as its Council Tax Requirement for the year* £7,696,220
- (D) *Being the amount at paragraph 2.3 (C) divided by amount at 2.2 above, calculated by the Council, in accordance with Section 33 (1) of the Act as the basic amount of its Council Tax for the year (at Band D)* £249.84

(E)	Council Tax Valuation Bands	Conversion Factor to Band D	Watford's Share (£)
	A	6 / 9	166.56
	B	7 / 9	194.32
	C	8 / 9	222.08
	D	1	249.84
	E	11 / 9	305.36
	F	13 / 9	360.88
	G	15 / 9	416.40
	H	2	499.68

Being the amounts given by multiplying the amount at paragraph 2.3 (D) above by the number which, in the proportion set out in Section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in Valuation Band D, calculated by the Council, in accordance with Section 36 (1) of the Act, as the amounts to be taken into account for the year 2014/15 in respect of categories of dwellings listed in different valuation bands

2.4 That a report including precepts of both the County Council and the Police and Crime Commissioner be presented to the Functions Committee on 26th February 2015 to set the total Council Tax.

Contact Officer: Joanne Wagstaffe, Director of Finance, telephone extension 8189, email joanne.wagstaffe@watford.gov.uk

3.0 BUDGET PROCESS

- 3.1 At its meeting on the 19th January 2015, the Cabinet approved the budget proposals for 2015/16. The decisions made by Cabinet are reflected in the formal resolutions set out above.
- 3.2 The Council is recommended to approve Cabinet's budget proposals and to make the necessary formal resolutions to set the level of Council Tax.
- 3.3 Members are required to have regard to the Director of Finance's assessment of risks and the adequacy of balances. This is set out in the 19th January 2015 Cabinet report and concludes that the level of balances should be adequate.
- 3.4 Budget Panel considered Cabinet's proposals at its meeting on 15th January 2015 and its minutes were circulated to Cabinet prior to any decisions being taken.
- 3.5 Members agreed a Members Remuneration Scheme at the Council meeting on 29th January 2014 which covered the period 2014-2018. As such there are no recommended changes to that agreed last year.
- 3.6 The precepts for Hertfordshire County Council and The Police and Crime Commissioner for Hertfordshire have not yet been notified to the Council. A report will be submitted to the Functions Committee on 26th February 2015 detailing the tax requirement for Watford Borough Council's own purposes with those of the preceptors, to formally set the overall level of Council Tax.
- 3.7 Watford's net revenue expenditure for 2015/16 is forecast to be £15,174,850 which is then reduced by the application of central government support of £7,459,450 and the transfer from the Council's Reserves of £19,180. The residual balance of £7,696,220 is the statutory Council Tax Requirement which is then divided by the council tax base for 2015/16 of 30,805 Band D equivalents.
- 3.8 This results in a council tax for Band D of £249.84 and the Watford Borough Council's Council Tax therefore remains unchanged from 2014/15.

4.0 IMPLICATIONS

- 4.1 The implications contained in the report to Cabinet on 19th January 2015 are equally applicable to this report and Members are invited to refer to them to avoid unnecessary duplication.

Background Papers

Report to Cabinet of 19th January 2015

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Watford Borough Council

**Council Size Submission to the Local
Government Boundary Commission for
England**

January 2015



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Appendix A – Role Profiles

Appendix B – Information about Council Committees and their remit

Appendix C – 2012/13 and 2013/14 Self Assessments

Submission to Local Government Boundary Commission on Council Size

1. An overview of Watford

In order to provide some context to the Council's submission below is some facts and figures about Watford as at January 2015. This includes an overview of the Borough, information on the town's population, including its electorate and details about the Council and its democratic arrangements.

Watford is an urban borough in South West Hertfordshire, on the edge of the East of England region to the north-west of London. It covers an area of 2,142 hectares (8.3 square miles), and is the only non-metropolitan borough wholly contained within the M25 and the largest town in Hertfordshire. However, about 20% of the Borough forms part of the Metropolitan Green Belt and this is supplemented by a variety of open spaces.

The Borough has excellent transport links with mainline rail connections to London, Gatwick Airport, the Midlands and the North, Underground and Overground connections to London, its north-west suburbs and the rural Chilterns, community rail connections to St Albans, coach services to Heathrow airport, bus services to Luton airport and convenient road connections via the M1, M25 and A41.

A long established urban centre, with a market charter dating to the 12th century, Watford has always been a strong location for business and industry. Today the town remains a successful commercial hub and is a desirable place in which to live, work and enjoy leisure time. Local businesses are active and engaged in local governance and partnerships which help underpin commercial vitality, and the large, skilled working-age population makes a significant contribution to the local economy, as well as embracing the close links with London. The town is currently home to around 3500 businesses with a good mix of company size and sector, with many international HQ's and a higher than average start-up success rate, and a range of businesses in between. There is representation from financial and professional services sectors, pharmaceutical, health sciences, creative media, manufacturing and retail and leisure industries, amongst many others.

Watford is the centre of a sub-region serving around 500,000 people, living within a 20 minute traveling time catchment. Known for traditional industries including printing, the town has successfully diversified into an attractive and popular regional shopping and business centre and a focus for culture and recreation. Watford's town centre attracts visitors to enjoy its broad retail offer and vibrant night time economy for decades, and recent initiatives such as the public realm enhancements, New Watford Market and comprehensive events programme have enabled the High Street to fare comparatively well during a challenging period for town centres across the UK. The forthcoming £100m redevelopment of Charter Place, due for completion in 2017, also demonstrates the town centres continued attractiveness to the market as one of the premier retailing destinations nationally.

2. Watford's Population

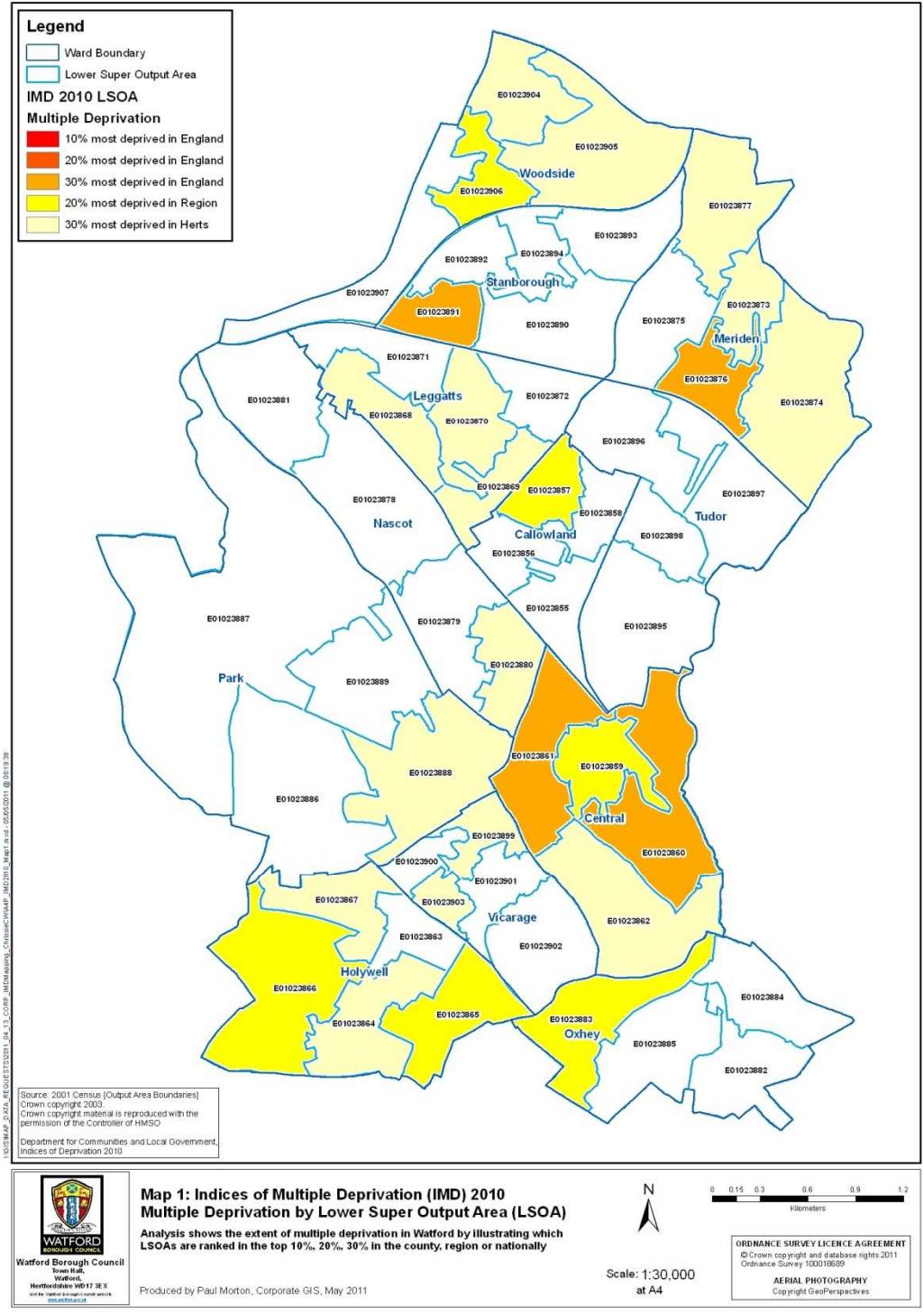
Population	<ul style="list-style-type: none"> The size of Watford's population at the time of the census in 2011 was 90,300. This was around a 13% increase in population since the last census in 2001 when the population was 79,726. The current mid-year estimate (2013 revised) puts the population at 93,700 (rounded figure). Watford's overall population increase as a percentage, from the mid-2012 estimate, was the 4th highest of all local authorities in the country i.e. Watford's estimated change in population of circa 2,000 = 2.18%. Forest Heath (4.16%), Tower Hamlets (3.76%) and Islington's (2.19%) are the highest in the country. Details of the components of change mid-2012 to mid-2013 estimate show that the: <ul style="list-style-type: none"> Majority of Watford's estimated increase is from net internal migration - within the UK (6,905 in / 5,843 out) = 1062 net (53% of overall increase) Followed by twice as many births than deaths (1,494 births -718 deaths)= 776 more births than deaths (39% of overall increase); With the least increase stemming from net international migration (723 in/558 out) =165 net (8% of overall increase). 49.6% of Watford's resident population are male and 50.4% are female 																								
Population density	<p>The population density for Watford is circa 4,358 people per square kilometre. This makes it the most densely populated district in England and Wales. However, in comparison with some metropolitan boroughs, particularly those in and around the outskirts of London, the density is relatively low.</p> <p>In 2011, Callowland was the most densely populated ward in the borough (i.e. number of persons per hectare)</p> <p>Mid 2013 year population estimates show Central has the highest population of any ward in Watford and Tudor the lowest at 6,099:</p> <table> <tbody> <tr><td>Callowland</td><td>7,704</td></tr> <tr><td>Central</td><td>8,975</td></tr> <tr><td>Holywell</td><td>8,927</td></tr> <tr><td>Leggatts</td><td>7,876</td></tr> <tr><td>Meriden</td><td>8,089</td></tr> <tr><td>Nascot</td><td>8,160</td></tr> <tr><td>Oxhey</td><td>6,921</td></tr> <tr><td>Park</td><td>7,873</td></tr> <tr><td>Stanborough</td><td>7,227</td></tr> <tr><td>Tudor</td><td>6,099</td></tr> <tr><td>Vicarage</td><td>8,660</td></tr> <tr><td>Woodside</td><td>7,225</td></tr> </tbody> </table> <p><i>This is ONS experimental data (Ward Level Mid-Year Population Estimates (experimental), Mid-2013)</i></p>	Callowland	7,704	Central	8,975	Holywell	8,927	Leggatts	7,876	Meriden	8,089	Nascot	8,160	Oxhey	6,921	Park	7,873	Stanborough	7,227	Tudor	6,099	Vicarage	8,660	Woodside	7,225
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Age bands	Watford continues to be a relatively young population - particularly in comparison to the rest of Hertfordshire.																								

	<p>The largest populations by age band in Watford are:</p> <ul style="list-style-type: none"> • 25-29 (7,826) • 30-34 (8,975) • the numbers in each successive age-band fall progressively from ages 30-34 until there are estimated to be circa 1,700 who are 85+. <table> <thead> <tr> <th>Watford</th><th>93,736 (overall)</th></tr> </thead> <tbody> <tr><td>0-4</td><td>7,327</td></tr> <tr><td>5-9</td><td>6,177</td></tr> <tr><td>10-14</td><td>5,387</td></tr> <tr><td>15-19</td><td>5,223</td></tr> <tr><td>20-24</td><td>5,356</td></tr> <tr><td>25-29</td><td>7,826</td></tr> <tr><td>30-34</td><td>8,975</td></tr> <tr><td>35-39</td><td>7,620</td></tr> <tr><td>40-44</td><td>7,085</td></tr> <tr><td>45-49</td><td>6,568</td></tr> <tr><td>50-54</td><td>5,794</td></tr> <tr><td>55-59</td><td>4,673</td></tr> <tr><td>60-64</td><td>3,862</td></tr> <tr><td>65-69</td><td>3,540</td></tr> <tr><td>70-74</td><td>2,634</td></tr> <tr><td>75-79</td><td>2,255</td></tr> <tr><td>80-84</td><td>1,744</td></tr> <tr><td>85-89</td><td>1,041</td></tr> <tr><td>90+</td><td>649</td></tr> </tbody> </table> <p>The median age in Watford in 2011 was 35 - no change since 2001. This was the lowest median age in Hertfordshire and the fifth lowest median age in the Eastern region (47 local authority areas in total). The median age for the UK was 39.</p> <p>Watford has the fourth highest percentage population of 0-4 year olds in the Eastern region and the sixth highest 0-14 year olds. In comparison, Watford has the third lowest percentage population of 65+ in the region.</p>	Watford	93,736 (overall)	0-4	7,327	5-9	6,177	10-14	5,387	15-19	5,223	20-24	5,356	25-29	7,826	30-34	8,975	35-39	7,620	40-44	7,085	45-49	6,568	50-54	5,794	55-59	4,673	60-64	3,862	65-69	3,540	70-74	2,634	75-79	2,255	80-84	1,744	85-89	1,041	90+	649
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Projections	<p>The ONS interim 2012-based subnational population projections are an indication of the future trends in population over the next 10 years.</p> <ul style="list-style-type: none"> • Watford's population is projected to be 103,000 by 2022 • Births are projected to be double deaths each year 																																								
Households	<p>The average household size in Watford is 2.4. This is average for the region.</p> <p>Number of households</p> <p>The ONS data, based on the census, says that there were 36,681 households in Watford at the time of the Census; as of March 31 2014 the figure was 38,195.</p> <p>Watford had the fourth highest percentage change in households - +14.6% - in the Eastern region from 2001 to 2011.</p>																																								

	<p>Household Composition</p> <ul style="list-style-type: none"> • Most frequent household = single people aged under pensionable age. <ul style="list-style-type: none"> • Grown from 17.5% in 2001 to 21.1% in 2011 (overtaken married couples with children) • Lone parents - significant rise in the number and % of lone parents (from 4.9% in 2001 to 7.2% in 2011) • One person pensioner households – declined in both numbers and percentage (from 12.2% 2001 to 10.0% in 2011) <p>Household tenure</p> <ul style="list-style-type: none"> • Privately rented housing: <ul style="list-style-type: none"> • increased from 3,170 homes in 2001 to 7,371 homes in 2011, from 9.8% to 20.1% of the housing stock • Homes owned outright: <ul style="list-style-type: none"> • decreased from 26.1% to 24.4% • Homes being purchased with a mortgage: <ul style="list-style-type: none"> • decreased from 46.1% to 37.2% • Social housing <ul style="list-style-type: none"> • remained static as % of the total housing stock (16.3% in both 2001 and 2011) yet it has increased in number from 5,266 in 2001 to 5,987 in 2011 <p>Household projections</p> <table border="1"> <thead> <tr> <th colspan="6">Watford</th> </tr> <tr> <th>Household types</th><th>2011</th><th>2021</th><th>Change 2011-21</th><th>% Change 2011-21</th><th>% of total change</th></tr> </thead> <tbody> <tr> <td>One person</td><td>11.7</td><td>12.5</td><td>0.8</td><td>6.6%</td><td>32.8%</td></tr> <tr> <td>Couple and no other adult (single family, a married or cohabiting couple, with or without dependent children)</td><td>14.9</td><td>15.0</td><td>0.1</td><td>0.5%</td><td>3.0%</td></tr> <tr> <td>Couple with other adults (one or more married or cohabiting couple families with one or more other adults present, with or without dependent children)</td><td>4.6</td><td>5.1</td><td>0.6</td><td>12.1%</td><td>23.4%</td></tr> <tr> <td>Lone parent (one or more lone parent families, with dependent children, no married or cohabiting couple families)</td><td>2.8</td><td>3.7</td><td>0.9</td><td>32.3%</td><td>38.3%</td></tr> <tr> <td>Other (multi-person household e.g. lone parents with only non-dependent children, non-cohabiting adults sharing a dwelling)</td><td>2.9</td><td>3.0</td><td>0.1</td><td>2.1%</td><td>2.6%</td></tr> <tr> <td>All households</td><td>36.8</td><td>39.2</td><td>2.4</td><td>6.4%</td><td>100.0%</td></tr> </tbody> </table> <p><i>Data source: Compiled by WBC, Planning Policy from DCLG 2011-based interim household projections N.B. Household numbers are in thousands</i></p>	Watford						Household types	2011	2021	Change 2011-21	% Change 2011-21	% of total change	One person	11.7	12.5	0.8	6.6%	32.8%	Couple and no other adult (single family, a married or cohabiting couple, with or without dependent children)	14.9	15.0	0.1	0.5%	3.0%	Couple with other adults (one or more married or cohabiting couple families with one or more other adults present, with or without dependent children)	4.6	5.1	0.6	12.1%	23.4%	Lone parent (one or more lone parent families, with dependent children, no married or cohabiting couple families)	2.8	3.7	0.9	32.3%	38.3%	Other (multi-person household e.g. lone parents with only non-dependent children, non-cohabiting adults sharing a dwelling)	2.9	3.0	0.1	2.1%	2.6%	All households	36.8	39.2	2.4	6.4%	100.0%
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Couple with other adults (one or more married or cohabiting couple families with one or more other adults present, with or without dependent children)	4.6	5.1	0.6	12.1%	23.4%																																												
Lone parent (one or more lone parent families, with dependent children, no married or cohabiting couple families)	2.8	3.7	0.9	32.3%	38.3%																																												
Other (multi-person household e.g. lone parents with only non-dependent children, non-cohabiting adults sharing a dwelling)	2.9	3.0	0.1	2.1%	2.6%																																												
All households	36.8	39.2	2.4	6.4%	100.0%																																												
Ethnicity	<p>The White British population in Watford decreased from 2001 to 2011 and is now 62% of the Watford population.</p> <p>All ethnic categories except for White British and White Irish have increased over the time period, with notable percentage increase in White Other, Indian, Pakistani and</p>																																																

	<p>Black African.</p> <p>The largest non-White British categories are:</p> <ul style="list-style-type: none"> • White other (up from 2.1% in 2001). This would include people from Europe, Australia etc • Asian: Pakistani (up from 4.6% in 2001) • Asian: Indian (up from 2.4% in 2001) <p>In terms of where people were people living in Watford were born, Census 2011 showed:</p> <table border="0"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ▪ UK ▪ Ireland ▪ Rest of EU ▪ Rest of world </td><td style="vertical-align: top; padding-left: 20px;"> <ul style="list-style-type: none"> = 75% = 2% = 6% = 17% </td></tr> </table> <p>National Insurance Number registration to adult overseas nationals</p> <p>This can give some idea of current migration into Watford and the changes this might have long-term on the ethnic profile of the local community.</p> <p>As of September 2014, the registration showed for the year to date:</p> <ul style="list-style-type: none"> • 1,822 registrations in Watford • 445 were to EU nationals (excluding accession states) • 992 were to EU nationals (accession states) 	<ul style="list-style-type: none"> ▪ UK ▪ Ireland ▪ Rest of EU ▪ Rest of world 	<ul style="list-style-type: none"> = 75% = 2% = 6% = 17%
<ul style="list-style-type: none"> ▪ UK ▪ Ireland ▪ Rest of EU ▪ Rest of world 	<ul style="list-style-type: none"> = 75% = 2% = 6% = 17% 		
Education	<p>A skilled workforce supports the economic development and employment aspirations for Watford. Year on year results show that there is an increasing trend in both GCSE results for pupils in Watford and the qualifications of the working age population.</p> <p>In the academic year 2011/12, 92.2% of pupils in Watford achieved 5 or more GCSEs graded A* to C, compared to the national average of 81.8%,</p> <p>There has been a mostly increasing trend in Watford over the last few years in NVQ qualifications held and these again increased during 2012. Watford's working age population has the second highest percentage (43.7%) in Hertfordshire of those with qualifications at NVQ 4 and above (St. Albans is the highest with 52.9%); this is also higher than both the 40.4% average in Hertfordshire and the England average of 34.2%.</p> <p>There are fewer people with no qualifications and significantly more people with Level 4/5 qualifications (degree level).</p>		
Health	<p>Watford's population enjoys better health than the Eastern Region and England overall with nearly 85% of the population stating that they have 'good health' and just under 14% recording a disability.</p> <p>However, there are health issues that need addressing in the borough, some of which are related to improving people's physical activity - see 2 below. These have been identified by the borough's Health and Wellbeing Partnership as:</p> <ol style="list-style-type: none"> 1. Improving access to help with alcohol related issues 2. Increase exercise & weight management referrals (NOTE: this may focus on 		

	<p>specific gender, ages and/or communities)</p> <ol style="list-style-type: none"> 3. Improve availability of screening in Primary Care for TB & Sexual Health (NOTE: this may be through wider community engagement) 4. Safe Healthy Food 5. Continued focus on delivering health outcomes through safe and healthy homes 6. Local or Emerging issues that arise from further or local research
Deprivation	<p>The current English Indices of Deprivation 2010 was published by the Government on the 24 March 2011, and uses 38 separate indicators (most of which are from 2008), organised across seven domains; these are Income, Employment, Health and Disability, Education Skills and Training, Barriers to Housing and Other Services, Crime and Living Environment</p> <p>These domains can be combined, using appropriate weights, to calculate the Index of Multiple Deprivation 2010 ('IMD 2010'). This is an overall measure of multiple deprivation experienced by people living in an area and is calculated for every Lower Layer Super Output Area (LSOA) in England, of which there are 32,482. LSOAs are small areas of relatively even size (around 1,500 people).</p> <p>In the IMD 2010, Watford is ranked 189 out of 326 authorities, putting it in the 6th decile nationally. This means that, overall, Watford is less deprived than half the authorities in England.</p> <p>Watford is the second most deprived authority in Hertfordshire. (Stevenage is the most deprived.) However, three Hertfordshire authorities are among the 10% least deprived authorities in England (Three Rivers, East Herts and St Albans) and the least deprived LSOA in England is in Three Rivers.</p> <p>No LSOAs in Watford are in the 20% most deprived in England and only four are in the most deprived 30%. Two of these are in Central, one in Stanborough and one in Meriden.</p> <p>The combined deprivation index, which weights income and employment more heavily than the other domains, obscures the more deprived areas in Watford, which are affected by crime, living environment deprivation and education, skills and training deprivation in particular. This is, at least in part, because income and employment deprivation are less of an issue for Watford.</p> <p>The ten most deprived LSOAs in Watford, as ranked in the IMD 2010, are as follows:</p> <ol style="list-style-type: none"> 1. E01023876 in Meriden 2. E01023860 in Central 3. E01023861 in Central 4. E01023891 in Stanborough 5. E01023865 in Holywell 6. E01023883 in Oxhey 7. E01023866 in Holywell 8. E01023859 in Central 9. E01023906 in Woodside 10. E01023857 in Callowland <p>Please see the map which shows which Watford LSOAs are among the 30% most deprived in England, 20% most deprived in the Eastern region and which are in the 30% most deprived in Hertfordshire.</p>



Below are details of the current published electorate

WATFORD BOROUGH 2015 ELECTORATE

Published 01/12/2014 = 69,225

Updated 02/01/2015 = 69,567

Average Ward Electorate 01/12/2014 =

69,255 divided by

Total Wards i.e.

12 = 5,771 1924 per cllr

Average Ward Electorate 02/01/2015 =

69,567 divided by

Total Wards i.e.

12 = 5,797 1932 per cllr

3. About the Council

Governance and Decision Making

Leadership

Watford operates on the Elected Mayor and Cabinet model and has done since 2002. Currently the Elected Mayor has appointed 5 Portfolio Holders to her Cabinet. The legislation allows for a maximum of 9 on the Cabinet and as this is solely within the gift of the Elected Mayor this must be borne in mind when having regard to the availability of councillors for undertaking scrutiny.

Role profiles for Portfolio Holders have been established and are attached to this submission as are role profiles for a Ward Councillor, Chair of Scrutiny, and Chair of Non-scrutiny committees (Appendix A.) Whilst there is extensive delegation to officers there is some delegation directly to Portfolio Holders and they have the overarching responsibility for monitoring and being responsible for the services and functions within their particular portfolio. Whilst only the Elected Mayor role is a full time role they are expected to have regular meetings with their service heads and also act as the spokesperson for the Council on their areas of responsibility, including attending relevant scrutiny meetings. Portfolio Holders also serve on outside bodies. The Council has in recent years outsourced a number of services for which boards have been set up with the contracting partner to oversee management of the service. Cabinet members are on those boards.

Cabinet meets regularly and over the last three years has met an average of 8 times per year. Meeting last for an average of 1 hour 18 minutes and it received an average of 5 reports per meeting.

In addition members of the Cabinet have informal monthly meetings with Heads of Services.

In terms of delegation to officers: officers take around 120 formal executive decisions a year. Portfolio Holders take an average of 9 a year.

When making submissions to the Council's Independent Member Remuneration Panel in 2013 a Portfolio Holder estimated from looking at diary entries that he spent around 30 hours a week directly on Council business.

Regulatory

The Council has set up 2 Licensing Committees, one to deal with matters under the Licensing Act 2003 and the other to deal with other non executive licensing matters such as taxis. Both committees have the same membership and meet consecutively.

The majority of day to day decisions regarding licensing are delegated to officers, however councillors are required to be involved in hearings regarding applications under the Licensing Act 2003 when there are representations made. This is usually a sub committee of the Licensing Committee and is made up of 3 councillors. The 2003 Act requires councils to set up a licensing committee of between 10 and 15 councillors and only members of the committee can sit on any sub committees set up to deal with hearings. Watford has elected to have a committee of 15 to give it maximum flexibility in finding 3 sub committee members. It has had to have the equivalent of at least one meeting per month of a sub committee over the preceding 3 years.

Having 36 councillors allows such flexibility. Potentially reducing the number of councillors by even 3 would mean that 45% of all councillors would have to sit on Licensing.

The main committees meet on average 7 times per year and deal with an average of 4 reports per meeting. The average duration of the meetings is 1 hour 30 minutes.

Development Control Committee deals with planning applications and planning enforcement. It is made up of 9 councillors. Decisions are delegated to officers with the exception of any applications where more than 4 objections have been received unless the application is to be refused or where the development is for non residential purposes of more than 1000 square metres or where the development is for 10 or more residential units.

Even with this level of delegation Development Control Committee meets on average 16 times a year usually every 3 weeks to enable decisions to be determined within the statutory periods. It has had over the past 3 years an average of 4 reports per meeting and meetings last on average 1 hour. It is not unusual for ward councillors to also attend Development Control to speak on behalf of their constituents on an application even though they are not a member of the committee.

The Council also has an Audit Committee made up of 5 councillors. This has met on average 4 times per year over the last 3 years. It has considered an average of 8 reports per meeting and each meeting is an average of 1 hour 42 minutes long.

Functions Committee is made up of 7 councillors it has met an average of 3 times per year over the last 3 years, had one report per meeting and the average length of the meeting has been 18

minutes.

Other Non Scrutiny Panels

In addition to cabinet, the non executive committees and scrutiny, the Council has a number of working groups that meet on an ad hoc basis. These are Joint Highways Panel, Housing Policy Advisory Group, Planning Policy Advisory Group, Major Projects Board, Member Development Group and the Constitution Working Party. All these are cross party groups to provide guidance to cabinet/council on policy or major projects and provide a way for non cabinet members to influence policy.

They comprise between 5 to 10 councillors and meet as and when required.

The Council also has a Standards Committee.

Council

Council meets on average 6 times a year. It has (except for annual council) a standing item for the Elected Mayor to report on her activities to Council and all councillors are allowed to ask questions of the Elected Mayor. It also receives motions and petitions. Over the last 3 years each council meeting has lasted an average of 1 hour 48 minutes.

Attached is some information about council committees and their remit (Appendix B).

Demands on time:

The Council has developed, in consultation with councillors, role profiles which are attached.

The Council also develops training for councillors based on their individual needs as assessed and in consultation with the Member Development Group.

The Council encourages every councillor to complete their own self assessment at the end of the municipal year which is reported to Annual Council. Attached are the end of year self assessments for 2012/13 and 2013/14 (Appendix C). The majority of members have completed them and these evidence the amount of work and time councillors spend not only on council business inside the council but also in the community.

The Council has a healthy democratic process and at every election candidates are fielded by at least 3 and sometimes 4 or 5 parties for each ward. At most elections the incumbent councillor will seek re-election.

The Council has never been in a position where it has been unable to discharge any of its functions. There are occasions, however, where appointment to outside bodies are not filled.

Scrutiny Functions

The Council has an Overview and Scrutiny Committee with a sub-committee of a Budget Panel, and an Outsourced Services Scrutiny Panel, it also has a standing task group for Community Safety. Each panel has its own work programme and due to resource issues dedicated pieces of scrutiny work which are usually undertaken by task groups set up by Overview and Scrutiny

are limited to 2 at a time.

The process of selecting items for scrutiny is regulated by the Overview and Scrutiny Panel. Task Group membership can come from any non Cabinet member. These are usually time limited with a specific remit to look at a particular topic which has been put forward for scrutiny by either a councillor, the Cabinet, Heads of Service or the public. There is a formal process for requesting a scrutiny and each request is put to the Overview and Scrutiny Panel who has the role of either approving or rejecting a request. The task group has to report back to Overview and Scrutiny at the end of their deliberations and any recommendations are forwarded to Cabinet. Progress on recommendations accepted by Cabinet is then monitored by Overview and Scrutiny. Members are expected to familiarise themselves with the topic they are scrutinising between meetings.

Overview and Scrutiny

Has 9 councillors, it has on average 7 meetings a year and considers on average 6 reports. The length of each meeting is an average of 1 hour 48 minutes.

Budget Panel.

Has 9 councillors, it has on average 6 meetings a year and considers an average of 4 reports. The average length of each meeting is 1 hour 48 minutes.

Outsourced Services Scrutiny Panel.

Has 7 councillors. Meets 3 times per year and considers on average 3 reports per meeting and the average length of each meeting is 1 hour.

Community Safety Partnership Task Group.

Has 7 councillors. It meets 4 times a year and receives an average of 2 reports each meeting and the average length of each meeting is 1 hour 42 minutes.

The Council considers it is important, particularly as it operates under an Elected Mayor and Cabinet model, to have robust scrutiny. This enables both back bench majority group councillors and opposition councillors to both be involved in policy development through task groups and to hold the Elected Mayor and Cabinet to account.

In recent years the Council has outsourced a number of services such as refuse collection, street cleansing, management of parks and open spaces, operation of its leisure centres and has a shared service with its neighbouring district council Three Rivers whereby Three Rivers manages back office finance and revenues and benefits and Watford manages HR and ICT. The Council has felt, with such a high level of externalisation, that it was important to encourage councillors to scrutinise the operation of those services via a dedicated scrutiny committee.

Monitoring and managing the Council's finances, through the Budget Panel, is also seen as important for councillors to scrutinise. It enables early discussion and challenge on budget proposals and also acts as an ongoing monitor of spend.

Having a council size of 36 enables the Council to operate an effective scrutiny. It should be borne in mind that, whilst the current Elected Mayor is a member of the majority group on the Council, this may not always be the case in the future. Therefore the Council needs to maintain sufficient numbers of councillors for political balance to be achieved to enable scrutiny to function having removed councillors as appointed to cabinet.

The Council is of the opinion keeping the size at 36 achieves this. Reducing the size would place a greater burden on a smaller number of councillors. Increasing the size would incur extra cost for no additional benefit.

4. Representational Role of Councillors

As can be seen from the attached self assessments all councillors play an active role within the communities they serve. Whilst it is up to each individual councillor how much time they put in, evidence given to the Council's Independent Member Remuneration Panel would suggest an average of circa 25 hours per week on council business for a non cabinet member is the norm.

Each ward has its own Neighbourhood budget of £2,500 to spend on either ward meetings or other community projects. There are guidance notes and rules regarding how and what it can be spent on and at least 2 of the 3 ward members must agree to the expenditure. This enables councillors to have meetings on local issues within their own ward as well as support local initiatives. The budgets are managed within the Democratic Services section.

To, therefore, reduce the number of councillors would only serve to increase each councillors individual workload. The majority of councillors are in employment and the Council feels it is important to try to reflect the demographic of Watford in the make up of its councillors and the need to encourage young people, women and those from ethnic minorities to want to stand and become councillors.

Only the Elected Mayor has dedicated support with a PA to manage her diary and a case worker to deal with issues that come directly to the Elected Mayor. The Chairman also has support to manage his civic diary and the same officer also manages all civic events. This officer also arranges councillors training and manages their remuneration. As stated above officers in democratic services also manage the neighbourhood budgets. Councillors are provided with laptops if they require them and a communication allowance. Therefore councillors have to organise their own constituency work.

5. Boundary Review Group

The Council set up a Review Group to consider the question of council size. It looked at how the council would look based on a range of councillor numbers of 39, 36, 33 and 30 and considered that increasing the number of councillors would be hard to justify at a time when the Council budgets are being reduced. The Group also concluded that decreasing the number of councillors from the current 36 would have a detrimental effect on the operation of the Council particularly with regard to the Licensing Committee, due to the need to have members available for Licensing Sub Committees which generally met during the day. It could also affect scrutiny if the Elected Mayor came from the minority group. They also took into account issues relating to the current and expected increase in the local population and the continued expectations for the town as a regional centre and hub for business, commerce and transport that also impact on the calls of local councillors.

The Council would therefore recommend that the optimum size for Watford Borough Council to allow it to continue to take decisions effectively, manage council business and its responsibilities successfully and continue to provide effective community leadership and convenient local government is 36 councillors .

Watford Borough Council

Ward Councillor Role Profile

Overview

- To represent the day to day interests of all constituents and to ensure that the interests of the local community are properly represented in the Council and constituents' enquiries and representations are dealt with in an efficient and timely manner .
- To contribute actively to the formation and scrutiny of the Authority's policies, budget, strategies and service delivery.
- To champion the causes which best relate to the interests and sustainability of the community and campaign for the improvement of the quality of life of the community.

Key Responsibilities

Community Leadership

- Engage proactively with the community in order to learn, understand and act upon issues of local concern.
- Mediate fairly and constructively, encouraging trust by representing all sections of the community.
- Represent and/or support constituents, community and business views at meetings of Council and its Committees and take steps to get those views heard by decision makers within the Council.
- Keep up to date with the community on issues of local concern including attending meetings of key stakeholders such as Tenants and Residents Associations where appropriate
- Create opportunities for interactive communications with constituents through a range of processes, including arranging local meetings and surgeries.
- Work with fellow ward councillors to explore ways of using the Neighbourhood Forum budget to the maximum benefit of local residents.
- Work with local communities to ensure equal access to the Council's decision-making process and those of other bodies
- Communicate with Members of Parliament or European Parliament on behalf of constituents.

Regulating & Monitoring

- Participate effectively at Council and Committee meetings in accordance with the Procedure Rules laid down in the Council's Constitution.
- Develop and maintain a working knowledge of the organisations, services, activities and other factors which impact upon the community's well-being and identity.

Scrutiny & Challenge

- Participate in the scrutiny performance review of the services of the Authority including the scrutiny of policies and budget and their effectiveness in achieving corporate priorities

- Challenge processes, people and decisions in an objective, rigorous manner.
- Review the decisions of Cabinet, including the use of call in procedures as necessary and make recommendations for further action or amendments.

Communication Skills

- Communicate regularly with the community via newsletters, phone calls and the local media.
- Provide regular feedback to constituents on issues they have raised.
- Speak clearly and confidently in public using accessible language and avoiding jargon

Working in Partnership

- Assist in the implementation of processes to identify and tackle, in partnership with the Council and other organisations, issues which affect the community.
- Represent the Council as the appointed representative on outside bodies and provide a two-way communication between them and the Council
- Develop and maintain a working knowledge of the authority's management arrangements for services, powers / duties, and constraints, and develop good working relationships with relevant officers of the authority
- Participate in the area and service-based consultative processes with the community and other organisations.

Political Understanding

- Take up relevant opportunities for member training and development to help improve role as an effective and influential councillor, especially those relating to statutory requirements.
- Adhere to the Members' Code of Conduct and the Council's Constitution
- Represent Group's views and values through decisions and actions
- Help develop cohesion within the Group and contribute to healthy communication between the Group and the Council.
- Work across Group boundaries without compromising political values.
- Act as the public face of the Council and a role model for others.
- Encourage co-operation and communication across political and council boundaries.

Key Skills

- A good understanding of the operation of the Council and an understanding of Local Government generally including the statutory regulations/procedures and financial frameworks within which it works.
- The ability to communicate effectively with all sections of the community (both friendly and hostile).
- Ability to read and assimilate Council documents
- Ability to troubleshoot and juggle conflicting responsibilities
- Ability to listen effectively to different and sometimes conflicting views within the local community and to take these views on board when representing local interest within the Council and outside.
- Basic IT skills

Watford Borough Council

Role Profile for Chairs of Scrutiny

Overview

- To Chair Scrutiny Committee meetings comprising elected members from all political groups.
- To ensure that the committee takes an independent leadership role and acts as a critical friend in the Council's efforts to continuously improve the performance of its services and functions and the policies and strategies within which they operate.

Duties and Responsibilities

General

- To chair the committee efficiently in an impartial, non-partisan manner and be responsible for ensuring that it fulfils its purpose and terms of reference.
- To agree a programme of meetings for the committee in consultation with the Committee & Scrutiny Officer
- To ensure that the committee carries out its functions properly and effectively, complying with statutory regulations/procedures and the procedures within the Council's Constitution.
- To consult with officers on items for inclusion in the agenda and to consider and comment on draft minutes within the timescales specified.
- To attend briefing meetings with officers as required
- To work closely with the Committee & Scrutiny Officer to agree a rolling scrutiny work programme.
- To attend Cabinet meetings as required to present and answer questions on scrutiny related reports
- To undertake training as required to develop a knowledge of the functions covered by the committee and to improve chairing skills

Overview & Scrutiny (in addition to the above)

- To lead the committee in establishing Task Groups, agreeing the scope of the review, setting terms of reference and agreeing the membership.
- To lead the committee in following up progress on the recommendations of previous reviews.
- To lead the committee on checking the progress of current task groups and testing the soundness of their recommendations.
- To attend meetings of the Joint Cabinet/Scrutiny Committee to report on scrutiny progress and to consult with the Executive on future issues for review.
- To lead the committee in the regular review of the Notice of Executive Decisions.
- To be responsible for ensuring that the Annual Scrutiny Report is presented to Council as required within the council's Constitution.

- To agree the inclusion of urgent reports to Cabinet in accordance with the Council's Procedure Rules on Special Urgency.
- **(Vice Chair)** to chair meetings dealing with the call-in of Executive decisions in accordance with the Procedure Rules laid down in the Council's Constitution.

Budget Panel (in addition to the general duties listed above)

- To facilitate the review of fees and charges, the draft budget and the final budget proposals and to attend Cabinet to submit the Panel's recommendations.
- To facilitate the review of the quarterly budget monitor, the Medium Term Financial Plan and the Asset Management and Capital Strategy.
- To lead the Panel in undertaking value for money studies of selected services.
- To regularly provide an update to Overview and Scrutiny Committee on the work of the Panel.

Key Skills

- The ability to chair meetings to facilitate open discussion, to work in a cross party environment and to ensure that the business on the agenda is dealt with properly.
- A good understanding of the operation of the Council and an understanding of Local Government generally including the statutory and financial frameworks within which it works.
- To have a clear understanding of the Council's key partners
- Effective leadership skills including decision making and challenging.
- Excellent interpersonal skills, with the ability to communicate effectively with all sections of the community
- Ability to deal courteously with the public and to maintain impartiality.
- Ability to present scrutiny reports and answer questions at Cabinet and Council in a clear and informative manner.

Budget Panel (in addition to the above)

- An in depth knowledge and understanding of the Council's budget and Local Government Finance.

Watford Borough Council

Role Profile for Chairs of non scrutiny committees

Overview

- To lead the work of the Committee and ensure that it carries out its functions effectively and within its terms of reference.

Duties and Responsibilities

- To demonstrate a good knowledge of the functions within the remit of the committee.
- To chair the committee efficiently and be responsible for ensuring that it fulfils its purpose and terms of reference.
- To chair the meetings impartially and in such a way as to facilitate open discussion from Members on both sides of the Council.
- To be responsible for the efficient transaction of business at meetings and ensuring that all recommendations contained in the report have been considered.
- To ensure that the committee carries out its functions properly and effectively, complying with statutory regulations/procedures and the procedures within the Council's Constitution.
- To present recommendations to full Council on behalf of their committee as required.
- To consult with officers on items for inclusion in the agenda and to consider and comment on draft minutes within the timescales specified.
- To attend briefing meetings with officers as required.
- To represent the Council at meetings outside the authority which fall within the terms of reference of the committee.
- In conjunction with Council officers, to regularly monitor and review the work of the committee to ensure that its objectives are being met.
- To undertake training as required to develop a knowledge of the functions covered by the committee and to improve chairing skills.

Key Skills

- The ability to chair meetings, to facilitate open discussion, to work in a cross party environment and to ensure that the business on the agenda is dealt with properly.
- A good understanding of the operation of the Council and an understanding of Local Government generally including the statutory and financial frameworks within which it works.
- Effective leadership skills including decision making and challenging.
- Excellent interpersonal skills, with the ability to communicate effectively with all sections of the community
- Ability to deal courteously with the public and to maintain impartiality.

Watford Borough Council

Portfolio Holder Role Profile

Overview

To provide political guidance to the relevant Head of Service on the development and implementation of the Council's priorities and objectives in relation to the service area or area of responsibility liaising as necessary with the Mayor and other Members of the Cabinet to ensure a co-ordinated and coherent approach is taken to the formulation of plans and priorities and the delivery of services.

Key Responsibilities

Local Leadership

- Promoting Council initiatives and services to the whole community
- Promoting Council priorities to champion a shared local vision
- Consulting with relevant sections of the community or as a whole on new policies, initiatives and developments.

Regulating and monitoring

- Being aware of the legal process and ensuring decisions are made in accordance with the Council's Constitution
- Participating in matters requiring collective Cabinet consideration and which have implications across the Council as a whole, such as –
 - major policy matters affecting the Council.
 - prospective decisions with significant service implications including resource or performance implications
 - matters requiring collective political guidance
 - proposals or responses to recommendations raised by a scrutiny panel
 - recommending a budget to Council
- Working with Cabinet members and officers to monitor services, including those outsourced, and procurement related to the designated portfolio.
- Guiding relevant policy development or proposals through the Council and ensuring that Cabinet is informed of all relevant issues, matters, activities, proposals or events relating to that service area.
- Monitoring performance of activities and service areas within Portfolio area, using service plans and performance indicators, holding regular informal meetings with service heads and formal 'quarterly review' meetings.
- Participating in relevant training opportunities and attending conferences/seminars in specialist areas when appropriate

Scrutiny and challenge

- Attending scrutiny committees when invited to explain decisions taken by him/herself or by Cabinet collectively and to explain proposals for new policies.
- Giving all assistance required by the committee and supporting the scrutiny process by ensuring any recommendations are fully considered.

Communication

- Acting as a spokesperson within and outside the authority for services/functions within the portfolio
- Speaking confidently in public settings e.g. Council and community meetings and the media

Working in partnership

- Undertaking such consultation as necessary in order to make informed decisions, including taking advice from officers on matters affecting the function concerned, prior to action being taken.
- Consulting other councillors when appropriate on developments or policies which will affect their residents
- Representing the Council whenever necessary on national, regional and other outside bodies and at conferences.
- Working towards maintaining positive relationships with partners and working proactively with key partners in the Town to achieve shared goals
- Working with officers to formulate policy and being aware of how policy impacts on services
- Representing the Council and Cabinet (or making recommendations on their behalf) to other bodies on matters that relate to the Member's area of responsibility.

Political understanding

- Working as a team with other Portfolio Holders and the Elected Mayor to decide the direction and priorities of the Council.
- Keeping abreast of relevant legislation, national and local policy.

Providing vision

- Creating and developing Council policy to deliver excellent services for residents

Managing Performance

- Taking responsibility for and being held accountable for any decisions taken by Cabinet
- Holding quarterly review sessions with Heads of Service to monitor progress

Key Skills

- Knowledge/understanding of legislation, National and Local Policy, local government finance and funding sources available

- An understanding of the complexities of the service within the individual portfolio and detailed up to date knowledge of the portfolio holder area
- An understanding of how the Council operates
- Ability to quickly grasp complex issues and find creative solutions
- Ability to plan and think strategically and corporately.
- Ability to work collaboratively with senior staff
- Ability to work effectively within a team environment.
- Effective leadership skills including decision making and challenging.

- Excellent communication skills including
 - with the media
 - with the public
 - at public meetings e.g., Cabinet and Council
 - with officers
 - with partners of the Council
 - with other individuals and groups
 - representing the Council

- Excellent Organisational skills including
 - Managing a heavy workload
 - Working to tight timescales
 - Following Council procedure as set out in the Constitution

GENERAL COMMITTEE INFORMATION

FULL COUNCIL MEETINGS

- Meets 6 times a year usually starting at 7.30pm (except Annual Council).
- Held in the Council Chamber.
- Seats are allocated by name.
- A sound system including an induction loop is available.
- All Members including the Mayor attend Council meetings.
- Certain matters have to be dealt with by Full Council.
- There are clear rules of debate which can be found in the Constitution, Part 4 (Rules of Procedure), section 15.0.
- Meetings are open to the public.

ANNUAL MEETING

- Starts at 6.30pm.
- Usually meets in May around 3 weeks after the election.
- The Chairman and Vice-Chairman are elected for the Municipal Year.
- All Committees (except Cabinet) are set up.
- Committee Chairs and Vice-Chairs are appointed.
- Council appoints to outside bodies.
- The Mayor advises Council who will be in the Cabinet.

ORDINARY COUNCIL MEETINGS

- Usually meet in July, October, December, January (Budget setting) and March.
- The Mayor puts a report to each Ordinary Council meeting.
- Members have the opportunity to question the Mayor about her report.
- Members of the public can submit petitions and speak on the subject of the petition (notice must be given).
- Members of the public can ask questions at Council meetings (notice must be given).
- Members can submit motions and questions but are required to give notice.

EXTRAORDINARY COUNCIL MEETINGS

- Arranged for a specific issue should the need arise or if requested by any 5 Councillors.
- A resolution to make someone a Freeman of the Borough must be passed at an Extraordinary Meeting.

STANDING COMMITTEES

DEVELOPMENT CONTROL COMMITTEE

- Quasi-judicial Committee and usually held in the Council Chamber.
- Committee consists of 9 Members.
- Members must have training before they can sit on the Committee.
- Certain rules around contact with applicants/residents
- Meets about 16 times a year: usually every 3 weeks.
- Meetings usually start at 7.30 pm.

- Briefing sessions usually take place before meetings, starting at 7.00 pm in the Planning Office.
- Other Members of the Council can request to speak at a meeting but should contact the Chair of the Committee or the Committee Team in advance.
- Members of the public can speak at committee:

Speakers must register with the Committee Team by 12 noon on day of meeting.
Each speaker is allowed to speak for up to 5 minutes.
Only one member of the public is permitted to speak against an application and one in support.

The Committee is responsible for:

- Approving or refusing Planning Applications for sites in the Borough.
- Reviewing any outstanding applications.

(1) LICENSING COMMITTEE

(2) LICENSING COMMITTEE (LICENSING ACT 2003)

- Quasi-judicial Committees.
- Councillors are Members of both of the Committees.
- The Licensing Committees comprise 15 Councillors.
- Each Committee meets about 7 times a year.
- Meetings usually start at 7.30 pm.
- They receive reports on topics related to all aspects of licensing.
- Licensing training is mandatory.

The **Licensing Committee** is responsible for:

- Approving licensing policy relating to:
Hackney carriages
Hackney carriage operators
Hackney carriage drivers
Private hire operators
- Approval of the Hackney Carriage fare tariff.
- Approval of byelaws relating to Acupuncture, Tattooing, Semi-Permanent Skin-Colouring, Cosmetic Piercing And Electrolysis
- Making Designated Public Places Orders.
- Approval of pavement licensing policy.
- Approval of other policies within Environmental Services.

The **Licensing Committee (Licensing Act 2003)** is responsible for:

- Recommendation of the Council's Licensing Policy under the Licensing Act 2003 to full Council.
- Recommendation of the Council's Statement of Principles under the Gambling Act 2005 to full Council.
- Approval of the Licensing Act Annual Report.
- Approval of draft responses to Government consultations related to the Licensing Act 2003 and Gambling Act 2005.
- Approval and amendments to the Sex Establishment Venue Policy

(3) LICENSING SUB-COMMITTEES

- Sub-Committees comprise 3 Councillors from the Licensing Committee membership.
- The number of meetings varies; meetings take place as required.
- Meetings are usually held during the day but occasionally they may be held in the evening depending on the type of representations received.

There are several types of Licensing Sub-Committees. They are responsible for:

- Determining new and variation applications submitted under the Licensing Act 2003 where representations have been received.
- Conducting reviews of premises' licences and club premises' certificates as requested.
- Gaming machine applications for licensed premises requesting 5 or more machines.
- Conducting reviews of gaming premises as requested.
- Determining new and variation applications submitted under the Gambling Act where representations have been received.
- Consideration of appeals from licensed hackney carriage/private hire drivers when their licence is being revoked by the Council.
- Determining Temporary Event Notices when representations had been received by the Police. These hearings have to be held at short notice.

AUDIT COMMITTEE

- Meets about 4 times a year.
- Meetings usually start at 7.00 pm.
- Deals with quite specialist topics: Training sessions sometimes take place before meetings.

The Committee is responsible for:

- Approving the internal audit strategy.
- Reviewing the annual internal audit report.
- Considering the reports of external inspection agencies.
- Risk management arrangements.
- Anti fraud and corruption policies.
- Approving the annual financial statement and receiving the external auditor's opinion.
- Receiving reports on Freedom of Information Requests.
- Treasury Management.
- Corporate Governance.
- Use of Resources.
- Receiving the Annual Ombudsman's Letter.

STANDARDS COMMITTEE

- Meetings of the Standards Committee usually start at 5.00 pm and meet as necessary.
- The Localism Act 2011 resulted in a number of changes to the Standards regime which came into effect on 1 July 2012.
- At the Annual Meeting on 23 May 2012 Council established a Standards Committee comprising 5 elected members of the Council. Council agreed that the committee would not be constituted on the lines of proportionality but would comprise one seat for each of the opposition groups and 2 seats for the ruling group. This arrangement was agreed by a unanimous vote.

The Committee is responsible for:

- Promoting and maintaining high standards of conduct by the Mayor, Councillors and any co-opted Members.
- Members' Code of Conduct.
- Considering requests to grant the Freedom of the Borough to an individual and submitting a formal recommendation to an Extraordinary Council meeting.

COUNCIL FUNCTIONS COMMITTEE

- Committee consists of 7 Councillors.
- There are 5 scheduled meetings per year.
- Meetings usually start at 7.30 pm.
- Deals with specialist topics.

The Committee is responsible for:

- Council Tax is agreed at Council in January; towards the end of February the Council Functions Committee agrees the final figure which combines the County Council's share and the Police Authority's amount.
- HR Policies.
- Appointment of Proper Officer of the Council.
- Elections – majority of functions are delegated to the Returning Officer. The Committee can approve fees and conditions for supply of extracts from election documents and pilot schemes.

CHIEF OFFICER PAY PANEL

- Determines and reviews the terms and conditions of Chief Officers.
- Meets as and when necessary.

APPOINTMENTS COMMITTEE

- Deals with the appointment of Chief Officers.
- Meets as required.

SCRUTINY COMMITTEES

OVERVIEW & SCRUTINY COMMITTEE

- Committee consists of 9 councillors.
- Chaired by a majority Group councillor.
- There are 6 scheduled meetings per year;
- Committee meetings are usually held at 7.00 pm.
- Deals with called in key decisions made by Cabinet, Portfolio Holders and Officers; the call-in must be requested by 3 Councillors stating a reason.
- Reviews the Executive's Forward Plan
- Sets a rolling scrutiny work programme
- Follows up progress on the recommendations of previous scrutiny reviews.
- Responsible for the setting up of task groups on specific topics and agreeing the scope.
- Checks progress of Task Groups and tests soundness of recommendations.

BUDGET PANEL

- The Panel consists of 9 Councillors.
- There are 7 scheduled meetings per year.
- The meetings start at 7.00 pm.
- Finance training is occasionally arranged at the start of Budget Panel, covering an area included on the agenda.
- The Panel is usually chaired by an opposition Member.

The Panel:

- Reviews fees and charges, the draft budget and final budget proposals and forwards any comments to Cabinet.
- Reviews the quarterly budget monitor; the Medium Term Financial Plan and the Asset Management and Capital Strategy.
- Undertakes Value for Money studies of selected services.

COMMUNITY SAFETY PARTNERSHIP TASK GROUP

Formerly known as the Crime and Disorder Reduction Partnership.

- This task group consists of 7 Members (in 2011/12).
- This is a statutory part of the scrutiny function of the Council.
- The task group meets approximately 3 times per year.
- The role of the task group is to scrutinise the work of the local Community Safety Partnership.
- The task group reports its findings to the Overview and Scrutiny Committee.

OUTSOURCED SERVICES SCRUTINY PANEL

- This Panel was set up by the Overview & Scrutiny Committee in response to a recommendation made by the "Way Ahead for Council Services" Task Group that there should be greater non-executive scrutiny of outsourced contracts.
- The Panel is politically balanced and responsible for scrutinising all outsourced services on a regular basis .

TASK GROUPS

- Set up to review a specific issue
- Any councillor can submit a topic for review. This is done by completing a pro-forma which is put to the Overview & Scrutiny Committee to consider.
- Task Groups comprise 3-5 members. Membership is open to all non-executive councillors who may have a particular interest/ expertise in the topic being reviewed.

NON-DECISION MAKING COMMITTEES

MAJOR PROJECTS BOARD

- The Board consists of 7 Councillors
- Meets approximately 4 times a year.
- Meetings start at 6.30 pm.

The Board:

- Advises the Executive on the Council's procurement strategy.
- Oversees the ongoing development of major projects in the Borough, for example Charter Place redevelopment and Watford Health Campus.

CONSTITUTION WORKING PARTY

- Meets as and when necessary in the evening.
- Reviews the Council's Constitution and makes recommendations to Council.

MEMBER DEVELOPMENT GROUP

- Meets approximately every 6 weeks starting at 6.30 pm.
- Reviews Member training and development.
- Considers recommendations made by the Independent Member Remuneration Panel.
- Members are expected to act as "Training Champions" within their Groups and encourage the take up of training and development opportunities.

PLANNING POLICY ADVISORY GROUP

- The Advisory Group comprises 9 Members
- Meetings set up as required.
- Meetings start at 6.00 pm.

The Advisory Group:

- Reviews the Core Strategy and supporting planning documents, prior to the final documents being submitted to Cabinet.

HOUSING POLICY ADVISORY GROUP

- Chaired by the Portfolio Holder. Comprises 7 members. All Groups are represented.
- The group meets at least four times a year in the evenings

The Advisory Group:

- Raises the profile of housing and its contribution to the vision for Watford

- Advises Cabinet and/or Council on policies or areas of service development that relate to housing issues
- Identifies briefing and training requirements for councillors both within and beyond the Housing Advisory Group
- Provides a sounding board and key link between Members and officers.

HERTFORDSHIRE HIGHWAYS FORUM

- Comprises 6 Watford Councillors (politically balanced) and 6 co-opted County Councillors each representing the County Divisions in Watford.
- Meets at the same time as the County Council holds its briefing meetings with Watford Councillors on highways matters

The Forum:

- considers and give views to the County Council on any consultation documents, or policies brought forward by the County Council on Highway Issues that affect Watford Borough Council
- formally responds on behalf of Watford Borough Council at any briefing meeting called by Hertfordshire County Council on Highway Issues
- recommends to Hertfordshire County Council any highway projects for Watford the Forum consider should be adopted by the County Council

JOINT COMMITTEES

WATFORD BOROUGH COUNCIL AND WEST HERTS GOLF CLUB JOINT CONSULTATIVE COMMITTEE

- Committee consists of 8 members: 4 Borough Councillors, 4 members of the Golf Club.
- There is 1 meeting per year, usually held in March.
- Meetings are usually held late afternoon/early evening.

The Committee:

- The Golf Club provides updates on usage, fees etc.
- The Committee discusses issues such as publicity arrangements.

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Watford Borough Council Members' Performance Scheme

2012/13

**End of Year
Self Assessments**

Watford Borough Council Members' Performance Scheme 2012/13 End of Year Self Assessments

Introduction

The Council introduced a Member Performance Scheme in February 2008. Part of the scheme required councillors to complete a self assessment at the end of each Municipal Year providing evidence of their activities and demonstrating how these contributed to the Council's objectives:

1. Improve the health of the town and enhance its heritage.
2. Enhance the town's clean and green environment
3. Enhance the town's sustainability
4. Enhance the town's economic prosperity and potential.
5. Supporting individuals and the community.
6. Securing an efficient, effective, value for money council
7. Influence and partnership delivery.

30 councillors have completed self assessments representing 11 of the 12 wards. The assessments are summarised in this document.

CALLOWLAND WARD

Ward Councillors: Ian Brandon, Ann Lovejoy and Steve Rackett.

Councillors Brandon has completed a self assessment.

COUNCILLOR IAN BRANDON

Year elected: 2012

Ward: Callowland

Reasons for becoming a councillor: Improving the local area and working for the local community.

Roles in the Council: Member of Licensing Committee, Audit Committee, Planning Advisory Group and Major Projects Board. Scrutiny task group member for Disabled Parking Bays and Voluntary Commissioning.

Membership of outside bodies: County Councillor for Callowland Leggatts Division on Hertfordshire County Council. County Council member on Highways Forum/Highways Joint Member Panel.

Training & Development undertaken: Mandatory training - Councillor induction, Development Control, Licensing.
Additional training has included EMROs and LNLs.

Attendance Record

- Expected at 29 meetings. Attended 27 meetings. Percentage = 93%

How he has met Council Objectives

Enhance the town's clean and green environment

- Supported communities when dealing with planning applications.

Enhance the town's economic prosperity and potential

- Supported communities when dealing with licensing applications.

Supporting individuals and the community

- Supported residents in housing benefit claims and school admission appeals.
- Attended residents' association meetings at Courtlands Residents Association, Railway Terrace Residents' Association, Hazeltree Residents' Association and Callowland Action Group.
- Attended both on site and Town Hall meetings with residents and officers regarding local issues.
- Held residents' surgeries.

- Agreed neighbourhood forum budget on gating throughout Callowland.

Influence and partnership delivery

- Reported highway faults on a continuing basis

Securing an efficient value for money council

- Questioned and scrutinised executive decisions including those on the Mayor's report.

Objective for 2013/14

- Continue to support the local community and local residents

CENTRAL WARD

Ward Councillors: Lizz Ayre, Helen Lynch and Rabi Martins

Councillors Lynch and Martins have completed self assessments. Councillor Ayre was only elected in November 2012..

COUNCILLOR LYNCH

Year elected: 2010

Ward: Central

Reasons for becoming a councillor: To represent residents to give them a fair outcome that benefits their daily lives and enhances the community well being

Roles in the Council: Market Working Group, Housing Advisory Group

Membership of outside bodies: Chairman of Queens Community Action Group

Training & Development undertaken: Licensing Masterclass, Planning Enforcement Training, Benefits training, Housing training.

General: Also attended a Youth Council meeting in the Chamber at the Town Hall. This involved about 25 young people (aged around 17) who are interested in politics and want to make a difference to the lives of young people in Watford. As a result, I am working with 2 of the young people on a Table Tennis youth project on Radlett Road estate.

Attendance Record: Expected at 10 meetings. Attended 10 meetings.
Percentage = 100%

How she has met Council Objectives

Improve the health of the town and enhance its heritage

- Organised Queens Road Summer Market for 2nd year (6 arts and crafts markets supported by volunteers over the summer).
- Working with police and Liam Fitzgerald to reduce Anti Social Behaviour in Central Ward
- Working with police, Watford New Hope Trust and Liam Fitzgerald to reduce street drinking in Market Street
- Produced the Red Carpet Fashion Show with Radlett Road Residents' Association with 20 local children (and Mayor) modelling customised clothes from local charity shops
- Set up quarterly meetings with Neighbourhood Police Sergeant and fellow Councillors to discuss and set priority targets for Police officers
- Lobbied for and represented young people at planning hearing for installation of Multi Use Games Area on Radlett Road playing field.
- Assisted 3 homeless people (1 female, 2 males) to gain accommodation and sense of well being and purpose.

- Represented local community at Licensing hearing to ensure conditions were imposed on Great Poland Deli in order to sell off-sales
- Helped organise and attended the Halloween and Christmas children's parties on Radlett Road estate
- Supported local residents to set up Estcourt Residents' Association, helping them with selecting the committee and attended meetings. Worked with the group in conjunction with parks department to launch a residents' competition to design the refurbishment of a pocket park.
- Worked with Queens Road traders Association and Planning department to install 20 minute free parking bays to support existing traders and attract new businesses.
- Work with Central Community Fund panel to identify potential applicants who, by volunteering their services, will enhance the sense of community in Central ward. For example a local skate boarding instructor offering up to 20 young people free skate boarding lessons (with all equipment included.)

Enhance the town's clean and green environment

- Worked with Environmental Health to promote "YUK" campaign in key areas and to educate residents on the need to report incidents and timings for follow-up investigation.
- Worked with Tescos to improve the landscape and take greater responsibility for litter and the River Colne.
- Worked with Parks department on the River Colne regeneration project including the siting of outdoor Gym equipment and working with artist to identify themes for 6 new sculptures to be sited along the river route and adjacent car park.
- Working with private landlords of Houses in Multiple Occupation & flats and Environmental Health officers to find solutions for refuse problems affecting neighbours. I am doing this by actively educating residents about collections and recycling and ensuring landlords are strict with their residents and have correct procedures in place to secure conformity.

Enhance the town's sustainability

- Working with Planning department to provide improved parking enforcement in key areas to improve the quality of life of residents: Radlett Road estate, Link Road, Smith Street.
- Working with landlords in Queens Road to gain tenants for empty retail units. Working with local businesses in Queens Road/ Market Street to support them with marketing initiatives to reduce risks of closure.
- Promoting local businesses to residents and reminding them that without community support there is a risk of them closing and that there is a link between derelict areas and high levels of Anti social Behaviour.
- Working with Planning Department to ensure new signage serves the local businesses to gain maximum footfall. I.e. the monolith sign outside Watford Junction Station and way marking strategy to include Queens Road.
- Work with residents on Smith Street to seek a solution to increased number of vehicles parking in road following the opening of the Metro Quarter restaurant development. Instigating electronic signage to Church car park, providing additional bays, improving street lighting in bays adjacent to the street so that residents feel safe walking home from there in the evening.

- Supporting residents in Westland Road etc with over ranking whilst the rank at the Junction Station is closed. Looking at a long term solution by identifying a larger space as a permanent rank.

Enhance the town's economic prosperity and potential

As above and:

- Identifying ways to promote Market Street & Queens Road with improved signage. Also identify issues and look at ways to address them through traders working as a team and gaining funding.
- Working closely with officers to ensure that the Market relocation is extremely positive and will enhance the offering rather than be a detrimental move. Attended a site visit day with officers, traders and management company to see other successful markets in London to glean ideas e.g. Spittalfields and Greenwich. Promoting the relocation on 3 Counties radio as a very positive initiative.
- Working with independent business owners to liaise with officers if they get into arrears with business rates and referring them to VAO web site for business rate review. Helping businesses with marketing plans/ business plans to optimise profits and identify alternative revenue streams.

Supporting individuals and the community

- Gaining accommodation for 3 homeless people through working with the Housing Department, private & commercial landlords and offering support and advice to individuals.
- Offering support and advice to business owners and residents with debt issues and the threat of Bailiff intervention.
- Offering support to tenants in arrears with court proceedings pending.
- Support with benefit issues.
- Giving information and support to victims of Anti Social Behaviour and crime. Managing resident's perception of crime and offering reassurance.
- Giving posters and offering information to those residents who have issues with dog fouling on their pavements.
- Reporting pot holes, road defects, signage damage.
- Attending regular coffee mornings at 4 different Retirement flats to offer support and advice to elderly residents
- Holding regular Neighbourhood Forum meetings with fellow councillors on key issues effecting communities e.g. Croxley Rail link, street lamp nightly switch off. Also inviting residents to Neighbourhood Forum meetings with the Mayor as Guest speaker to present on proposals for investment in the town.
- Holding meetings with residents, planners and prospective developers/ business owners to seek answers to residents concerns re development plans e.g. Great Poland Deli, Multi Use Games Area, 104a Queens Road.

Securing an efficient, effective, value for money council

- Explaining cuts and extent of services available from Watford Borough Council
- Managing residents expectations of services and encouraging greater personal responsibility for refuse etc

- Encouraging voluntary work to improve residents' chances of employment, enabling them to become financially independent and no longer on benefits.
- Engaging with officers to seek the most cost effective solution to residents' issues.
- I am member of the Housing Advisory Group and we are assessing housing needs in Watford and whether the supply is satisfactory. Also assessing banding and implications of bedroom tax etc.
- I work closely with Environmental Health enforcement officers to report fly tipping, licensing infringements, litter and dog mess hot spots to ensure prompt response times.
- Feeding back to the group any concerns with Customer Service Centre waiting times and housing benefit response times, following firsthand experience with residents.

Influence and partnership delivery

- I work closely with the community empowerment officer at Watford Community Housing Trust to ensure the optimum service to residents on Radlett Road Estate.
- I refer casework to the local labour County councillor and work closely to ensure a positive outcome.
- Attending Anti Social Behaviour meetings where appropriate to identify issues and seek solutions through partnership working.
- Chairing QCAG & attending Radlett Road Residents' Association meetings and helping to set up Estcourt Residents' Association to gain insight into issues in community and seek assistance from police/ officers where necessary.
- Regular meetings with PCSOs, PCs, Anti Social Behaviour officer and liaison officer.
- Working with Watford New Hope Trust to tackle homelessness, Anti Social Behaviour and lifestyle issues.

SMART Target for 2011/12

- Set up second Queens Road Summer Market starting June 16th and running every fortnight until end of August. Improve footfall on last year and gain funding to secure robust marketing campaign.
- Tackle phobia about speaking at Full Council meeting and make myself ask more questions where appropriate.
- Identify a resident in Market Street/ Percy Road/ Francis Road who may like to work with Councillors to set up a residents' association and forge closer links with community.

Update on Progress

- The second Queens Road Market went well, although footfall remained much the same. Better quality of produce sold on stalls which generally improved the offering.
- No resident identified in Market Street etc, although Vito, the owner of the Italian deli, is keen to support a residents' association.
- Still not tackled public speaking phobia at Full Council meetings.

Objective for 2013/14

- Work on public speaking/ question-asking in Chamber
 - Rekindle Water Lane residents' group and pursue relationship with Tescos to improve this area.
 - Identify a minimum of two volunteers to apply to Central Community Fund who may wish to provide clubs for elderly e.g. reminiscence group, especially if this were to integrate young and old.
 - Have 5 new businesses installed in Queens Road by Apr 2014
 - Organise Queens Road Summer Market for a third year and recruit more volunteers to bring fresh ideas, gain additional funding to promote it more effectively. Initially find a suitable venue to store the stalls etc, otherwise we won't be able to proceed at all.
- *****

COUNCILLOR MARTINS

Year elected: 1994

Ward: Central

Reasons for becoming a councillor: To extend my capacity to serve the community, improve the town , work with businesses on economic development

Roles in the Council: Audit Committee, Budget Panel, Community Safety Partnership Task Group, Council, Development Control Committee (Chair), Overview and Scrutiny Committee, Planning Policy Advisory Group, The Way Ahead for Council Services Task Group

Membership of outside bodies: Watford Community Church

Training & Development undertaken: Development Control Induction, Planning Summer School, Localism Bill Briefing, Section 106 Training, Introduction to Community Safety Partnership, Conservation Areas Workshop

Attendance Record: Expected at 42 meetings. Attended 34 meetings.
Percentage = 81%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- Contributed to the discussions and decisions relating to protecting and relocating Watford Market in light of the emerging plans for Charter Place
- Served as a member of the Planning Advisory Group and contributed to the recently adopted Core Strategy. In particular, successfully argued for greater protection of the character of our conservation areas such as Escourt Road

Enhance the town's clean and green environment

- Worked with local residents groups to identify areas where more trees could be planted, notably in Queens Road and Escourt Road
- Also in consultation with Parks Department and local residents of Shaftesbury Road arranged for a rethink and redesign of the proposals for Waterfields Park. As a consequence the fields have become more accessible to a wider range of users
- Organised cutting back the strip of grass on the corner of Queens Road and Radlett Road. This made the area more inviting
- After years of campaigning finally got the Council to agree to redesign the Escourt Road Pocket Park. The results achieved were due in no small measure to the engagement of the Escourt Road Residents' Association with ward councillors

Enhance the town's sustainability

- Used my role as chair of Development Control Committee to ensure that major developments in the town incorporated measures which made for sustainable built environment
- Consulted ward residents in Percy Road and Francis Road and responded to their request for controlling traffic in the area by the introduction of 20 MPH Zones
- These were also introduced in Watford Fields to protect the safety of school children

Enhance the town's economic prosperity and potential

- Working with fellow ward Borough and County Councillors secured time-limited free parking for shoppers in Queens Road
- Supported the Queens Road trade association
- Now that the Metro Quarter has opened I secured extended opening hours for Church Car Park. This should assist the local businesses and also reduce the extent to which residents in the Smith Street area are inconvenienced through visitors parking on the streets

Supporting individuals and the community

- Continued to take up issues on behalf of residents with Watford Community Housing Trust
- Regularly engaged with residents across the ward by undertaking regular street surgeries along with fellow ward councillors
- Held a number of Neighbourhood Forum Meetings to provide residents with an opportunity to raise issues of concern with the Police, Council Officers, the Mayor and Ward councillors
- Continued to administer the Central Community Fund and encourage / fund local volunteers engage on community projects of benefit to a range of residents

Securing an efficient, effective, value for money council

- Not directly involved in any particular initiative. However, I attended monthly group meetings and contributed to discussions where key issues were discussed by Mayor and Portfolio Holders

Influence and partnership delivery

- Chaired the Community Safety Partnership Scrutiny Committee and engaged with different partners including the Police, Probation Service and the Council Community Safety Unit
- Also held regular meetings with the Police to review / agree priorities for Central Ward

Objective for 2012/13

- Improve the quality of the street scene including better lighting, reduced fly tipping, improved and relevant signage, improved green spaces

Update on progress

- The level of fly tipping in the ward has reduced a little. More importantly, residents report any incidents of fly tipping to councillors very quickly allowing us to get them cleared before they become a problem
- Because we “patrol” the streets regularly, incidents of broken street signs in Central Watford have all but disappeared

Objective for 2013/14

- Maintain a high level of engagement with local residents and businesses to ensure that Central Watford remains a safe and pleasant place for residents, businesses and visitors

HOLYWELL WARD

Ward Councillors: Nigel Bell, Jackie Connal and Matt Turmaine

All three councillors have completed self assessments

COUNCILLOR BELL

Year elected: 2007

Reasons for becoming a councillor: I wanted to make a difference to the lives of residents in my local area with regard to anti-social behaviour, Highways issues and education policy as the father of 2 children. As a Member of the Labour Party I wanted to put forward Labour policies that could help the most vulnerable and least well-off in my local area and across Watford.

Roles in the Council: became Leader of Labour Group in May 2012; Member of Development Control, Major Projects Board, Market Working Group, Overview and Scrutiny Committee, Member of the Housing Policy Advisory Group

Membership of outside bodies: . I am a member of the Advisory Board of the Westfield Children's Centre.

Training & Development undertaken: As a Borough and County Councillor for West Watford I attended a briefing from Highways and Borough Officers on Croxley Rail Link related issues, I attended a briefing to all Councillors on major projects in the Borough including the Health Campus, Charter Place and Ascot Road, Morrison's and Croxley Rail link. I attended a meeting at the Watford Football Club regarding Farm Terrace allotments' future and the Health Campus.

I attended a briefing to all Councillors by a legal expert on possible changes to Licensing in the Town

I attended a briefing on issues relating to Domestic Violence and the Women's Centre in Watford.

General: As Leader of the Labour Group I arranged for briefings to the Labour Group on future changes to the Council's structure by the Managing Director. Also arranged a briefing on the Health Campus and Charter Place and Ascot Road to the Labour Group by the Managing Director. Separately: a briefing to the Labour Group by the Chief Inspector on Policing in Watford.

Attendance Record: Expected at 33 meetings. Attended 29 meetings.
Percentage = 88%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- As usual I attended the Annual Remembrance service. I supported and voted for a 20MPH Zone throughout Watford in a motion to Full Council that was passed unanimously
- I attended the Watford Live events.

Enhance the town's clean and green environment

- I have continued throughout the year to be a member of the Council's Development Control Committee.
- I have made comments at most Development Control meetings
- I take the membership of DC very seriously as it has such far reaching and important implications for the Town.
- As a Borough and County Councillor for West Watford I have campaigned throughout the year on behalf of the 'Farm Terrace' allotment holders, believing their historic site should be preserved along with a modernised Hospital and Health Campus.
- I have questioned County Officers about County issues in Watford as a County Councillor, arguing for better road repairs. I have also taken up many issues of residents' complaints about potholes and other Highways maintenance issues, such as streetlights..
- I have been able to use most of my Highway Locality budget to have much-needed repairs to footways in my West Watford division.
- I have continued to campaign against the County administration's policy of turning streetlights off at midnight after more casework on this throughout the year.
- I have continued taking up various issues of parking concern by residents regarding enforcement in my division working with the Parking Shop and Highways Officers and I also helped residents in Whippendell Road take their petition to a Full Council meeting and urged the administration to include that part of Whippendell Road in the full Controlled Parking Zone area.
- I gave part of my Highway locality funds towards signage from the Town Centre to the Football club to improve directions for patrons of the Club and other residents.

Enhance the town's sustainability

- As a West Watford Councillor, I have asked questions throughout the Council year regarding the Health Campus, and put down a motion at full Council criticising the Liberal-Democrat plans to get rid of the Farm Terrace allotments. I was the lead signature in 'Calling-In' the Cabinet decision on this.
- I have asked questions of Officers on the implications for the Town on the future of Charter Place and the financial arrangements of the plans..
- Again as the County Councillor for West Watford I spoke at the County Council's Education Cabinet panel in favour of the proposed new primary school in Ascot Road. I was particularly pleased about this as I have fought for years for a new primary school in West Watford.
- I declared that interest when it came to the meeting of the Borough Council's Development Control committee and left the room.

- I welcomed the Ascot Road 'Morrisons' planning application as a way of increasing employment and growth in West Watford..

Enhance the town's economic prosperity and potential

- As a member of the Market Working Group I have questioned the Officers responsible for the proposed new market and issues around funding.
- I have raised in questions and debated in Council regarding the proposals by the Mayor and her administration to spend £4.5million on the Parade area and whether it is value for money.
- In looking at the 'Core strategy' in Council I asked why there was not proper regeneration of St Albans Road.

Supporting individuals and the community

- I have attended the Holywell Action Group set up by Watford Council Housing Trust to inform and influence actions by the Trust for Holywell residents and taken up issues that were raised at the meeting..
- My main casework remains Housing issues as always and I have continued to have contact with the Borough Council Housing Officers on behalf of residents as well as Officers of the Housing Trust. This is by phone, email and meetings.
- I have attended a meeting with other Councillors at the Housing Trust to raise concerns about the raising of service charges and other residents' complaints against the Trust.
- I attended a meeting at the Summer Place sheltered scheme in my Holywell ward at which many complaints were raised against the Trust.,
- I was pleased that after my intervention with the Trust Officers these issues were resolved.
- As a member of Chessbrook Education support centre as a County Councillor, I have continued to take an interest in children who are educated outside their school and vulnerable.
- As a member of the County Council's Children's services panel, I have taken a keen interest in the 'looked after children' and children's safeguarding services.
- I have organised meetings for parents with children on the 'autistic spectrum' and have attended and taken up their issues and funded a support briefing in Watford for parents of children with autism to help them access help from my County Council locality funding. .
- Throughout the year I have delivered Labour leaflets explaining Labour policy in being able to oppose the Liberal-Democrat administration as well as putting down motions and opposing the Mayor's policies and questioning her at Full Council and writing letters to the Watford Observer.
- I was the lead signature and led the questioning on the Call-In of the Cabinet decision on Farm Terrace allotments.

Securing an efficient, effective, value for money council

- This year as a member of the Overview and Scrutiny Panel I have again raised the issue of Revenues and Benefits department and their performance on Housing benefit asking questions of officers.

- I attended the 'Shared Services Joint Committee' with Three Rivers and was allowed to speak. I raised issues about the extra money being asked for from Watford to pay private consultants to clear the backlog of claims.

Influence and partnership delivery

- I have met my local Police and Police Community Support Officer throughout the year taking up residents' enquiries on crime and anti-social behaviour.
- I have taken up issues of anti-social behaviour with the Police and worked to help residents combat this, in one case giving a police statement .
- I have also continued to e-mail and have contact with the Office of Watford's MP regarding residents' enquiries and casework.
- I have had contact and communication with the Labour Party nationally and with the Labour Party Local Government Association for advice and help and welcomed the shadow Chancellor, Ed Balls, to Watford in February.
- I continue to not only work to promote the Labour Party policies as a local Councillor but also to work with all Councillors of whatever party for the good of the Town and try to give help and advice where I can.

Objective for 2012/13

- My target was to explore ways to help those most in need in Holywell ward and the best way to communicate our views as local Councillors to local residents, either through forums or surgeries or 'other' ways.

Update on progress

- I have continued throughout the year with the help of the other 2 Labour Councillors in Holywell - Jackie Connal and Matt Turmaine to produce informative leaflets and to canvas residents to find out their views and how we can help them. We donated money from the Neighbourhood forum to Holywell Community Centre for their August Bank Holiday 'fun day' and also funding to the Westfield children's centre to help prepare for a new childcare facility and money towards Watford Hospital Radio.

Objective for 2013/14

- To continue to do my best as Labour Group Leader to oppose in a constructive way the Liberal-Democrat administration and stand up for the less well-off and the vulnerable in the Town, especially to help those affected by the coalition Government's welfare reforms..

COUNCILLOR TURMAINE

Year elected: 2012

Reasons for becoming a councillor: I passionately believe in the process of political engagement with my community. I became a councillor in order to represent

my community and actively engage with the governance of our town and to help ensure the policies enacted in Watford grow the town, appropriately provide for my constituents and ensure that the diverse cultures in our community exist harmoniously together.

I am a Labour councillor and as such, I believe in social justice, in ensuring that opportunities to improve our lives are for the many, not the few, that we are stronger when we pull together as a community and that we offer a hand to those who have stumbled along the way. Further, to ensure that we get the best service levels as well as value for money for those provided and that this service provision is looked at in the round.

Roles in the Council: I am a backbench member of the Opposition in Council. I am a representative on the Members' Development, Council Functions and Appointments Committees.

Training & Development undertaken:

- Welcome to being a councillor
- Licensing training
- Council standards training
- Councillor induction day training (revised date)
- Licensing training refresh
- Equalities training

Attendance Record: Expected at 11 meetings. Attended 10 meetings.
Percentage = 91%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

I attended the following events for this criteria:

- The launch event of Studio 2 at Watford Hospital Radio
- The Hertfordshire County Fair
- The Watford Museum Tea Rooms
- The Watford Fire Station Open Day
- The Macmillan Cancer Coffee Morning at Cheslyn House
- The Remembrance Day Service at the War Memorial
- The opening of the Street Snooker facility in Holywell Ward

Enhance the town's clean and green environment

I have undertaken the following activities in relation to this criteria:

- Attended the allotment holders' meeting (Farm Terrace) at the Vicarage Road football ground
- Attended the Farm Terrace group meeting at the Town Hall to call for Health Campus and Allotment space
- Attended the Summer Place jumble sale to sell goods for re-use in Watford

- Flagged fly tipping with the council officers
- Undertaken case work relating to environmental issues at the flood plane in Holywell Ward
- Reported potholes to Highways
- Campaigned for street lighting to be maintained for safety
- Campaigned for park space in my Ward

Enhance the town's sustainability

I have undertaken the following activities in relation to this criteria:

- Attended the Farm Terrace Allotments Open Day
- Campaigned for appropriate development in the West Watford area and Holywell Ward specifically
- Attended the Council's Member Development Committee, helping ensure that councillors are appropriately trained to fulfil the requirements of their role

Enhance the town's economic prosperity and potential

I have undertaken the following activities in relation to economic prosperity and development:

- Participated in the debate around development of the town centre and Charter Place specifically
- Actively engaged in various Council meetings around economic development and plans oriented around the Core Strategy
- Asked questions regarding activity around economic development and Council activity designed to promote it
- Attended briefings with the CE and development stakeholders around Morrisons and the proposed primary school development in Holywell Ward
- Campaigned around the development of the town
- Asked questions regarding the economic power of residents based on Coalition government policy and its impact on people in Watford
- Attended briefing session on the Council budget and expenditure/revenue raising

Supporting individuals and the community

I have undertaken the following in support of this criteria:

- Attended Celebration event at the Colosseum
- Attended cultural events, e.g. at The Pump House, Watford Palace Theatre, cinema
- Toured the Watford New Hope Trust hostel facilities
- Raised charity funds on the Watford New Hope Trust 16 mile sponsored walk
- Attended Watford Community Housing Trust focus group session on older pensioners' accommodation requirements
- Attended the Holywell Action Group / Watford Community Housing Trust meetings in my Ward
- Attended the Watford Christmas carol concert
- Represented constituents in community based casework
- Attended Charter Place community showcase event

Securing an efficient, effective, value for money council

I have engaged in securing an efficient, value for money Council through the following activities:

- Attended briefing meetings with the CE on developments within Watford, e.g. Ascot Road Post Office site redevelopment, Charter Place, Market Space redevelopment, the Health Campus, privatisation of Council services
- Engaged with developers around Ascot Road redevelopment plans
- Asked questions (written and oral) in appropriate Council meetings to ensure that relevant questions are raised regarding value for money
- Raised issues and Motions regarding the economic impact of Coalition government policy on Council activity
- Raised questions around financial issues relating to Council activity and budgeting
- Questioned development plans specifically in West Watford and in relation to Core Strategy
- Attended Highways liaison briefing

Influence and partnership delivery

I have undertaken the following to endeavour to fulfil my Councillor responsibilities regarding influence and partnership delivery:

- Attended relevant training in order to be 'up to speed' as a new Councillor
- Met with CE and Council Officers to understand and question decisions and relationship to policy
- Maintained a good attendance record at committee meetings and Full Council meetings in order to fulfil requirement to scrutinise
- Represented constituents through appropriate questioning and issue raising
- Behaved in accordance with the required conduct of Councillors at all times in engagement with Council Officers
- Actively engaged in Council meetings and activity to promote openness and maintained an appropriate culture of examination to ensure that decisions are questioned robustly
- Engaged with community and represented constituents

Objective for 2012/13

- To represent my constituents and fulfil the role of elected Councillor to an effective degree and develop required skills to build on base line work.

Update on progress

- I believe I have demonstrated a good level of achievement in the past year as a Councillor.
- As a group of Holywell Councillors, we have used our Councillor Community Budget appropriately - Holywell Community Centre, Westfield Children's Centre and Watford Hospital Radio.

Objective for 2013/14

- To develop my skills and experience as a Councillor and to continue to represent my constituents in their casework and needs, to continue to engage with the Council officers for the benefit of the town and community.
- *****

COUNCILLOR CONNAL

Year elected: 2010

Reasons for becoming a councillor: To be more involved in the community. To help those who do not know where to turn other than their local Councillor. To try and ensure that Watford remains the wonderful town it is for many more years. To talk to people who just need to share their lives and experiences.

Roles in the Council: Licensing Committee, Member Development Group,

Training & Development undertaken: Licensing (taxis), Standards, RTPI Conference, Major Projects Briefing, Equalities, Housing, Licensing Master class, Domestic Violence briefing

Attendance Record: Expected at 15 meetings. Attended 12 meetings.
Percentage = 80%

How she has met Council Objectives

Improve the health of the town and enhance its heritage

- I attend as many Watford Museum meetings, Art exhibitions and special events as possible.
- I also visit The Little Gallery Tearoom at the Museum to buy from local artisans and enjoy tea and home-baked cakes!
- I continue to tell as many people as possible that our wonderful Museum is there for them and should not be missed.
- Sit on as many Licensing Sub Committees as possible to hear applications.
- Still continue supporting Watford Fairtrade Steering Group meetings and this year took part in a Fairtrade Fashion show which was great fun.
- Attend the annual Remembrance Service and Audentior Awards and this year I was at the Dragon's Apprentice Challenge Awards
- Attend local School Fêtes and open days and am always grateful for being made so welcome.

Enhance the town's clean and green environment

- Report assorted litter problems.
- About four times a year tour Holywell Ward with my fellow Holywell Councillors and a representative of Watford Community Housing Trust so

that we can draw attention to assorted environment and safety problems that they should also be aware of.

Enhance the town's sustainability

- This year many residents have had damp problems as well as flooding and extension difficulties.
- I am always grateful to Sanctuary Housing Trust and Watford Community Housing Trust for their assistance when these difficulties arise.
- I continue to attend as many Residents' meetings as possible and am very grateful to Holywell Community Centre for all their help.

Enhance the town's economic prosperity and potential

- Recently been introduced to a group called 'Timebank' which enables people to exchange 'hours' for work rather than 'money' for work. They meet at Holywell Com. Centre. timebank@mywatford.net

Supporting individuals and the community

- I am still a member of many different groups in Watford and am able to help more and more people as time goes by.
- I have now made contact with all three schools in Holywell and they are all superb. I do hope they continue to invite me to some of the many annual events they hold for family and friends.
- I continue to visit some residents individually who are not well and I attend Café West's coffee mornings as they are attended by assorted community groups and individuals who keep me informed of local difficulties etc.
- Still a member of Watford Interfaith group meeting.

Securing an efficient, effective, value for money council

- I continue to try and attend as much training as is possible. All courses are a great help.
- I also continue to attend some meetings as an Observer, particularly Cabinet meetings.

Influence and partnership delivery

- Contact with Chamber of Commerce at an event in High Street and made lots of contact with different Businesses etc.
- Involvement with three local schools, the most recent being St. Anthony's who also made me very welcome.
- Working with Housing Trust when needed
- Still in contact with Richard Howett MEP

Objective for 2012/13

- To make contact with local schools

Update on progress

- I have now made contact with all schools so very pleased and really hope it continues.

Objective for 2013/14

- Watford Community Housing Trust Task Group agreed and in place

LEGGATTS WARD

Ward Councillors: Stephen Johnson, Asif Khan and Anne Joynes.

All three councillors have completed a self assessment.

COUNCILLOR JOHNSON

Year elected: 2009

Reasons for becoming a councillor: I became a Councillor because I wanted to serve the communities of Leggatts Ward by representing their interests in local government. I also wanted to have more involvement at a local level in decision making. I felt this was the next step, after chairing a local Residents' Association

Roles in the Council: Constitution Working Party, Development Control Committee, Planning Policy Advisory Group, Housing Policy Advisory Group.

Training & Development undertaken: Major Projects Briefing, Domestic Violence briefing.

Attendance Record: Expected at 26 meetings. Attended 21 meetings.
Percentage = 81%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- Involved in various North Watford Park clean up days and planting days organised by Ridge Residents' Group. Planted bulbs and put up bird and bat boxes
- Working with Parks department to improve signage
- Involved with the two new Residents' Associations in the Ward.
- Continued with involvement with cleanup days and planting days at North Watford Playing Fields.
- Laid wreath at Open Air Remembrance Sunday Service at the Town Hall.

Enhance the town's clean and green environment

- Member of Development Control Committee
- Speaker at Development Control Committee.
- Member of Planning Advisory Group
- Familiarity with Local Development Plan and other planning policies.
- Advising residents on the planning process
- Reporting and following up on highways issues
- Long term involvement in planning issues.
- Working with Groundwork to improve local woodland area.
- Various meetings with residents on the long term planning concerns for our town

Enhance the town's sustainability

- A member of the Watford Community Housing Trusts Policy Committee.
- Member of Planning Advisory Group
- Member of the Housing Policy Advisory Group.

Enhance the town's economic prosperity and potential

- Consulting with local traders and businesses. Representing their views to the Council.
- Member of Planning Advisory Group which also concentrates on the economic wellbeing of the Town. Group has potential for doing good work.

Supporting individuals and the community

- Supporting Residents' Associations and other local groups.
- General casework and taking up issues on residents' behalf
- Circulating newsletters.
- Attending community events
- Involvement in local schools.
- Representing residents' views at council meetings
- Reporting issues to HCC on behalf of residents. HCC are not very responsive, particularly Highways. Have had good responses from Andy Smith.
- Lobbying the local MP and other organisations.
- Regular contact through email, phone etc.

Securing an efficient, effective, value for money council

- Attending appropriate training
- Awareness of Constitution and Code of Conduct
- Researching and keeping up to date on local government issues - mostly through own political party.
- Regulatory committee (Development Control Committee)
- Hard to keep up with changes in planning. Regular planning policy information needed

Influence and partnership delivery

- Contact with the Police, Herts County, Fire Service and other agencies – good relationship with local police and has quarterly objective meetings
- Involvement with local schools. Has contact with 3 local schools
- Working with the Housing Trust.
- Involvement in national issues through political party

Objective for 2012/13

- To call the administration to account at Full Council.

Update on progress

- Spending more time on research - as a result I am better prepared. Must spend more time on delivery of speeches. Still too rushed.

Objective for 2013/14

- To work towards making an impact on the housing situation including through membership of the WCHT Task Group.

COUNCILLOR JOYNES

Year elected: 2012

Roles in the Council: Development and Control; Voluntary Commissioning Task Group; Outsourced Services Scrutiny Panel, Licensing briefing by Philip Kolvin, QC, Planning Policy Advisory Group, Briefing for Domestic Violence Forum, Domestic Abuse Forum

Training & Development undertaken: Development and Control; Licensing; National Policy Planning Framework training day on Localism at Hatfield; Standards training; New Councillor event run by LGA

General Attended local tenants' and residents' association meetings: Callowland, Courtlands, Leggatts and Foxhill. Monthly coffee mornings at Hollytree House.

Attendance Record: Expected at 30 meetings. Attended 27 meetings.
Percentage = 90%

How she has met Council Objectives

Enhance the town's clean and green environment

- Supported residents in Callowland with their objection to the renewed extended licence for KFC in St. Albans Road. Litter is a problem as is Anti Social Behaviour in St. Albans Road; disturbing for residents as KFC is open until 3am

Supporting individuals and the community

- Assisted Housing Trust tenants ; filled in forms for benefit claims.

Objective for 2013/14

- To work effectively with residents' associations to enable them to effect the improvements required in their communities.

COUNCILLOR KHAN

Year elected: 2011

Reasons for becoming a councillor: 1) To be a voice for local residents 2) To ensure the best services for local residents 3) To mitigate the impact of the cuts on the most vulnerable in our society.

Roles in the Council: Vice Chair of Overview and Scrutiny, Chair of Housing Trust Scrutiny task group. Member of Audit Committee, Budget Panel, Community Safety Partnership Task Group, Three Rivers and Watford Shared Services Joint Committee.

Training & Development undertaken: Planning enforcement

General This has been my second year as a councillor and, like the first year, it has been quite an experience. Again, I have maintained a high record of attending meetings for the sake of local residents, as this will help residents in the Leggatts ward. I have worked very hard with my co-councillors to ensure that residents in my ward are represented. 100% attendance at meetings for the sake of local residents' interests and have attended extra meetings as I have felt they are important for Leggatts ward residents. As a member of the Labour Party, I wanted to ensure that, in this era of cuts and austerity, the principles of fairness, social justice and equality are adhered to when I am representing local residents, especially the most vulnerable in our town. I will always stand up for Watford.

Attendance Record: Expected at 37 meetings. Attended 36 meetings.
Percentage = 97%.

How he has met Council Objectives

Improve the health of the town and enhance its heritage

Since being elected as a councillor for Leggatts ward, I have worked tirelessly for my local residents, in improving its health and enhancing its rich heritage. Some examples of this have included:

- Attended the Watford Live event
- Trying to ensure the war memorial in Christchurch is upgraded and maintained before the centenary of WWI
- Proposed a motion at full council, which had unanimous backing, to give an option to families of fallen service personnel to name streets after them.
- Asked questions in Full Council of the Mayor on crime rate within the Town Centre and Albert Road.
- Supported Herons football club with a donation to set up 'Tots football' for children, helping children remain healthy.
- Helped Beechfield Children's Centre with a donation for improvements to its playground.
- I've attended the local fun-days in Goodwood park.

Enhance the town's clean and green environment

I have been working diligently with local residents to improve the wards cleanliness and maintain the green environment that characterises it:

- I have actively taken part in consultation about parks and green places across the Leggatts ward.
- I am part of the working group looking at the on-going improvements to North Watford Playing Fields.
- Helped to garner opinion from young people and local residents on the improvements to Callowland Park.
- Took part in tree planting in North Watford Playing Fields especially the Nara woods with local residents' association.
- Litter picking in North Watford Playing fields and roads across the Leggatts ward.
- Raised with the council issues to do with dog mess, litter, overgrown trees across the Leggatts ward.
- Attended meetings and took up concerns regarding the allotments, particularly the Callowland Allotments with the council.
- Dealt with potholes, road surfacing, dangerous pavements, trees, overgrown shrubbery, street name plates throughout the ward.
- Helping to deal with parking issues in parts of the ward with the help of the local police, the parking shop and local residents.

Enhance the town's sustainability

In my second year on the Council, I have helped with enhancing the town's sustainability by:

- Given advice to local residents on planning issues.
- I am aware of the Local Development Plan and other policies which are used to judge on planning issues.
- I have regularly attended the Joint Highways committee and spoken up on issues impacting my ward as well as Watford generally, for example road resurfacing, ensuring roads such as North Western Avenue have speed restrictions.
- Spoken about concerns of over development.
- Took part in the Jubilee celebrations with local residents.

Enhance the town's economic prosperity and potential

- I am an active and vocal member of the Audit Committee – which scrutinises part of the Council's finances.
- I have attended the Budget committee, Cabinet and also the Full Council speaking on various issues related to economic prosperity of the Town.
- I have engaged with local traders in my ward and garnered their opinions on what the local council do to help them.
- Established links with local businesses to get them to participate in their corporate responsibilities within the ward.
- Helped local students with gaining IT apprenticeships.
- Spoken with shop owners on St Albans Road to get their views on how to reinvigorate the area.
- Proposed for a scrutiny of the Watford Housing Trust service delivery.

Supporting individuals and the community

I believe I have effectively supported individuals and the community throughout my second year as a ward councillor. Here are some of the examples of my work in supporting individuals and the community:

- Individual case work – received via phone, email, through canvassing, surveys, letters and ward walks.
- Attended Residents meetings throughout the year :- Callowland, Foxhill, Courtland's Residents Association and Hazel Tree Road residents association.
- Supported the Herons Football team with equipment.
- Supported the First and Second North Watford Scouts with donations to buy equipment.
- Effectively taken on concerns of local residents of the Leggatts ward and ensuring that they are represented whether to the council, the police or Watford Housing Trust.
- Regular ward surgeries throughout the year.
- Regular ward walks and canvassing throughout the year.
- Updating local residents with regular delivery of the Leggatts Rose, the Labour Party leaflet, distributed throughout the ward during the year.

Securing an efficient, effective, value for money Council

I have sought to ensure an efficient, effective and value for money Council. Here are some of the examples of what I did:

- Proposed an amendment to the remuneration panel recommendation calling for a cut to councillors allowances by 10% and the special responsibility allowance, including the Mayor's salary by 20%.
- I have taken to voluntarily giving part of my allowance to a local charity.
- Spoken to Cabinet, Audit and Budget committees on issues related to efficient, effective and value for money for the council.
- I have spoken in the Audit committee about the use of consultants.
- I have questioned the Council's investment portfolio at the Audit committee.
- I have raised concerns about the IT infrastructure of the council.
- Issues of outsourcing and keeping services in-house have been debated. Ensuring the best for Watford tax payers.
- Constantly sought updates on the council tax benefit backlog seeking that it is reduced as soon as possible.

Influence and partnership delivery

In my first year as councillor, I have worked very hard to develop partnerships that will help my local residents:

- Work with local schools – I am a governor at local school
- Work with local police in dealing with concerns within the ward.
- Work with local voluntary groups and empowering them to take up issues.
- Work with local residents' associations.
- Work with local fire authority to ensure residents are safe in their homes.

- With the various communities to engage more actively in the democratic political process.
- Engage with young people to encourage them to participate in local politics.
- Work with community leaders to achieve the best for Watford.
- Effective member of the Joint Services committee with Three Rivers Council,
- Worked with fellow ward councillors from different political parties for the betterment of the Leggatts ward.

Objective for 2013/14

None specified

MERIDEN WARD

Ward Councillors: Jan Brown, Sue Greenslade and Karen Hastrick.

All three councillors have completed self assessments

Meriden is described as a ward with a cross section of society with few incidences of public nuisance or crime

COUNCILLOR J BROWN

Year elected: 1998 – 2002 and 2003

Reasons for becoming a councillor: I was a police officer in Watford for 17 years and becoming a councillor was a natural progression

Roles in the Council: Licensing 2003 Act Committee Chair and Licensing Committee Chair. Chairman of the Council 2008-2009

Membership of outside bodies: Unpaid Director of the LeMarie Centre for Charities; Friend of Watford Museum; Committee Member of Rainbow Toy Library; ex-Mayors' Association

Training & Development undertaken in past year: Updates of the licensing Act

Attendance Record: Expected at 18 meetings. Attended 15 meetings. Percentage = 83%

How she has met Council Objectives

Improve the health of the town and enhance its heritage

- Working with Watford Football Club's Charitable Trust which has taken over the lease of Meriden Community Centre in order to ensure the Centre is a focus for all age groups and varied activities. I am a member of the Watford Drawing and Painting Club which meets at Meriden Community Centre.
- I am an unpaid director of the LeMarie Centre for Charities – running the building on behalf of Watford Borough Council. The Centre houses several small charities who work to enhance the lives of local people.
- As Chair of the Licensing committee, I work with both the police and other agencies to promote a vibrant and safe night time environment.
- I am a Friend of Meriden Park which carries out litter picks, bulb and tree planting and which has recently established a small nature reserve.

Enhance the town's sustainability

- Litter picks in Meriden Park as above. Deal with complaints about rubbish and graffiti. Encourage local residents to recycle and provide a link between Environmental Health and local people.

Enhance the town's economic prosperity and potential

- Ensuring that residents get the best deal possible from developers with regard to Section 106 money; thus they are compensated in kind for the areas that are more heavily developed.
- Also, working on the night time economy in Watford to strike a balance between much needed employment and a safe night time economy for all age groups to enjoy.

Supporting individuals and the community

- As the Chair of the Licensing Committee, I have been able to influence obtaining the best working environment that we are able to provide for local taxi drivers and private hire operators. Together with our partners locally, we are investigating the possibility of bringing in new government legislation in order to make the night time environment safer for those who wish to visit. We encourage in particular new restaurants, which in turn, brings in older people to the town at night.
- I attend regular meetings of the Meriden Residents' Association and liaise frequently with Watford Community Housing Trust.
- I am an unpaid director of the LeMarie Centre, which houses many small charities, thus ensuring that they are able to carry out their functions locally in the smoothest possible manner.
- Liaising with Watford Football Club's Charitable Trust in the future of Meriden Community Centre.
- A Friend of Meriden Park, thus securing the future of the area for future generations.
- Liaising with Berrygrove Children's Centre and funding various small projects for them from the Meriden Neighbourhood Project Money.

Securing an efficient, effective, value for money council

- Working with my group – the ruling administration – to get the best possible deal for local people. I have attended training courses where necessary.

Influence and partnership delivery

- Again, as Chair of the Licensing Committee, I work with the police and NHS, together with other partners to make sure the town centre at night is as safe as it can possibly be. We have regular meetings to ensure that we are delivering the best possible environment.
- I also work with Watford Community Housing Trust to ensure that residents are happy with their homes and environment.
- Again, working with the Meriden Residents' Association and Watford Community Housing Trust on local issues

Objective for 2012/13

- Administrating the neighbourhood project money for Meriden, ensuring that all the money is spent on causes for the community.

Update on progress

- We have spent all our project money on local causes providing new audio and visual equipment for the charities housed in the LeMarie Centre and also, for a new garden at Berrygrove Children's Centre.

Objective for 2013/14

- Again, I shall be continuing to administer the councillors' neighbourhood project money on community causes in Meriden Ward.

COUNCILLOR HASTRICK

Year elected: 2006

County Councillor for Meriden Tudor County Division

Reasons for becoming a councillor: Living in Meriden Ward, I felt it important that residents have an advocate and I was impressed with what the present administration had achieved for Watford.

Roles in the Council: Constitution Working Party, Council, Licensing (2003 Act) Committee, Licensing Committee, Overview and Scrutiny Committee, Membership Development Group

Membership of outside bodies: Watford Citizens Advice Bureau Trustee Board (special responsibility H&S), Member of Berrygrove Children's Centre Advisory Board, Herts Highways – Joint Member Panel (now known as Highways Liaison), WCHT Board Member

Training & Development undertaken in past year: : 'Members as Community Activists' (HCC) Code of Conduct Training (both WBC & HCC), Licensing training/briefing, Housing Briefing on changes, Herts Environment Sustainability Conference, Equalities Training, Law Commission re Taxi Licensing, Benefits Training, Planning Enforcement Training

Attendance Record: Expected at 23 meetings. Attended 20 meetings.
Percentage = 87%

How she has met Council Objectives

Improve the health of the town and enhance its heritage

- Meriden Fishing Club – Having helped set this youth group up by allocating funding from Locality Funds I have continued to attend monthly committee meetings. Site visits with officials from Veolia Water and Environmental Agency in order to discuss cleaning up the relevant area of River Colne in an environmentally sympathetic manner and prompt funding and support.

- Meetings with WCHT and Groundwork to further develop River Colne site and funding.
- Funding WFC Football Trust project for Youth in Meriden
- Attendance at civic events such as Remembrance Ceremony at Town Hall, Audentior Awards

Enhance the town's clean and green environment

- Friends of Meriden Park continues to meet for tree planting and litter picking events
- Meriden Fishing Club (as above)
- Checking and reporting on litter and rubbish levels

Enhance the town's sustainability

- Reporting on highway issues and raising concerns i.e. potholes, pavement hazards, re-surfacing problems.
- Raising issues with Highways Agency

Enhance the town's economic prosperity and potential

- Supporting Watford Football Trust as they take over the running of Meriden Community Centre and their planned expansion to appeal to a wider audience and user groups
- Consulting with local businesses and residents over their concerns in the area.

Supporting individuals and the community

- Meriden RA fortnightly meetings and Community Cafe as well as community events
- RAKE (Residents Association for Kytes Estate) - instrumental in helping to set up residents' association, attending monthly meetings as committee member, drumming up support on the estate, programming and helping with events to enhance community feeling. Attending meetings to represent RAKE to the Housing Association. Advising and supporting the Chairman
- Raising concerns with Watford Community Housing Trust on behalf of residents (resulting in taking on Board Membership)
- Town Hall Remembrance Ceremony
- Resolving housing problems on behalf of residents, both with the Council and with WCHT.
- Responding to residents' personal concerns and problems and taking these forward
- Acting to resolve road hazards with Herts Highways
- Keeping in touch with regular newsletters. Publicising contact details and have set up a Facebook page for the area
- Membership of Scrutiny & Overview Committee, Constitution Working Party, Regulatory Committee (Licensing)
- Providing funding from HCC Locality Budget for various groups and charities
- Working with WBC Councillors in both Meriden and Tudor and taking up County issues on their behalf

Securing an efficient, effective, value for money council

- Taking part in Licensing Sub Committee hearings
- Supporting WBC at meetings regarding Meriden Community Centre takeover by WFC Football Trust

Influence and partnership delivery

- Through Licensing Committee membership.
- Regular meetings with Police and local PCSO – developing Neighbourhood Watch in local area
- Working with Watford Community Housing Trust on individual resident's issues.
- Also supporting Watford Football Trust in taking over the running of Meriden Community Centre from WBC

Objective for 2012/13

- Supporting Kytes Residents Association (RAKE) and Meriden Residents' Association
- Continuing support and organisation for Friends of Meriden Park

Update on progress

- Yes these targets have been met and by their nature are ongoing

Objective for 2013/14

- Looking into possible support for re-starting Friends of Garston Park group

COUNCILLOR GREENSLADE

Year elected: 2003

Reasons for becoming a councillor: I want to help the communities of The Meriden by representing their interests at the council.

Roles in the Council: Budget Panel, Chief Officer Pay Panel, Council, Management of Disabled Parking Bays Task Group, Outsourced Services Scrutiny Panel, Overview & Scrutiny Committee

Membership of outside bodies: Member of the Hertfordshire Environment Group

General: Due to family matters I have not been able to get quite as much involved as I would have liked this year but I feel I have been a good help to residents, which if first and foremost why I became a councillor.

Attendance Record: Expected at 28 meetings. Attended 24 meetings.
Percentage = 86%

How she has met Council Objectives

Enhance the town's clean and green environment

- I have reported incidences of fly-tipping or other environmental crimes to the Mayor

Enhance the town's sustainability

- I share information on recycling when I am talking to residents and include relevant news in my Lib Dem local newspaper

Supporting individuals and the community

- Much of my work is done through face to face contact with residents, who often come to my home to talk to me and ask me for advice. A lot of my contact also comes as a result of our Meriden Lib Dem newsletter – often residents come to me for advice after this, and I usually talk to the Mayor if I do not know how to help them.
- I have assisted residents in my ward with regard to issues on housing and have taken up queries on their behalf with Watford Community Housing Trust. Similarly I have taken up issues with Herts County Council such as pot holes on the streets in my ward. And I represent the interests of Watford's disabled community to the council.
- I also attend community events that take place in my ward on behalf of my residents, the Council and the Liberal Democrat party.

Influence and partnership delivery

- I am regularly consulted by other Lib Dem group members for advice and direction on disability issues

Objective for 2012/13

- None specified

Objective for 2013/14

- None specified

NASCOT WARD

Ward Councillors: Jeanette Aron, Mark Watkin and Mark Hofman

All three councillors have completed self assessments

Nascot is described as having residents from a wide range of socio-economic and ethnic backgrounds. It is also a wonderfully mixed ward containing a conservation area largely comprising terraced houses, flats, large detached houses, and a small estate of social housing including dedicated properties for the police. The people, properties and prime position make it an attractive place to live. It has one Catholic Primary School, a County run Infant School with a nursery, and a County run Junior School, a number of playgroups, churches and a synagogue. Located on the edge of the town centre it is close to the shops, the Junction station and at its western edge marks the entry point into the town from the M25.

COUNCILLOR ARON

Year elected: 2011

Reasons for becoming a councillor: to take a more active role in supporting our community when residents are faced with difficult issues or concerns

Roles in the Council: Budget Panel, Overview and Scrutiny, Housing Policy Advisory Group, Community Safety Task Group and Constitutional Working Party

Membership of outside bodies: Governor at a local primary school till July 2012, long standing volunteer with charities based in the Gambia and volunteer at own synagogue NPLS

Training & Development undertaken in last year: Licensing training, Housing Benefits Training, attended Briefing on Domestic Violence, Chair of the New Commissioning Framework Task Group, Standards Training

Attendance Record: Expected at 31 meetings. Attended 27 meetings.
Percentage = 87%

How she has met Council Objectives

Enhance the town's clean and green environment

- On-going support of the Ridge Lane Residents Association with their clean-up and bulb planting weekends at North Watford Playing Fields. Meet with the RRA, fellow Councillors, Parks Department and Groundwork to help achieve aims of the groups involved to establish woodland trail and maintenance of The Dell.

Enhance the town's sustainability

- By supporting Watford's Major Projects

Enhance the town's economic prosperity and potential

- By supporting Watford's Major Projects

Supporting individuals and the community

- Worked with residents and the planning officer to obtain Article 4 Direction on land at Lebanon Close
- Attend coffee mornings at local sheltered accommodation
- Provided support and help for the CRA & RRA when required
- Organised Neighbourhood Forums and worked with WBC Officers in meetings with residents with parking issues throughout the ward or on Park improvement consultations.
- Worked with local schools with the aim of community and children's safety through parking scheme's or with Emergency Evacuations in conjunction with the local Community Police
- Have worked with fellow councillors in helping to give our younger residents a voice through Watford Youth Council and Youth Connexions
- Abseiled down Munden View for the Peace Hospice
- Have attended Nascot Grange & NWPF official openings of their play areas, helped support the CRA fun day, attended the Family Day at the Watford Fire Station
- Have attended the AGM's of the CRA, NRA and RRA and Watford Women's Centre
- Helped support and meet with residents when objecting to planning applications in their vicinity
- Worked with residents on issues relating to Anti Social Behaviour with support from officers from WBC

Securing an efficient, effective, value for money council

- On Budget Panel Committee

Influence and partnership delivery

- A parent governor at a local school till end of July 2012
- Regular meetings with our Community Police Officers at Shady Lane to address any concerns they or residents have in relation to Community Safety
- Working with WBC Officers in all departments to provide satisfactory solutions to any queries raised by residents.
- Helping to support our WBC officers in their endeavours to provide an excellent service for all our residents
- Continue working as a team with my fellow councillors, our wonderful residents' associations and all the volunteers that work to achieve so much locally

Objective for 2012/13

- To continue to work with and help support the residents of Nascot Ward and the partnerships that enable my work as a councillor to support that need

Update on progress

- Have accomplished many satisfactory results for our residents this year and will continue to be a support and help when required

Objective for 2013/14

- Continue in the same vein as this year

COUNCILLOR WATKIN

Year elected: 2006

Reasons for becoming a councillor: My principal reason is my desire to improve the facilities and services provided to my Ward by the council and its associated bodies. "To make a difference" to the lives of the community I serve

Roles in the Council: Portfolio Holder for Shared Services; Chair of Functions Committee; member of Budget Panel, Development Control Committee, and the Planning Policy Advisory Group.

Also **County Councillor for the Nascot/Park Division** and am the Shadow Cabinet spokesperson on Education & Skills and Children's Services.

Membership of outside bodies: Trustee of the Multi Cultural Community Centre, and on the Management Committee of the Chessbrook Educational Support Centre; a Member of the Friends of Little Cassiobury, The Friends of Cassiobury Park and The Friends of Watford Museum.

Training & Development undertaken in past year: I have attended Council run courses on Benefits, Community Action, Development Control, changes in Licensing and the new Standards system. I have completed the Local Government Association Leadership Academy (3 weekends), and a course on Speed Reading. I have attended externally provided conferences on Reforming the Housing Benefit System; Redesigning Local Services: Policy in Practice; and a number of events organised by the Local Government Association.

Attendance Record: Expected at 38 meetings. Attended 33 meetings.
Percentage = 87%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- I have been actively involved in finding a use for the wonderful Little Cassiobury, possibly as a heritage museum or an arts centre.

- I am a member of the Friends of Cassiobury Park and have participated in their working parties tackling conservation issues in the Park.
- I have worked to enhance the facilities of both the parks in my Ward as these are vital to the development of a healthy lifestyle for all our community.
- Have been involved, through my County Councillor role in a number of pieces of scrutiny of the local Health Trusts.

Enhance the town's clean and green environment

- I have worked to have more litter bins installed where they are needed in my ward and have tackled issues of fly tipping and graffiti whenever they arise.
- Have helped in clean up days in both Goodwood Recreation Ground and North Watford Playing Fields organised by local Residents' Associations.

Enhance the town's sustainability

- I am a member and regular attendee of the Development Control Committee.
- I have been a member of the Planning Policy Advisory Group since its inception and am therefore exceedingly familiar with the Local Development Framework and other planning policies.
- I have spoken at residents' meetings and issued street letters on development and other issues in my ward.
- I regularly report Highways issues using the online reporting tool on the HCC website.

Enhance the town's economic prosperity and potential

- In my role as a member of the Cabinet I am constantly participating in discussions concerning ways of enhancing the economic prosperity and potential of Watford, particularly discussions on the redevelopment of the Health Campus, the introduction of the Croxley Rail Link, the improvements to Watford Junction Station, the renovation of Charter Place and the improvement of the social realm at the top of the town.

Supporting individuals and the community

- I have regularly attend the public meetings of the three Residents' Associations in my ward and have supported projects from all three whenever required with either money from my HCC Locality Budget or from the WBC Neighbourhood Forum budget.
- We held two Neighbourhood Forum public meetings in Nascot this year which have been well attended with over 90 attendees. Nascot councillors have also funded a number of projects as requested by local residents.
- I have had a regular flow of casework, largely geared to planning and parking issues which I have processed and addressed in a timely and effective manner.
- I regularly distribute newsletters across my ward.
- I have attended a number of community events in my ward, most notably the Courtlands Residents' Fun Day as well as events organised by my local schools.
- When required I represent my residents' views at council meetings.
- As a County Councillor I regularly take up case work issues with HCC.

- My day to day contact with officers and residents is through email and the phone, but I prefer personal meetings when a matter is more complex.

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- As a member of the Cabinet this is a fundamental part of my role. I have worked with officers on reviews of the Benefits Section where there has been a pressing need to reduce delays in processing claims, by enhancing productivity and by taking a more radical approach to the use of outside suppliers assisting the council in this work.
- I have attended appropriate training to keep me abreast of the changing environment facing my portfolio responsibilities and the wider council. I also research issues on the Internet and receive a number of publications on Local Government Issues.

Influence and partnership delivery

- In the context of Shared Services which is one of the most fundamental partnerships that the council operates, I have concentrated on improving performance, and strengthening the governance of the services.
- In my Ward I have been and am assisting in ensuring that funds are invested in both the Goodwood Recreation Ground and the North Watford Playing Fields to achieve maximum benefits for residents.
- I have worked closely with our neighbourhood police team, lead by PC Kevan Ball, and, as required, had contact with Herts County, the Fire Service and other agencies
- I have worked with all my major local Residents' Associations on a wide range of issues including the Courtlands Residents' Association in addressing parking issues around Holy Rood Primary School, the Ridge Residents with their work on North Watford Playing Fields and the Nascot Residents with their plan to introduce 20 MPH schemes in the ward.

Providing Vision

- As a member of Cabinet we are constantly asked to consider matters of policy which in themselves set the vision for the future of Watford. In my particular area, my objective is to ensure that all the shared services are responsive and effective and are in good shape to meet the demands facing them in the future.
- I want to encourage the concept that Watford's services will be strong enough and successful enough that other authorities will look to employ us as their provider when the circumstances are appropriate.

Managing Performance

- I have completely re-jigged the key performance indicators for the four departments in shared services which had not been reviewed since the services were established over 4 years ago. I have worked particularly closely with the Chief Financial Officer for 3 Rivers over the bad but improving performance of the Revenues and Benefits Department. I work closely with the Chief Financial Officer for Watford on the budgeting strategy and financial management of the council.

Objective for 2012/13

- To reconstruct the shared services relationship between 3 Rivers Council and Watford Borough Council

Update on progress

- Not completely. I took over my portfolio in June 2012 and realised that certain fundamental issues regarding the quality of performance and political oversight could be improved by creating a provider client relationship. This has now been agreed in principle by both Cabinets and is in the process of being established.

Objective for 2013/14

- To aim to ensure that all the departments in my portfolio achieve their targets and when the services are supplied by 3 Rivers, that we receive a high standard of performance matching agreed targets.

COUNCILLOR HOFMAN

Year elected: 2012

Reasons for becoming a councillor: To engage with local residents, help constituents with issues they may encounter and ensure the interests of young people are heard.

Roles in the Council: Overview and Scrutiny, Licensing, Housing Policy Advisory Group and Membership Development Committee

Training & Development undertaken: New Members Induction, Overview and Scrutiny Training, Licensing Training, Standards Training, WCHT Briefing, Law Commission Briefing on Taxi Reform, National Planning Framework, Equalities Training, Herts Housing and Planning Conference, Licensing Masterclass, Budget Training.

Attendance Record: Expected at 21 meetings. Attended 18 meetings.
Percentage = 86%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- Ensured new parks for children are opened on time and supported the recent introduction of street information signs which encourage walking, reduction in pollution and congestion in the town.

Enhance the town's clean and green environment

- Reported instances of litter and supported the work of Groundwork to help enhance the appearance of our parks. Suggested future improvements to local infrastructure which improve the image of the town and wellbeing of residents.

Enhance the town's sustainability

- Support the towns Major Projects

Enhance the town's economic prosperity and potential

- Supported the town's Major Projects, met with representatives of Watford and West Herts Chamber of Commerce and Industry, regularly attended meetings of the Chamber's Creative Technologies Cluster Group and promoted export-led growth amongst local businesses.

Supporting individuals and the community

- Nascot is home to three active residents' associations. I have supported their activities through the use of our WBC forum budget, attended their meetings, functions and met with the groups' leaders and members whenever needed.
- I supported residents concerns regarding Watford Community Housing Trust's response to Anti social Behaviour.
- I attend to residents' casework and support my fellow Nascot councillors with their work on behalf of local constituents; this is usually concerned with planning issues, parking, schools and potholes.
- I provide information to residents via our frequent newsletters.
- In the last year I helped organise two residents' forums and liaised with local Police to ensure they have a regular opportunity to hear the issues our constituents may have.
- Attended Watford Women's Centre AGM.
- Attended the CRA fun day and the Watford Youth Council meeting at the Town Hall to hear the opinions of young people.
- Helped organise a meeting with local residents and WBC officers to discuss their parking concerns, attended by around 25 people.

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- Member of the Overview and Scrutiny committee.

Influence and partnership delivery

- Worked with my fellow councillors to ensure residents' concerns are addressed. We have a mature relationship with the wards residents' associations with whom we work closely to resolve issues.
- I also work with the neighbourhood Police Officers and WBC Officers to address instances of Anti Social Behaviour and parking problems.

Objective for 2012/13

- Become an effective, visible, accessible local Councillor and develop my knowledge of council functions.

Update on progress

- This has been my first year as an elected representative; I have spent the last year trying to meet as many constituents as possible and at the same time sit on four Council committees. My other objectives were to learn about the Council's work through regular training and development sessions

Objective for 2013/14

- To continue my development as a local councillor and build my knowledge of local government.

OXHEY WARD

Ward Councillors: Shirena Counter, Iain Sharpe and Peter Taylor.

All three councillors have completed self assessments.

Oxhey is described as being located to the south of the town centre, between the River Colne and the borough boundary with Bushey (and in part with Three Rivers District council). It is divided between two separate areas on either side of the west coast mainline railway. It has a diverse mixture of housing types, including a large area of late-nineteenth/early twentieth century terraced housing in Oxhey village, and a considerable amount of inter-war housing. It is predominantly owner-occupied housing, but does include the Rookery estate, comprising around 400 homes owned by Watford Community Housing Trust. Oxhey includes the Watford Heath Conservation Area. Many hundreds of people commute every day from Bushey Station, which despite its name is in Oxhey, using the fast service to London Euston.

COUNCILLOR COUNTER

Year elected: 2002

Reasons for becoming a councillor: I wanted to influence what happened in my local area. Was also persuaded that it was a good idea and didn't take up huge amounts of time!

Roles in the Council: Chairman for 2012/13, Outsourced Services scrutiny, Council Functions Committee

Membership of outside bodies: Ashfield School Foundation

Training & Development undertaken: Equalities, Benefits training

Attendance Record: Expected at 12 meetings. Attended 12 meetings.
Percentage = 100%

How she has met Council Objectives

Improve the health of the town and enhance its heritage

- Represented residents of Lower Paddock Road at Development Control to speak against a development that was particularly unpopular
- In my capacity as Chairman, have set up a 100 Club to benefit the Chairman's Charities.
- Participated in a wide range of events as Chairman representing WBC, including Holocaust Memorial day, Remembrance service, presenting a cheque on behalf of bereaved families to the Royal British Legion, visits to DRUM, Sealions, school assemblies and the High Sheriff's service in St Albans Abbey. Also involved in judging the Hertfordshire young people of the year awards

Enhance the town's clean and green environment

- In my role as Chairman of the Council, I chose the Herts & Middlesex Wildlife Trust as one of my charities and spoke at their Annual Members' day about how WBC supports wildlife.
- I have chaired 2 meetings with residents, councillors, representatives of the Health Campus, Hertfordshire Highways and Specialist design consultants to press for a rethink of the design of the access road which bisects Oxhey Park. As a result, the road has been redesigned so that it is narrower and can run as close to the edge of the park near the embankment as possible. This will have a major impact on the park.
- Organised a walk-around of Paddock Road allotments to discuss a number of concerns and as a result, arranged for 3 skips for allotment holders (at Oxhey Grange and Paddock Road) to clear their rubbish.
- Facilitated the introduction of an additional bin to encourage dog walkers to dispose of their dog waste (this had become a significant problem since the removal of specific Dog Poo Bins)

Enhance the town's sustainability

- Work with Oxhey Village Environment Group and the architect for the former Massey Waste Transfer site has continued and the design is due to be submitted to Development Control in 2013. We have negotiated a more suitable access for residents' cars from Aldenham Road and the design also includes a public car park with 70 spaces to alleviate the parking issues within the area.
- Chaired a Neighbourhood Forum discussing the proposals to make parts of Oxhey a conservation area.

Enhance the town's economic prosperity and potential

- I have continued to meet London Midland representatives to press for improved timetabling of trains to and from Bushey station during evenings and weekends. Whilst there has been some improvement, the service is still not acceptable at non peak times.
- I organised a meeting with representatives of London Midland and London Overground to discuss parking and access problems at the back of Bushey Station.

Supporting individuals and the community

- I have had a number of meetings with Oxhey Village Environment Group to discuss the possibility of piloting a Considerate Parking Scheme. Planning and implementation of this pilot will continue next year.
- During the year, I have also supported a number of residents with issues such as road markings and other minor highways issues and advice on planning/enforcement
- Following a petition received from residents, I have led on a parking consultation for a 1 hour Controlled parking Zone in Kingsfield & Cedar Roads. This included a public meeting last May and managing the expectations of individuals who were both for and against. I also drafted a Frequently Asked Questions document in support of the consultation document, to ensure as much impartial information as possible was provided

to residents, so they could make an informed decision. The response rate to the consultation was outstanding at 73% but overall more residents voted against implementing a scheme.

- Opened the Oxhey Village Environment Group fayre in June 12 and attended the group's AGM in March 13
- Met with residents of the Larches to discuss the possibility of implementing a Controlled Parking Zone – this work is currently underway

Securing an efficient, effective, value for money council

- I have been a member of the Outsourced Services Scrutiny committee which has reviewed the performance of external contracts such as the Leisure Centres and Parking Services.
- Member of Functions Committee

Influence and partnership delivery

- Work with London Midland and London Overground (see above) to improve timetabling and resolve parking issues.
- Regular liaison with County Council officers on road markings (e.g. Keep Clear signs) and other road related issues
- Liaised with HCC to expedite resolution of a legal issue that arose in connection with implementing short stay parking bays in Oxhey

Objective for 2012/13

- To determine unequivocally whether or not a car share scheme would be viable in Oxhey ward and if it is, to work towards a pilot scheme
- To pilot a considerate parking scheme in selected roads and evaluate its success.

Update on progress

- Due to a lack of time (partly because I was Chairman this year, and partly because of other ward issues which have been priorities and taken up a lot of time) I have been unable to meet this target

Objective for 2013/14

- To facilitate/support the development of a biodiversity plan for Watford and work with the Head of Parks & Open spaces to bid for money to run a project similar to the Wild Stevenage project.
- To work with the HMWT and Health Campus team to ensure that a Wildlife corridor is planned into the design of the Health Campus Access Road, enabling wildlife to safely move across the road

COUNCILLOR SHARPE

Year elected: 1991

Reasons for becoming a councillor: I wanted to make a contribution to ensuring that Watford remains a good place to live in, and for people to visit and work in, especially to protect and enhance the built environment. I believe strongly in local democracy and the need for councillors to hold public bodies accountable to the public. In addition, I am a committed Liberal Democrat and believe the party has strong policies for open government, responding to the concerns of local residents and providing quality services at a reasonable cost to taxpayers.

Roles in the Council: Portfolio Holder for Planning, Legal and Property Services, Cabinet, Council, Development Control Committee, Hertfordshire Highways Joint Member Panel, Major Projects Board (Chair), Market Working Group, Planning Policy Advisory Group (Chair), Chair of Highways Forum; Watford Borough Council and West Herts Golf Club Joint Committee, Leader of Liberal Democrat Group

Membership of outside bodies: LGA – Urban Commission, Local Transport Plan, Traffic Management Act Adjudication Joint Committee

Training & Development undertaken: Planning enforcement training (WBC); Royal Town Planning Institute Politicians in Planning (full-day conference, November 2012); Liberal Democrat Group Away-day (training in engaging with local residents); Various training events at Liberal Democrat party conferences.

General: I work very closely with my fellow ward councillors, Shirena Counter and Peter Taylor, county councillor Stephen Giles-Medhurst and Mayor Dorothy Thornhill. Much of what follows reflects issues on which we have worked jointly. Also, many issues I deal with are raised with me by local residents and involve action by council officers. In highlighting that these are part of my work I fully acknowledge that I will often be only one of a number of people involved in these activities and achievements.

Attendance Record: Expected at 41 meetings. Attended 38 meetings.
Percentage = 93%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- On heritage - as cabinet member for planning I have chaired the planning advisory group which has overseen the development of planning policy, the most significant achievement this year being the approval of the Local Plan Core Strategy following an examination in public. This has included proposing (based on officer research) the designation of two new conservation areas at MacDonnell Gardens and Oxhey village, along with other new policy documents such as the Shopfronts Guide, and supporting heritage projects such as the restoration of tombs in St Mary's Churchyard. With colleagues, I am actively promoting proposals to reduce street clutter in conservation areas etc.

- I have attended various community events, including the carol service, the Audentior Awards, the Mayor's reception for business.
- On health -I have continued to champion improvements to parks in Oxhey and across the town, providing open space for people to enjoy.
- As Chair of the Major Projects Board I am responsible for providing member scrutiny and overview of the health campus project.

Enhance the town's clean and green environment

- Reported problems of litter, fly-tipping, broken potholes and pavements where these arise.
- Contributed to the Council policy of maintaining weekly refuse collections.
- As a member of the Cabinet, contributed to process of considering whether to outsource the council's refuse and street cleaning services in the interests of improved service and reduced costs (decision pending at time of writing)
- Supported programme of improvements to parks, using Section 106 funds arising from the planning and development process, including proposals to enhance Oxhey Park
- Continuing to campaign for improvements to rail services facilities for passengers at Bushey Station.
- Encouraging planning policies (through the Local Development Framework Core Strategy, which I oversee as a Cabinet member) that protect green space and encourage a high-quality local environment.
- Working with officers and ward councillors on local transport and traffic issues, from improved pedestrian signage in the town, to parking schemes and public transport.
- Working with residents, council officers, ward colleagues etc. to put forward a more satisfactory route for the access road to the health campus to reduce its impact on Oxhey Park.
- I have played a leading role in bringing forward policies for the enhancement of The Parade area of the town centre to improve the environment and economic prosperity of the area.

Enhance the town's sustainability

- My Cabinet responsibilities involve transport and this year has seen much activity especially on parking issues where we are carrying out a survey of the existing controlled parking zone, have extended controlled parking in Cassiobury, and have or are in the process of consulting residents about whether to change parking arrangements in Oxhey and Callowland wards.
- The new Local Plan Core Strategy has sustainability, particularly regarding Watford's residential neighbourhoods, at its heart.
- I am a member of the Development Control Committee, one of the two regulatory committees of the council. This requires being familiar with the local development plan and other relevant policies and using my judgment to determine the merits of individual planning applications.
- There is always a degree of tension between the need for new development and the desire to protect the character of the town. As a member of this committee, I have to apply the informed judgement of a lay person, guided by the professional opinions of planning officers as expressed in their committee reports.
- I am a vocal member of the committee and have on occasion successfully argued for the committee to reach a different decision from that of the officers – usually to reject applications that are recommended for approval. At the

same time, it is sometimes necessary to take difficult and unpopular decisions – usually to approve applications that are in line with planning policy, but controversial in the local community.

Enhance the town's economic prosperity and potential

- As Chair of the Major Projects Board I have been overseeing progress on key projects that include working in partnership: the Charter Place redevelopment and the Health Campus. These are long-term projects that will take several years to deliver.
- I have contributed extensively to the often controversial debates about the health campus scheme, speaking on this in Cabinet meetings and defending the Cabinet's position at a scrutiny hearing. This has involved extensive discussion with council officers and fellow councillors and writing letters to the Watford Observer. The aim is to bring forward a scheme that creates new jobs and homes and a new hospital for the town.
- With Cabinet colleagues, I am promoting plans for the redevelopment of Charter Place shopping centre and the relocation of Watford Market.

Supporting individuals and the community

- It is intrinsic to the role of a councillor to be a champion for individuals and communities that we represent.
- I regularly take up individual issues, from highway fault reporting to concerns over planning issues that have been raised with me by local people.
- In addition I work with local voluntary groups such as the Oxhey Village Environment Group and Friends of Oxhey Park to make sure the Council is aware of their views and have attended events such as parks clean-ups and the 'wassailing' at Oxhey Community Orchard.
- Through our local neighbourhood budget we have supported local community groups with small grants to assist their activities.
- We have held two well-attended neighbourhood forum meetings; one covering parking issues for part of the ward and the other a presentation from the Mayor covering economic development and planning across Watford.

Securing an efficient, effective, value for money council

- As a Cabinet member I have contributed to the Service Prioritisation process which is designed to achieve savings required by reduction in government funding, while protecting core frontline services which people value.
- We continue to seek and find ways of providing services more efficiently – this year the key project has been the potential outsourcing of council refuse, street cleaning and parks services.
- The budget of the majority Lib Dem group, of which I am leader, approved another freeze in council tax, and in Members' allowances. Throughout the budget process I challenge and debate the recommendations of officers to arrive at a budget that meets the priorities of the Council.
- More widely, being a councillor requires regular liaison with a range of external bodies as issues arise: this includes police, Watford Community Housing Trust, local voluntary organisations, County Council etc.

Influence and partnership delivery

- These are reflected in comments above regarding the Major Projects Board and working with local groups.

Providing Vision

- In my role as majority group leader, I have been involved in developing Council policies and priorities, for example in terms of our approach to planning, to protecting and improving green spaces and defining our approach to service provision (e.g. judging things according to what will provide the best service rather than favouring either in-house or private sector provision.)
- I have attended and contributed to a recent meeting involving the Council and partner organisations

Managing Performance

- It is fundamental to the role of all councillors that we scrutinise and if necessary challenge the decisions and actions of Council managers and officers – effectively holding the Council to account on behalf of the people who elected us.
- In my regular meetings with heads of service and other officers, I provide such challenge, outlining the priorities of the administration and acting as an advocate for the local community.
- The best example of this is in working on the Council's planning policies. I chair the Planning Advisory Group which monitors progress and gives policy guidance to officers. I have tried to communicate the preferred choices of Members, to make sure that the documents produced reflect this so that this leads to planning policies that will meet the aspirations of Watford residents.
- I also attend regular Quarterly Review meetings with heads of service within my portfolio to monitor the performance of departments. This is part of the Council's performance management process and provides an opportunity for scrutiny by a councillor of the department's performance against its agreed service plan and performance indicator.

Objective for 2012/13

- Ensure further improvements to Oxhey Park in line with the programme of parks improvements.
- Ensure we stick to the timetable for agreeing the Local Development framework documents (particularly in light of the government's new planning framework).
- Continue to press for improved rail services from Bushey Station.
- Contribute as a Cabinet member to the ongoing challenges of providing quality services at a time of austerity.

Update on progress

- A plan of improvements has been agreed for Oxhey Park and will be carried out this year. Minor improvements have taken place at Oxhey Green, including new litter bins and benches.

- The Local Plan Core Strategy has been adopted following an examination in public.
- Additional services have been provided following the construction of a new platform.
- Unlike many councils, Watford has frozen its council tax again without significant cuts to services.

Objective for 2013/14

- Maintain progress on Part 2 of the Local Plan
- Ensure we stick to the timetable for agreeing the Local Plan Part 2 in line with the recently agreed Local Development Scheme.
- Propose more policy motions on behalf of the Liberal Democrat group at Full Council meetings.
- Ensure that whatever new arrangements are agreed for street cleaning, parks and refuse services continue to meet the aspirations of local residents, while delivering financial savings.
- Promote the project for reducing street clutter in Oxhey.

COUNCILLOR TAYLOR

Year elected: 2012

Reasons for becoming a councillor: I wanted to help make sure that Watford, and especially Oxhey, remains a great place to live in. I am a committed Liberal Democrat and believe the party has strong policies for open government, responding to the concerns of local residents and providing quality services at a reasonable cost to taxpayers.

Roles in the Council: Audit Committee and Budget Panel

Training & Development undertaken: Planning enforcement training (WBC), Budget Scrutiny training session (St Albans), various induction training sessions (WBC), Equalities training (WBC), Benefits Training (WBC), Housing Service Briefing (WBC), Standards Training (WBC), Licensing Training (WBC), Taxi Licensing Training

General I work very closely with my fellow ward councillors, Shirena Counter and Iain Sharpe, County Councillor Stephen Giles-Medhurst and Mayor Dorothy Thornhill. Much of what follows reflects issues on which we have worked jointly.

Attendance Record: Expected at 19 meetings. Attended 17 meetings.
Percentage = 89%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- I have attended various community events, including the Audentior Awards and Oxhey Village Environment Group events such as their Remembrance Service on Watford Heath.
- I have supported planned improvements to parks in Oxhey
- I represented residents of Lower Paddock Road at Development Control to speak against a development that was particularly unpopular.

Enhance the town's clean and green environment

- Reported many problems of litter, fly-tipping and potholes.
- Reported problems associated with Mayfair Bungalow (off Oxhey Lane) to WBC Environmental Health. They made a formal objection to planning application to have this site's designation changed from the storage to the "recycling of non-hazardous waste".
- Continuing to campaign for improvements to rail services facilities for passengers as Bushey Station.
- Have worked with residents, councillors, representatives of the Health Campus, Hertfordshire Highways and Specialist design consultants to press for a rethink of the design of the access road which bisects Oxhey Park. As a result, the road has been redesigned so that it is narrower and can run as close to the edge of the park near the embankment as possible. This will have a major impact on the park.
- Attended the Oxhey village Environment Group AGM in March 13
- Met with residents of the Larches to discuss the possibility of implementing a Controlled Parking Zone – this work is currently under way

Enhance the town's sustainability

- Involved in the consultation of residents about whether to change parking arrangements in Kingsfield and Cedar Roads.
- Participated in a Neighbourhood Forum discussing the proposals to make parts of Oxhey a conservation area.

Enhance the town's economic prosperity and potential

- Worked with head of local HSBC branch to regarding fly-tipping

Supporting individuals and the community

- A key role of a councillor is to be a champion for the individuals and communities that we represent. I regularly take up individual issues, from highway fault reporting, to overhanging vegetation and concerns over planning issues that have been raised with me by local people. In addition I work with local voluntary groups such as the Oxhey Village Environment Group and Friends of Oxhey Park to make sure the Council is aware of their views and have attended events such as parks clean-ups

- Through our local neighbourhood budget we have supported local community groups with small grants to assist their activities. For instance, providing skips at local allotment sites.
- We have held two well-attended neighbourhood forum meetings, one covering parking issues for part of the ward and the other a presentation from the Mayor covering economic development and planning across Watford.
- Worked with residents of Longcroft to secure significant improvements of their properties (replacement of Soffit Boards).

Securing an efficient, effective, value for money council

- The budget of the majority Lib Dem group, of which I am a member, approved another freeze in council tax, and in members' allowances.

Influence and partnership delivery

- Being a councillor requires regular liaison with a range of external bodies as issues arise: this includes police, Watford Community Housing Trust, local voluntary organisations, county council etc.

Objective for 2013/14

- Work closely with local groups (OVEG, FOAF, FOOP) in allocation of ward budget.
- Promote the project for reducing street clutter in Oxhey.
- Improve systems for contacting local residents electronically.

PARK WARD

Ward Councillors: George Derbyshire, Peter Jeffree and Malcolm Meerabux

All three councillors have completed self assessments.

Park is described as having Cassiobury Park as its heart. The ward has three distinct neighbourhoods: The largest of the three on the north-east side of the Park comprises the Cassiobury Estate, plus the west side of Hempstead Road and the Glen Way/Stanbury Avenue/ Beechpark Way area. The second neighbourhood is on the south side of the Park and is known as the Cassiobury Triangle. It is bounded by Rickmansworth Road, Gade Avenue and Cassiobury Park Avenue. It includes the relatively recent development predominantly flatted development of Cassio Metro. The third part of the ward is bounded by Park Avenue, the south-east side of Rickmansworth Road the north-west side of Mildred Avenue and the Cassio Bridge roundabout.

The Cassiobury Estate and the Cassiobury Triangle retain the look and feel of 1920s Metroland, having been developed in the 1920s/1930s with the arrival of the Metropolitan line railway and its terminal station in Cassiobury Park Avenue.

The Ward is residential in character with most of the dwellings being family houses, except for the more recent Cassio Metro development. The tenure of the housing is predominantly owner-occupied. The proportion of social housing in the ward is low.

COUNCILLOR DERBYSHIRE

Year elected: 2004

Reasons for becoming a councillor: I became a councillor because of an interest in politics and at a time in my life when it is possible for me to devote the required time to the role. I felt that the knowledge and experience I had gained in my professional life before retirement could be usefully used in representing the residents of Park Ward on the Council.

Roles in the Council: Budget Panel, Chief Officer Pay Panel (Chair), Council, Development Control Committee (Chair), Licensing (2003 Act) Committee, Licensing Committee, Licensing Sub Committees, Planning Policy Advisory Group, Three Rivers and Watford Shared Services Joint Committee

Membership of outside bodies: Watford Palace Theatre

Training & Development undertaken: Standards training, RTPI Councillors conference, Housing briefing, Benefits training, Equalities training, Licensing master-class

Attendance Record: Expected at 50 meetings. Attended 48 meetings.
Percentage = 96%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- Took part in consultants briefing/feedback session on proposed Heritage Lottery Fund bid for Cassiobury Park.
- Attendance at Audentior Awards.

Enhance the town's clean and green environment

- Subscribing member of the Friends of Cassiobury Park.

Enhance the town's sustainability

- Member of Development Control Committee since 2004
- Member of Planning Advisory Group.
- I keep myself up to date with developments in planning by attending any training on offer and by private research.
- Subject to the need as a member of the Development Control Committee not to pre-judge any planning applications, I regularly advise residents on planning issues.
- I report defects in road and pavements via the Herts CC web-site.
- I am an active member of the Licensing Committee and regularly sit on and chair its sub-committees considering application for licences under the Licensing Act 2003.

Enhance the town's economic prosperity and potential

- Leading campaign with fellow Lib Dem councillor Peter Jeffree for retention of passenger service at the Cassiobury Met. Attended and spoke at London Travel Watch public hearing into the proposed station closure, and at the Public Enquiry into the Croxley Rail Link.

Supporting individuals and the community

- I liaise regularly with officers of the Cassiobury Residents Association and the Cassiobury Triangle Residents Association and attend their AGMs and other meetings if called.
- I act as a subscription collector for The Cassiobury Residents Association of which, as a resident of the Cassiobury Estate, I am a member.
- Dealing with issues raised by residents either on the telephone or by mail and email is a regular feature of my life as a councillor. If necessary I call round to their homes to discuss their issues with them.
- The Liberal Democrat councillors in Park Ward produce and deliver a regular newsletter "Cassiobury Focus" to all residents in the ward.

Securing an efficient, effective, value for money council

- I attend all appropriate training arranged by the Council for councillors.
- I am aware of and abide by the Council's Constitution and code of conduct.

- I regularly read the "First" magazine published by the LGA. I also undertake internet research of development of Government policy, particular in the fields of planning and benefits.
- See above for membership of relevant committees. I play an active role in the work of the Budget Panel, as well as the Licensing Committee and Development Control.
- I contact officers about issues raised with my by residents as necessary.
- I attend Cabinet as necessary whenever there is a matter under discussion affecting Park ward in particular.
- See above for chair/vice chair appointments.

Influence and partnership delivery

- Maintain contact with the ward PC and PCSO.
- See above for membership of other bodies.

Objective for 2012/13

- Complete further extensions to the partial Cassiobury Estate CPZ.

Update on progress

- Extensions now complete and in operation.

Objective for 2013/14

- Aim for inclusion into Cassiobury Controlled Parking Zone of the remaining few sections still outside its scope.
- Succeed in campaign to keep Watford Met station and its passenger service open.

COUNCILLOR JEFFREE

Year elected: 2011

Reasons for becoming a councillor: To become more engaged in local Ward issues and contribute to the future development of Park Ward and Watford as a whole

Roles in the Council: Licensing (2003 Act) Committee, Vice Chair Licensing Committee, Licensing Sub Committees, Vice Chair Major Projects Board, Market Working Group and project sub group, Secretary, Liberal Democrat Council Group, member of the Budget committee.

Membership of outside bodies: Hertfordshire Building Preservation Trust

Training & Development undertaken: Licensing – taxis and private hire, Equalities training, Domestic Violence briefing, Benefits training, Standards training

Attendance Record: Expected at 35 meetings. Attended 34 meetings.
Percentage = 97%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- I have continued my engagement with the major developments planned for the town through my role as Vice Chair of the Major Projects Board, notably the Health Campus, the new Market and the Charter Place redevelopment. I have also given input to the proposals for improvement to the Top of the Town and the proposals for improvements to Cassiobury Park.
- I am an active member of the Friends of Little Cassiobury, the aims of which are to restore, protect and find a community use for this important listed building. In that role I have prepared a 'Prospectus' which sets out the aims of the Friends, their ideas for a future use of Little Cassiobury and an outline of the costs of delivering the project.
- I am a member of the Friends of Cassiobury Park.
- I have acted as a substitute member of the Development Control Committee and in that role actively oppose developments which in my view detract from the town's heritage.
- I am an active member of the Hertfordshire Building Preservation Trust which aims to protect buildings at risk throughout the County
- I took part in local 2 Sky Rides which aim to encourage more cycling in the Borough.

Enhance the town's clean and green environment

- As noted above I am engaged in the proposals for improvements to Cassiobury Park and am a Friend of Cassiobury Park. I support the proposals for enhancing the 'Top of the Town'

Enhance the town's sustainability

- Through my engagement with Major Projects Board and Development Control I have aimed to influence proposals which are environmentally, economically and socially sustainable.
- I am a supporter of the 20's Plenty campaign which aims to reduce the impact of powered traffic on our roads and encourage more sustainable transport modes – particularly cycling and walking.

Enhance the town's economic prosperity and potential

- Through the Major Projects Board I am engaged with projects which will deliver significant economic benefits for the residents of Watford.
- I have voiced my support for the Croxley Rail Link at the public meeting and the public enquiry, whilst opposing the closure of the Watford Met Station, which I regard as an important amenity for the residents of Park Ward.
- I have actively supported the development of Watford's markets and in particular the fortnightly Saturday markets in Queens Road, which aim to help economic regeneration of that part of town.

Supporting individuals and the community

- Over the year I have responded to and supported local residents wishing to oppose inappropriate developments or activities which would adversely affect them.
- I have helped resolve issues around parking for individuals affected by the recent Controlled Parking Zone proposals in Park Ward.
- I have attended both of the residents' association AGMs for my ward and supported them on issues such as speeding and road safety.
- I ensure local residents are kept informed through regular distribution of newsletters and keeping our local website up to date (www.cassioburylibdems.org.uk) and have created the new Liberal Democrat website (www.watfordlibdems.org)

Securing an efficient, effective, value for money council

- I am a member of the Budget committee and in that role see one of my duties is to ensure the Council offers efficient and value for money services.

Influence and partnership delivery

- I am active on a range of committees and bodies and seek to influence policy where I can for the benefit of the community. I have engaged with my local schools over the potential adverse effects of their planned expansion and also the impact of Controlled Parking Zone expansion on them.
- As noted earlier I represent Watford on the Hertfordshire Building Preservation Trust.
- I have actively influenced TFL and the DoT in relation to their policy of closing Watford Met. Station as part of the Croxley Rail Link project, through the Public Meeting and Public Enquiry process.
- I have been influential in Herts CC's preparation of plans to improve the safety of the Cassiobury Roundabout for the increasing number of children attending the nearby Cassiobury Schools.
- I am working with the Community Police to set up a Community Speed Watch scheme aiming to reduce maximum speeds of traffic on the main roads around Park Ward.

Objective for 2012/13

- Achieve a reversal in the proposal to close Watford Met Station through representations at public enquiries and mobilising public opinion
- Deliver the Controlled Parking Zone expansion and safer parking and crossing points at Cassiobury shops
- Continue to lobby for 20mph speed limits in residential areas to be adopted as policy by Herts County Council
- Continue to develop my knowledge, experience and training to help become a more effective local councillor

Update on progress

- Representations made, I now await the verdict of the Public Enquiry and the decision of the Mayor of London on the future of Watford Met
- Final adjustments are being made to the recent Controlled Parking Zone extension. Plans have been prepared by HCC for improved parking and road safety at Cassiobury Shops; I expect these to be implemented later this year
- I have continued to lobby HCC on this topic and understand they are going to review their policies later this year.
- I have taken on more responsibility this year as vice chair of two committees and continue to develop my knowledge and skills

Objective for 2013/14

- Achieve a reversal in the proposal to close Watford Met Station through representations at public enquiries and mobilising public opinion – public enquiry verdict awaited
- Deliver the Controlled Parking Zone expansion and safer parking and crossing points at Cassiobury shops
- Continue to lobby for 20mph speed limits in residential areas to be adopted as policy by Herts County Council
- Continue to develop my knowledge, experience and training to help become a more effective local councillor
- Ensure the delivery of improved parking and pedestrian safety at Cassiobury Shops
- Ensure that any remaining minor parking issues relating to the Controlled Parking Zone scheme are implemented
- Continue to lobby for a change in policy regarding speed limits by Herts County Council
- Work with the Community Police to introduce a Community Speed Watch scheme for Park Ward
- Continue to monitor inappropriate development on the estate

COUNCILLOR MEERABUX

Year elected: 2010

Reasons for becoming a councillor: (1) To be an advocate for residents (2) Ensure that WBC policies and actions have a positive impact on residents (3) Use my experience, skills and knowledge to help build cohesive and informed communities.

Roles in the Council: (Committees/ special responsibilities etc) Community Safety Partnership Task Group, Licensing Committee, Major Projects Board, Market Working Group, Licensing Sub Committee. Attended – Cabinet Committee, Budget Panel, Audit Committee, Overview & Scrutiny Committee and Development Control Committee.

Membership of outside bodies: Watford Harriers, Watford Philharmonic, Watford Symphony, Watford African Caribbean Society, Watford Fair Trade, Watford

Inter Faith Association, St Lukes, Friends of Watford Palace Theatre, Friends of Cassiobury Park, Friend of Little Cassiobury, Cassiobury Tennis Club, Cassiobury Residents' Association, Governor Nascot Wood School, Volunteer at Peace Hospice.

Training & Development undertaken: Licensing induction, Standards, RTPI Conference, Licensing Act and Taxis, Localism in practice, Housing briefing, Planning for prosperity, people and places, benefits, Major Projects Briefing, Understanding the changing role of local government ,Housing training, RIPA Conference 2012 - Delivering local planning, Licensing Master class, Setting the scene for Community Planning in Hertfordshire.

General: This year has been most interesting sitting on Licensing Panels when licences, especially in relation to the sale of alcohol, are being reviewed and listening to the different angles i.e. residents, the police, WBC officials, legal representatives and the licence holder. I continue to take more than a passing interest in planning and how it impacts on the infrastructure and services especially education and parking e.g. Rounton, Cala Homes, Rembrandt House. Major developments e.g. the Health Campus, Charter Place Redevelopment, the relocated market, the Croxley Rail Link, the Met station, the Watford Junction redevelopment, Ascot Rd etc have really proved challenging and I'm keen to see that there is more consistency in our design / street landscape especially shop fronts. Pleased to see that much stronger efforts are now being made to protect the character of neighbourhoods and reduce street clutter. I'm pleased to be part of the process to ensure that the systems are working positively for residents.

Attendance Record: Expected at 30 meetings. Attended 28 meetings.
Percentage = 93%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- Active committee member of Friends of Little Cassiobury
- Friend of Watford Museum
- Member of WBC Major Projects Board involved with several big developments – the Health Campus, Croxley Rail Link, Watford Junction re-development, supported the maintenance of Watford Met station, Ascot Rd, school / Morrisons in West Watford, the relocation of the market
- Very involved with a wide range of licence hearing reviews.
- Ensuring that events such as the coming Inland Waterways Festival National Event leave a positive legacy.

Enhance the town's clean and green environment

- An active member of Friends of Cassiobury Park which has involved litter picking, working in the nature reserve, clearing weeds that are choking the flow of water, hedge laying.
- Attended meetings with allotment holders and have supported them in their efforts to keep the allotments at Farm Terrace.

- Helped to maintain the flower beds at the Peace Hospice through gardening and agreeing that part of the Councillor Locality Fund can be earmarked for this work.
- Supported residents in writing submissions against the pressure of 'increasing terracing' in Park Ward
- Expressed concern about the possible loss of mature trees as the top end of the town centre is remodelled.
- Involved in ensuring that the HLF plans for Cassiobury Park do not negatively impact on the green environment.
- Have expressed the need to include cyclist lanes in major projects.
- Raised questions as to whether the bin collection service with its 'one-size-fits-all' could be adjusted to clear the bins off the pavements in especially busy terraced streets like Cassio Rd.

Enhance the town's sustainability

- Participation in Major Projects Board and Development Control Committee meetings enables me to look very closely at both the short and long term economic and environmental impacts.
- Flagged the need for a more balanced night time economy.
- Supported the keeping of the Met Station as a way of reducing pressure on main roads e.g. Rickmansworth Rd.
- Recognised that a remodelled market could play a role in offering a different retail experience.

Enhance the town's economic prosperity and potential

- Supported the retention of the market in a central location.
- Made representations to retain the Met Station.
- Active member of the Major Projects Board which is overseeing e.g. the Health Campus, the Charter Place Re development.

Supporting individuals and the community

- Regular volunteer at Peace Hospice Events e.g. Strictly Come Dancing at the Colosseum, Push for Peace Assault Course in Cassiobury Park, VIP welcomer at the Royal Gala Performance, Marshall at the Pedal for Peace and Ladies Midnight Walk. Gardener for the flower beds.
- Supporter of Watford Harriers events e.g. lead cyclist - the hare - at the half marathon fun races and cross country events.
- Bucket shaker for the Watford Lions at the Abbotts Langley Carnival
- In my capacity as a school governor I've attended and helped at many events at Nascot Wood Junior School e.g. the Christmas and Summer Fairs, school concerts as well as curriculum visits

Securing an efficient, effective, value for money council

- Raised questions on the cuts to the voluntary organisations.
- Questioned some of the cuts to WBC departments e.g. the parks team that maintain the flower beds.
- Interrogated the way the allotments are financially managed and monitored.

Influence and partnership delivery

- Participated in a wide range of committees especially Overview and Scrutiny task groups e.g. Hospital Parking and the Licence Committee work on reviewing alcohol licences.
- Supported the retention of the Met Station.
- Raised questions on behalf of allotment holders.
- Working to preserve Little Cassiobury.
- Supporting events in Cassiobury Park organised by the Peace Hospice, FCOP, Watford Harriers.
- Listened to residents and acted on their concerns over parking plans.

Objective for 2012/13

- Participate in Policy and Scrutiny Task Groups.

Update on progress

- Suggested topics for Overview and Scrutiny Task groups.
- Regular member of Task Groups.

Objective for 2013/14

- To assist residents in their representations.

STANBOROUGH WARD

Ward Councillors: Keith Crout, Derek Scudder and Tim Williams.

All three councillors have completed self assessments.

Key Stanborough Issues in 2012/13

Proposed Closure of Fern Way Playground

There was a proposal from the Town Hall to close the Playground area behind Fern Way. Whilst initially it appeared that the position could not be altered, by lobbying from local Councillors, residents and Kingswood Residents' Association the decision to close this Play Area was successfully reversed and the area will have significant investment in 2013/2014.

Withdrawal of No.8 Bus Services from Kingswood/Leavesden Green

The No.8 Bus Service was withdrawn with minimal notice by Arriva in April'12, and despite presenting a petition to Arriva their position remained unaltered. Local Councillors, led by County Councillor Derek Scudder, explored ways to re-establish a Bus Route to serve Kingswood/Leavesden Green. After much effort route W18 is now in place on a trial basis from 1st April (three journeys a day on Tuesdays and Thursdays only).

Rebuilding of Leavesden Green Community Centre

Working with Watford Community Housing Trust, Council Officers, user Groups of the Centre and local residents to ensure that the rebuilding/refurbishment of Leavesden Green Community Centre goes smoothly, that all needs/requirements are met as much as possible, and that the short term displacement/disruption is kept to a minimum.

Alcohol License for Vue Cinema

There was an application from Vue Cinema to serve alcohol until 2.00 a.m. every morning. Working with Vue, however, local residents and licensing officers the application was successfully amended to maximum of 12 midnight and with other restrictions such as only served to ticket paying customers, and only two drinks per ticket.

Anti-Social Behaviour

Liaison with Housing Associations, local Police, and the Anti-Social Behaviour officer at the Council about various neighbour issues in regards to anti-social behaviour. A great shame but this issue does appear to have dramatically increased over recent years.

Other Local Issues – traffic calming, yellow lines, state of pavements, bins left on the street, litter, dog mess, overgrown hedges, and development control/planning concerns.

Local Achievements in 2012/13

- Council to stop proposed closure of Fern Way Playground, and now to invest in it during 2013.
- Re-establishment of bus service to Kingswood/Leavesden Green after removal by Arriva of No.8 service
- Improvements to Woodside Playing Fields and Albans Wood
- New multi use games area at Leavesden Green
- Amendment of Vue's alcohol licence
- A405 steps and barriers finally repaired
- Yellow Lines in place for Lavinia Avenue & Lamb Close
- Highway improvements for Leggatts Rise & Ross Crescent
- Agreement for refurbishment of Leavesden Green Community Centre – started March 2013
- Watford Foodbank setup from Leavesden Green

COUNCILLOR CROUT

Year elected: 1999

Reasons for becoming a councillor: Having been a local newspaper reporter for 25 years I recognised a need to get involved and to try and improve things for the people of Watford

Roles in the Council: Portfolio Holder for Leisure and Community Services, member of the Licensing Committee.

Membership of outside bodies: Council representative on Watford Together, the Strategic Health Partnership and the Cassiobury Park Stakeholders Forum.

Training & Development undertaken: Licensing training - to keep updated.

Attendance Record: Expected at 26 meetings. Attended 23 meetings.
Percentage = 88%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- I keep in touch with local residents via newsletters, surveys and facebook.
- I contribute regular fiction and non fiction articles to the Kingswood Res. Association. newsletter.
- I regularly attend our two local residents' associations to keep abreast of developing issues and to take up any areas of concern as necessary.
- I regularly sit on Licensing Sub Committees to hear applications. Concerns from the police and local residents are examined and acted upon where possible. If we cannot help we explain why.
- I make visits to local events such as school fêtes and open days in my ward and in other areas of the borough.

- I play an active role in the forging of new initiatives. E.G. Town centre development workshops.
- I submit articles to local publications.
- We hold neighbourhood meetings to keep residents informed and to hear any concerns they have.
- I play an active role in the development of policy at group and Portfolio Holder meetings and keep my colleagues abreast of issues.
- I contribute to the letters pages in local newspapers to ensure the people I represent know where I stand on locals issues.
- I am heavily involved in the HLF funding bid for the development of Cassiobury Park.

Enhance the town's clean and green environment

- I am now the Portfolio Holder for Leisure and Community Services and work with the Mayor, other Cabinet members and officers to develop our programme.
- This programme will include the maintenance and development of parks and open spaces, the HLF support to enhance Cassiobury Park, developing value for money initiatives, supporting the arts, promoting events, monitoring the success of our leisure centre and the Colosseum.
- I go on site visits with officers to see new initiatives and identify any improvements that can be made.

Enhance the town's sustainability

- I work with officers to monitor the success of the two leisure centres and our entertainment venues to ensure they are successful and promote a wide ranging programme of activities.
- I take up residents' concerns about any of our outsourced facilities to ensure they continue to be appreciated and supported.
- I take up residents' concerns about planning issues.
- I report and follow up on highways issues
- I keep an eye on developments in the town such as Charter Place and the market.

Enhance the town's economic prosperity and potential

- I play my part as a member of the Mayor's Cabinet in welcoming but also challenging new projects and initiatives.
- I convey any concerns that people may have about the development of the town.
- Together with officers I examine ways in which our facilities could be enhanced, better managed, provide value for money or develop revenue streams.
- Together with my section head I agree the distribution of monies from the small grants fund.
- I have worked with other councillors to develop a new commissioning framework so that we can continue to help the voluntary sector.
- This year I have been helping to develop new criteria for the small grants fund to encourage more take up from local groups and voluntary organisations.

Supporting individuals and the community

- I keep in touch with local residents via newsletters and surveys.
- I contribute a regular column to the Kingswood Residents' Association Newsletter.
- I regularly sit on Licensing Sub Committees to hear applications. Concerns from the police and local residents are examined and acted upon where possible. If we cannot help we explain why.
- I make visits to local events such as school fêtes and open days in my ward.
- We hold neighbourhood meetings to keep residents informed and to hear any concerns they have.
- I play an active role in the development of policy at group meetings and keep my colleagues abreast of issues.
- I contribute to the letters pages in local newspapers to ensure the people I represent know where I stand on local issues.

Securing an efficient, effective, value for money council

- I have been heavily involved in the Council's project to see if outsourcing could deliver worthwhile financial savings while maintaining quality of service.
- Serving on Licensing Sub committees and the Standards Committee has given me a good understanding of the committee process.
- I make a good contribution to the running of such committees and encourage others to have an input.

Influence and partnership delivery

- I regularly meet representatives of community groups to keep abreast of emerging issues and examine where the authority might be able to help.
- Together with the Head of Community Services I take decisions on funding to support the voluntary sector via our small grants fund. I then ensure that these grants are publicised to make the public aware and encourage further applications.
- I deal with the local media and get publicity for my work.
- I keep an eye on the local media via the Watford Observer and its website.
- I also keep an eye on national developments via trade and local government publications.
- I meet with the Housing Trust to tackle ward issues as they arise.

Providing Vision

- During the year I meet regularly with my Cabinet colleagues and officers to formulate policy.
- I meet representatives of outside bodies and charities to promote the Council's objectives and ensure that I am kept abreast of their emerging issues.
- Via newsletters and Facebook I keep in touch with the electorate to ensure that they know what we are doing and why we are doing it.

Managing Performance

- I meet regularly with officers to monitor performance and keep an eye on the budgets.
- Where possible I try to meet as many members of staff as possible to demonstrate that their work is valued and listen to any concerns they may have.
- I encourage the public and fellow councillors to contact me e.g. Performance at the two leisure centres.
- I have quarterly reviews to monitor progress of our action plans.
- I keep an eye on articles and letters in the local paper to see that there are no issues I need to address.

Objective for 2012/13

- No target was set

Objective for 2013/14

- No target is being set

COUNCILLOR D SCUDDER

Year elected: 1994

Roles in the Council: Portfolio Holder for Environmental Services, Deputy Mayor, Cabinet, Council, Licensing Committee, Licensing Committee (Licensing Act 2003), Licensing Sub Committee, Watford Borough Council and West Herts Golf Club Joint Committee

Membership of outside bodies: Watford Workshops, Watford CAB, Bedford Morrison & Cordery Almshouses, United Sustainable Energy Agency, Herts Sustainability Forum

Training & Development undertaken: licensing training, housing briefing, benefits training, major projects briefing

Attendance Record: Expected at 26 meetings. Attended 26 meetings.
Percentage = 100%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- I attend civic events such as the Remembrance Day ceremony and Community Reception

Enhance the town's clean and green environment

- The major thrust of my portfolio within the Cabinet is to improve the environment of the town, both in terms of physical cleanliness and in improving recycling rates.

Enhance the town's sustainability

- My portfolio role includes the promotion of measures designed to reduce the carbon footprint of Watford. This includes both the Council itself and energy savings for residents.

Enhance the town's economic prosperity and potential

- I continue to be a member of the Licensing Committee of the Council. In this role, apart from the usual committee meetings, I have sat on several Licensing Sub Committees, chairing one of them. These deal with licensing applications and reviews for various premises around the town when representations are made by interested parties objecting to granting of, or changes to, licences.
- As a Cabinet member I attend Cabinet meetings and also meet regularly with members of the senior management team of the Council.

Supporting individuals and the community

- I maintain regular contact and work with the residents' associations in my ward
- I attend committee meetings of the Leavesden Green Residents' Association and also public meetings which they hold from time to time. I have worked closely with the Watford Community Housing Trust and residents in planning for the redevelopment of the Leavesden Green Community Centre.
- The Kingswood Residents' Association is a very well established group and I attend its AGM and work with the committee on local issues on a regular basis.
- I have helped residents with many issues, many of which are to do with road and pavement repairs, but also personal issues and development control problems.
- With my fellow ward Councillors I produce and distribute a regular local newsletter for Stanborough residents.
- I endeavour to respond in a timely manner to any communications I receive from constituents and residents of other parts of the town, whether in my role as a Cabinet member or as a ward Councillor.

Securing an efficient, effective, value for money council

- As a Cabinet member I attend Cabinet meetings and also meet regularly with members of the senior management team of the Council.
- As a Cabinet member I am not permitted to sit on any of the scrutiny committees of the Council. However, I attend the regular joint meetings between the executive and the chairs and vice chairs of the scrutiny committees in which work programmes and other issues are discussed.

- I speak frequently at Council meetings and at meetings at which members of the public are present.
- I believe I have a good working relationship with Council Officers.
- I attend many of the training opportunities offered by the Council and encourage others to do so as well.

Influence and partnership delivery

- I am a member of a number of outside bodies as shown earlier in this document. Additionally I represent the Council on the Herts Waste Partnership, which is a county-wide partnership.
- On occasions I deputise for the Mayor on outside bodies including the recently constituted Police and Crime panel.
- From time to time I am asked to give radio interviews concerning aspects of my work as a Cabinet member, as this is a fairly high profile role. The local press will contact me on occasions to discuss particular issues

Providing Vision

- I work closely with my Cabinet colleagues and the officers within my area of responsibility in formulating and developing policy. I am also heavily engaged in other strategic decision making within the council on matters outside my portfolio.
- I have a good understanding of local government finance and take a very active role in developing the Council's annual budget.
- I am always available to give advice and information to other members of the Council.
- My primary role in forums outside the Council is environmental matters and I believe the Council's voice is heard and respected. The recent formation of a Green Deal Community Interest Company by the United Sustainable Energy Agency is something in which I played a key role.

Managing Performance

- The Cabinet members meet regularly to exchange information. The collegiate approach we adopt serves the Council well.
- I have monthly meetings with the Head of Environmental Services at which we discuss issues of the day and also work on longer term policy and financial matters. One of the members of the second tier of management in the department usually attends part of these meetings to enable a more in-depth look at a particular issue.
- I take part in the quarterly reviews of the department which the Corporate Director also attends.

Objective for 2012/13

- The LGCC needs to be redeveloped. Obtaining funding and planning permission for this.

Update on progress

- This objective has been fully met. Work has just begun on a £750K redevelopment of the community centre.

Objective for 2013/14

- Ensuring that the redesign of the Council's front-facing services proceeds smoothly and that service quality is either maintained or improved.

COUNCILLOR WILLIAMS

Year elected: 2012 (previously represented Park Ward on Watford Borough Council between the years 1995 – 2006)

Reasons for becoming a councillor: I became a Councillor at the age of twenty-two as I wanted to help local residents with the issues that affected them, to assist residents in their dealings with the Council, and wanted to see a "younger" voice on the Council. This willingness to help local residents, and local community groups, in my Ward, and in Watford, is still my paramount reason to stand as a local Councillor in the ward that I live in.

Roles in the Council: Development Control Committee, Planning & Advisory Committee and Constitution Working Party

Training & Development undertaken: Standards, New Member Induction (follow up) Licensing Act and taxis, Benefits, Major Projects Briefing, Equalities, Housing Licensing Master Class, Domestic Violence Briefing, Planning Enforcement.

Attendance Record: Expected at 20 meetings. Attended 20 meetings.
Percentage = 100%

General: Away from the Council I am employed as a contract Credit Manager, and am a member of Friends of Woodside, Friends of Cassiobury Park, Friends of Watford Museum, Leavesden Children's Centre, Watford Mayors' Association, Hunstanton Civic Society, Everyone Leisure Centre : Woodside, and a Fellow of the Institute of Credit Management. I am a governor of my old school (St Joan of Arc, Rickmansworth) and have been since 1988.

I live in Stanborough Ward, am married with two children, both attending local schools and both attending many sporting/activity clubs around the local area (eg Watford Youth Football Club, Dolphina Gymnastics, Cubs etc)

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- Member of various local Groups such as Friends of Woodside, Friends of Cassiobury and Friends of Watford Museum
- Attends various local events such as School Fêtes, Open Days and charity days.
- Attends Civic Events such as Chairman-making, Audentior Awards, Carol Service, etc
- Attends the Remembrance Services both in Leavesden and also at the Town Hall
- Member of the Development Control Committee, and the Planning & Advisory Committee

Enhance the town's clean and green environment

- Regularly litter picks in his locality, and also attends the monthly litter picks with Friends of Woodside
- Regularly logs onto Herts County website with regard to fault reporting in his locality, but often (if in his capability) goes out and does it himself i.e. cut back bushes if causing obstruction etc)
- Working with the County Councillor to re-establish a bus service for Kingswood/Leavesden Green

Enhance the town's sustainability

- Member of the Development Control Committee, and Planning & Advisory Committee, and this has a direct impact of the Town's sustainability in both the short term and long term.
- Advises local residents with regard to both Planning & Licensing applications.

Enhance the town's economic prosperity and potential

- Liaised with local businesses
- Supported and advised residents with regard to both planning and licensing applications.

Supporting individuals and the community

- The No.1 priority – a local Councillor needs to be a champion for his residents, and the local communities in the Ward; The prime reason he became a Councillor
- Regularly takes up many and varied issues on behalf of residents
- Attends the monthly committee meeting of Kingswood Residents' Association
- Meets regularly with the User Groups of Leavesden Green Community Centre
- Member of local community groups such as Friends of Woodside
- Writes a monthly article for Kingswood News
- Keeps in touch with residents via Newsletters

- Gives quick responses to residents who contact him
- Attends many local events such as School Fêtes, Community Days, and Opening Days

Securing an efficient, effective, value for money council

- Follows the quarterly Finance Digests issued by the Finance Team for up-to-date position
- Reads Budget Panel and Audit Committee reports.
- Attended Group Meeting to go through proposed Budget for the Council

Influence and partnership delivery

- Regular contact with the police with regard to local neighbourhood issues
- Member and regular attendee of Leavesden Children's Centre – has two young children
- Works with Watford Community Housing Trust on various matters including the rebuilding/refurbishment of Leavesden Green Community Centre
- Liaises with County Council on various Ward related matters including Highways
- Follows and reads local media – online and on paper

Objective for 2013/14

- Refurbishment of Fern Way Play Area
- Stabilise a permanent Bus Service for Kingswood/Leavesden Green
- Smooth transition and successful Rebuilding/Refurbishment of Leavesden Green Community Centre
- Anti-Social Behaviour – better communications with Neighbourhood Police Team
- Continue to improve our parks and open spaces
- Keep up the campaign for more and better road & footway repairs from our County Council (e.g. refreshing white lines throughout ward)
- Continue to work with residents and residents' groups on getting improvements to the area

TUDOR WARD

Ward Councillors: Kelly McLeod, Lindsey Scudder and Darren Walford

All three councillors have completed self assessments.

Tudor is described as a relatively affluent ward with a few Housing Trust flats; the local primary school has been judged as Outstanding by OFSTED

COUNCILLOR MCLEOD

Year elected: 2007

Reasons for becoming a councillor: I became a councillor because I wanted to make a difference within my community and to make a contribution to the decisions being made within Watford.

Roles in the Council: Community Safety Partnership Task Group, Council Functions Committee, Major Projects Board, Housing Policy Advisory Group

Membership of outside bodies: Groundwork Hertfordshire Panel, Watford Community Housing Trust Community Fund Panel

Training & Development undertaken: Licensing – Taxi, Development Control Training.

Attendance Record: Expected at 14 meetings. Attended 11 meetings.
Percentage = 79%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- I have supported the Friends of Knutsford Playing Fields by attending as many monthly activity days as possible. I also support The Green Gym by attending and emailing park rangers to ensure that the work that the Friends group undertake is linked into the strategy and plans of the Colne River Park.
- As Governor of Knutsford Junior and Infants School, I also attend the school for the Summer fair and as many of the other social activities that the school may hold for the children as often as I can.

Enhance the town's clean and green environment

- I have litter picked and cleared riverbanks while participating with the local Friends of Knutsford Playing Fields. I liaise with Council staff for street clean/rubbish clearance. I report potholes and pavement trip hazards as found or informed by residents to Hertfordshire County Highways.

Enhance the town's sustainability

- I have attended the Housing Policy Advisory Panel and participated in dialogues concerning Watford Council Officers and upcoming changes to benefits, social housing provision, and housing policy.

Enhance the town's economic prosperity and potential

- I promote and support the park developments and the arts development that help to make Watford a lovely place to work and live in. I have liaised with both the local police officer and our local PCSO at residents' meetings, email, telephone conversations and at local events.

Supporting individuals and the community

- I have given advice and directed residents and businesses to the appropriate Council officers about licensing applications and functions. I have advised residents on how to make representations to the Planning Committee. I attend as often as possible the Tudor Residents' Association Meetings, yet now that this has closed down due to lack of residential involvement, I will now make quarterly visits to Harwood Court residential home and telephone/email our local Police Officer about any concerns or queries that I may have or receive from residents.
- I am a Governor at Knutsford Junior and Infants School. I am a member of the Inclusion and Curriculum Committee. I attend school and meetings as often as possible.

Securing an efficient, effective, value for money council

- Participating in Council meetings and bringing my residents' concerns to the attention of Officers and the Mayor and her Cabinet. I have been briefed about the major projects about to commence within Watford while on the Major Projects Board and visited various sites concerning potential developers.

Influence and partnership delivery

- I represent the Council on the Hertfordshire Groundworks UK panel; have been appointed to Watford Community Housing Trust – Better Community Fund panel.
- During both of these panels. I have visited and scrutinised the work that these organisations undertake and try to ensure that they work for the benefit of our residents and our communities

Objective for 2012/13

- Publicise results more so that people can feel confident to approach me for help and information.

Update on progress

- Not reported

Objective for 2013/14

- Try to get my residents to participate in either the Residents' Association or the Friends of Knutsford Park so that both can become sustainable .
- *****

COUNCILLOR L SCUDDER

Year elected: 2003

Reasons for becoming a councillor: to have some influence on what happens in the community and, hopefully, to improve it

Roles in the Council: Council (Chairman), Licensing (2003 Act) Committee, Licensing Committee, Licensing Sub Committees, Member Development Group (Chair)

Membership of outside bodies: North Watford Youth and Community Centre

Training & Development undertaken: Licensing Training, Licensing – Taxis and Private Hire

Attendance Record: Expected at 14 meetings. Attended 14 meetings.
Percentage = 100%

How she has met Council Objectives

Improve the health of the town and enhance its heritage

- Have encouraged and supported (by attendance at functions and hopefully, by financial contributions from Neighbourhood Forum fund) the local Rugby Club and surrounding park area.

Enhance the town's clean and green environment

- See above. Friends of Knutsford Park is a thriving community group who have improved the river and surrounding area enormously. I have attended consultation meetings on the work to be done. The addition of an outdoor gym facility, trim trail and improved playground equipment will be a huge benefit to the environment. The rugby club pitch is about to undergo relaying with a matched grant from the RFA and Council help.

Enhance the town's sustainability

- Have attended training where available. Dealing with residents' casework over refuse collection, dog fouling etc. Attendance at park clean ups.

Enhance the town's economic prosperity and potential

- Liaison with local businesses, attendance at Licensing committees, supporting residents in local licensing hearings.
- Advising on planning process in liaison with planning officers and enforcement officers.

Supporting individuals and the community

- Have actively supported local organisations such as the Rugby club.
- Have facilitated use of Community Engagement budget to support local organisations such as youth club and DRUM activities.
- Respond to individual residents through casework, regular newsletters and questionnaires.
- Regular attendance at Residents' Association (now defunct), liaison with local police personnel

Securing an efficient, effective, value for money council

- Read budget papers, have attended training on financial issues and annual budget. With fellow ward councillors am very aware of value for money in spending Community Engagement budget.

Objective for 2012/13

- Continued success and growth of Tudor Residents' Association

Update on progress

- I have attended the majority of meetings and informed Chair of any local issues affecting residents. However, despite councillors' involvement, insufficient resident support was forthcoming to form a workable committee and the TRA has folded.

Objective for 2013/14

- To see Knutsford Park continue to develop and be well used.

COUNCILLOR WALFORD

Year elected: 2008

Reasons for becoming a councillor: I take great pride in where I live and wanted to put myself forward to represent my local neighbourhood and do something positive for the community in which I live

Roles in the Council: I am a member of the Licensing Committee, Functions Committee, Procurement & Contracts Board and Watford Borough Council & West Herts Golf Club Joint Consultative Committee

Membership of outside bodies: Friends of Knutsford Park Association

Training & Development undertaken: I have undergone the Council's induction programme, and have also been trained on the Council's code of conduct, development control and licensing.

General: I was elected in October 2008 and again in May 2012. In my time as a Councillor I have established a very good working relationship with my fellow ward councillors and County Councillor Karen Hastrick, and am working hard for residents. I believe this year I have a 100% attendance record for all my council meetings.

Attendance Record: Expected at 15 meetings. Attended 15 meetings.
Percentage = 100%

How he has met Council Objectives

Supporting individuals and the community

- Having lived in the Tudor area since 2003, I have met many people over the years. I feel this has encouraged people to approach me and speak to me personally because they feel as though they already know me well. I have been approached by local residents both in the streets and shops on a number of occasions with various issues they may have regarding the area and this is where I feel I get most casework from.
- I continue to attend the Tudor Residents' Association meetings as ward councillor and share the responsibility of running the local neighbourhood forum with my ward representatives.
- As my daughter attended Knutsford School I had been approached by Governors of the School to become a parent Governor but she has now left to start senior school. One of our Councillors Kelly McLeod is already a Governor at the school but I have been advised there is a Governor's post at Parkgate school which I am interested in. I feel this would benefit the community having two Councillors at different schools.
- Residents know they can contact me through email, phone or by stopping me in the street and they regularly do so. I also share news through the Lib Dem newsletters and through residents' association meetings and neighbourhood forums.

Securing an efficient, effective, value for money council

- I am a member of the Licensing Committee and Functions Committee.
- I have yet to be involved in scrutiny. I understand the process, however, and will be sure to represent the views of my residents to Cabinet should the need arise.
- I have undergone training on the Council's Code of Conduct as part of my induction to the Council, and have also been trained on licensing and development control issues.

Influence and partnership delivery

- I work with council officers both at borough and county level, as well as other outside organisations, when dealing with casework on behalf of residents. Some recent casework examples have included dealing with issues surrounding the back pay of pensions, the removal of graffiti from the cycle path sculpture and mine and my fellow councillors' ongoing discussions with a private company about the height of their trees, which is causing upset to the resident that lives opposite.

Objective for 2012/13

None specified

Objective for 2013/14

None specified

WOODSIDE WARD

Ward Councillors: Ian Brown, Alan Burtenshaw and Karen Collett

Woodside ward is described as sitting at the northern end of the Borough bordering Three Rivers DC. It has a mixture of private and Watford Community Housing Trust properties including three distinct housing estates and three sheltered housing schemes. It also has Woodside Playing Fields as one of the town's 'jewels' in which is located the athletics stadium and a recently refurbished leisure centre.

All three councillors have completed self assessments.

COUNCILLOR I BROWN

Year elected: 1983 - 2003, 2004

Reasons for becoming a councillor: To help residents in the community with their problems and to be able to take part in the running of Watford

Roles in the Council: Audit Committee (Chair), Licensing Committee, Council

Membership of outside bodies: West Herts Crematorium Joint Committee, Director of Watford Charity Centre Limited

Training & Development undertaken: Grant Thornton Seminar

Attendance Record: Expected at 23 meetings. Attended 21 meetings.
Percentage = 91%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- Committee member of Friends of Watford Museum. I have attended Art Lectures at the Museum.
- LA Governor at Leavesden Green School
- Member of Watford Mayor's Association.
- Committee Member of the Old Fullerians Association.

Enhance the town's clean and green environment

- There are some complaints in the Ward about rubbish and graffiti and I deal with these speedily.
- Help residents' groups to keep the town clean.
- I report the problems arising from people who insist on selling cars from grass verges owned by the Council. The Licensing Officers respond quickly in this respect.

Enhance the town's sustainability

- Trying to get potholes filled in as soon as possible (County Council activity)
- I have spoken at Development Control Committee on various planning applications in Woodside.
- I have also advised residents on all sorts of planning matters.

Enhance the town's economic prosperity and potential

- I am a Director of Lemarie Centre Ltd which runs the Lemarie Centre for Charities in North Watford. The Company is organised for the benefit of local charities. This is very satisfying unpaid work.
- I have given advice to local businesses on business plans – my background as an Accountant helps with this

Supporting individuals and the community

- A substantial amount of casework – emails, letters and personal contact, as I live in the Ward.
- Regular newsletters.
- Various community events were attended.
- Involvement with Leavesden Children's Centre.

Securing an efficient, effective, value for money council

- I enjoy being Chair of the Audit Committee. The annual accounts and treasury management are in good shape.
- I am also a Member of the Licensing Committee.
- I am in regular contact with officers on matters concerning residents.

Influence and partnership delivery

- Regular contact with the police and the PCSO on matters in the Ward- especially anti-social behaviour issues.
- Meetings with the three residents' associations in the Ward.
- Contact with Watford Community Housing Trust.

Objective for 2012/13

- Continued hard work for the residents of Woodside

Update on progress

- Achieved

Objective for 2013/14

- To ensure the residents of Woodside Ward continue to receive excellent standards of support.

COUNCILLOR COLLETT

Year elected: 2010

Reasons for becoming a councillor: I have always wanted to be a Councillor as this gives me the perfect opportunity to represent the people of Woodside. Firstly it is important for me to listen to the concerns and views of the people and to address them at Council meetings. Secondly I believe in supporting the local people by being involved in community groups and offering assistance where I can. Personally I have been involved with local groups in the past and so I have witnessed first-hand how powerful a community voice can be, so with that in mind I intend to uphold these values

Roles in the Council: Chair of Overview and Scrutiny. Member of Development Group, Deputy Leader of the Liberal Democrat Group

Membership of outside bodies: Steering Group for Boundary Way Redevelopment.

Training & Development undertaken: Scrutiny training, Standards Training, Licensing Training, Benefits Training, Equality and Diversity Training, Domestic Violence Briefing.

General: I am a local resident of Woodside and my mode of travel is as a Pedestrian and bus user. I feel that this is a perfect way to meet local residents and see first-hand the issues that concern all of us in the Community. Woodside is a lovely area and we are fortunate to have many public amenities, such as: Woodside Leisure park and Centre, Alban Wood, Cricket and Bowling Clubs, Playing fields, Schools, Places of Worship and Community Centres.

One of the special things about Woodside is the community spirit and this is evident at the 3 resident meetings I attend each month. There is a thirst for community involvement and so many ideas are being presented which I know will involve all ages and bring everyone closer together so looking after our community and each other.

I have enjoyed my new role as Chair of Scrutiny and I feel that I have a better understanding of how Scrutiny works. Overview and Scrutiny is vitally important for the people of Watford so that they know that we are prepared to seek answers and scrutinise decisions, so making sure that our constituents know we have their best interests at heart. I intend to learn more this year and use that knowledge to the best of my ability.

Attendance Record: Expected at 18. meetings. Attended 17 meetings.
Percentage = 94%

How she has met Council Objectives

Improve the health of the town and enhance its heritage

- In 2012 I attended the Act of Dedication/ Remembrance and wreath laying on Remembrance Sunday at the First World War Memorial in Leavesden High Road. This was attended by local residents, Veterans, Cadets and Councillors. I also laid the wreath as Deputy Group Leader at the Town Hall Remembrance Service on behalf of the Liberal Democrats. I attended a performance at the Watford Palace Theatre- 'Equally Divided'
- I attended the opening of Watford's Hospital Radio second studio.
- I attended the Multi-Cultural event at the Colosseum.
- Requested a visit to see Watford's Peace Hospice and to learn about the wonderful work they do. As a Councillor I also ensured they received funding which will help with the cost of providing new electrics for the Lights of Love.
- Attended Carol Service at Christ Church in St Alban's Road.

Enhance the town's clean and green environment

- I attend Woodside Albans Wood clean up throughout the year, along with planting trees and bulbs to improve the woodland. In addition, I attended the Dawn Chorus where we take note of bird species with the help of an RSPB expert.
- For local residents I requested the removal of post and rail fencing in order for them to gain safe access to their homes. Reported overspills of litter in local bins.
- Attended streets inspections in Boundary Way and The Brow - reporting broken post and rail, litter and reported broken pavements.
- Attended the Green Flag award ceremony at Woodside Park.

Enhance the town's sustainability

- I have contacted residents and supported them through the planning process. I have provided follow up visits to make sure that they are satisfied with the outcome

Enhance the town's economic prosperity and potential

- I met with the Manager of the RSPCA Charity shop who wanted to be part of the local business network so he could share ideas and become more involved in Watford's business community. I passed this on to the Mayor of Watford.
- I supported Watford's Market, Mind, Body and Spirit Festival in order to promote local business.

Supporting individuals and the community

- I attend the 3 local Residents' Group meetings, Leavesden Community Group, Boundary Way Action Group and the Woodside Action Group throughout the year to assist with their concerns and offer support. I also assisted the children's Christmas Party in Leavesden and helped with the Jubilee Celebrations at The Brow.

- I have attended the Olympic Summer Fare at Leavesden Junior School.
- I was also invited to Watford's Community Champion to see one of our residents Hilda Wells receive an award for her decades of service to our local community and to see Anne Cook, Head-teacher of our local Junior School, praised for her community work.
- Attended the Lemarie's Jubilee Festival - 50 years of serving the community. Local residents use the Centre and as a Councillor we also helped by funding an outside roof so that children can play undercover.
- I met with members of the local Youth Club at the Orbital Community Centre, (YMCA) to answer questions on my local work and to hear of their amazing activities. A few months later I was able to use Councillor funding to help with a youth project that would benefit them and the local community.
- I attended the local Music Gym at their Singing and Rock Concert and their grand opening of an additional room for keyboard activities at the Orbital Community Centre. Local children, some with additional needs, thrive in this environment.
- I continue to have a good working relationship with officers at the Watford Community Housing Trust with whom I have regular contact; this is mainly casework based. Their support in answering my queries and resolving resident's problem has been very beneficial to my role as Councillor so promoting good communication in the community.

Securing an efficient, effective, value for money council

- I continue to attend many training sessions at the Council as they have been of enormous benefit to me in my role as councillor. As new policies come into effect in the coming year I will continue to update my skills and knowledge.
- I continue to research local and national government issues. Furthermore, I bring this information to local residents extracting key information making the literature more reader friendly.
- In my role as Chair of Overview and Scrutiny I was able to meet once again with the Hospital Trust's Eric Fehily, Associate Director of Infrastructure, who was asked to comment on the recommendations that were agreed by the last Committee. Due to many changes at Watford General Hospital at this present time many of the recommendations cannot be taken on board. However, it was agreed to meet later in the year to see if there was a way forward and for Eric to update us on the current situation.

Influence and partnership delivery

- I have regular contact with our local police officers and have attended meetings at our local police station to pass on local concerns. Recently, I and my fellow ward councillors were able to part fund CCTV cameras for The Church Of The Nazarene who has been experiencing vandalism and anti-social behaviour. The church makes a huge difference to our community and especially supports local young people. I work as a Learning Support Assistant at Francis Combe Academy and so I can liaise with local groups, individuals and the Academy to develop good links within the community. I attend meetings at the Orbital Community Centre now owned by the YMCA and I have a good relationship with the Centre manager and staff. In addition this helps me to be meet other user groups; this then allows me to pass on information on what activities take place and how local residents can get involved

Objective for 2012/13

- I intend to be heavily involved with local groups as they plan for the Jubilee celebrations, involving the local Academy so bringing the community together.

Update on progress

- I have attended most meetings with our local groups and assisted in setting up Jubilee Celebrations with the Woodside Action Group. I passed on details of Watford's Food Bank to the local Academy. Students raised money for them by bringing in a pound to wear non-uniform for the day.

Objective for 2013/14

- To continue to improve on my case work load and manage my time effectively.

COUNCILLOR BURTENSHAW

Year elected: 1994

Reasons for becoming a councillor: I started out 19 years ago with the intention of trying to improve the area and the town as a whole and this has been my aim. Dealing with local housing, highways and residents' problems has become more difficult in recent years but hopefully the residents appreciate what I've tried to achieve. We might not always agree but being truthful about problems has always been my main aim and to a greater extent most residents appreciate what has been said.

Roles in the Council: Audit Committee, Development Control Committee, Major Projects Board and Planning Policy Advisory Group. Also a member of the Green Travel Plan group looking at problems associated with Woodside playing fields.

Membership of outside bodies: Friends of Woodside, Friends of Watford Museum. Honorary vice president of Watford Harriers, Honorary Life Member of the Sea Lions Swimming Club. Member of the Kingswood Residents' Association. Member of the Watford/Novgorod Association.

Training & Development undertaken: Development Control and Enforcement

General: This is my last self assessment as I am retiring fairly shortly and intend to move away from the area to be nearer family members. Having been a councillor for 19 years I've seen a lot of changes to the Council and Watford, some for the better and perhaps some not. I can only hope that whatever I've done and decisions I've made have been with the best intentions for everyone. I've also tried to represent the Council and town to the best of my ability, that is for others to say whether I succeeded or not !! Perhaps this is the time to register my thanks to all the officers I've come in contact with. We've not always agreed but hopefully it has all been done

with good grace. Also my thanks to all the residents and groups that I've come into contact with over the years, it's certainly been an interesting time.

Attendance Record: Expected at 23 meetings. Attended 21 meetings.
Percentage = 91%

How he has met Council Objectives

Improve the health of the town and enhance its heritage

- Along with Ellie, (a past councillor and Chairman), I have attended numerous activities in support of the arts and also as a member of the Past Mayors and Chairmen association. I've supported a number of civic events including Remembrance day and the civic carol concert. Again along with Ellie and fellow councillors Karen Collett and Ian Brown, we continue to hold a short Remembrance day service at the War Memorial next to Dale Court in the High Road. This is always well attended and appreciated by those who attend. I have also been working with officers to get this particular memorial replaced with a new one and it will hopefully be in place by November 2013.

Enhance the town's clean and green environment

- As reported last year this is one of my main areas of participation !! As one of the founding members of the Friends of Woodside group I, along with Ellie, run monthly events such as rubbish clean-ups, bat locating and appreciation of Alban Wood walks. We are a vital help in maintaining the Green Flag status of Woodside Playing Fields and work closely with officers in the Parks department and as such have built up an excellent relationship. I think it is fair to say that I am passionate in retaining and improving Woodside and its facilities!! I have been heavily involved with getting updated toilet facilities at Woodside playing fields and hopefully these will be done this year. The footpaths, parking provision and roads throughout this site have all now been upgraded making it a safer and much more user friendly facility.

Enhance the town's sustainability

- Planning has always been one of my main interests and I have been a member of the Development Control committee for many years including eight years as chairman. I have a good knowledge of planning policies and have been a member of the Planning Advisory Group developing the 'new' Local Development Plan. I have also advised many residents on planning matters not only those in Woodside but also the rest of Watford and beyond.
- I have also reported many highways issues mostly with successful outcomes. It is still immensely frustrating having to deal with at times a less than sympathetic County Highways team.
- The control of on-site parking at Woodside playing fields has taken up a lot of time and effort but the result has been good and in the next few months the whole of this area should be covered.

Enhance the town's economic prosperity and potential

- I have supported the Health Campus development and also the Warner Bros studios and Harry Potter Tour development within metres of the northern border of Woodside. I have supported the town centre improvements proposals and look forward to an improved pond area. I have also spent time promoting Watford's fantastic cultural improvements such as the refurbished Colosseum and Palace Theatre.

Supporting individuals and the community

- As well as being a member of my own residents' association I, along with fellow councillors, have supported three tenants' and residents' associations in Woodside. We regularly attend their meetings and have supported a number of their projects financially. I have attended a number of local school events such as plays and anniversary parties and also the local children's centre. I also meet regularly with officers of the Watford Community Housing Trust and raise tenants' problems with them when necessary and also the local neighbourhood police team. Along with fellow councillors we circulate regular newsletters and other information items and deal with problems via e-mail and phone.

Securing an efficient, effective, value for money council

- I have attended a number of training and information events, (as stated above) and as a member of the Development Control committee regularly update myself with the ever changing raft of new legislation. I try to deal with officers in a friendly and efficient manner as I believe this achieves much better outcomes to problems encountered. I also encourage residents to speak to the correct officer when they have queries or problems. Better to empower residents and improve their understanding of how the council works than to constantly do everything for them!!

Influence and partnership delivery

- I frequently talk to the police about problems in Woodside and how we can overcome them although it is at times difficult due to changing personnel. I try to work closely with local schools and Watford Community Housing Trust and we have developed a good and friendly relationship. I have also maintained a friendly relationship with the YMCA team at the Orbital community centre.

Objective for 2012/13

- To ensure that the impending opening of the new Warner Bros studio and Harry Potter Tour in neighbouring Three Rivers does not have a detrimental effect on nearby residents in Woodside

Update on progress

- The studios and tour have now been open for over a year and communications and discussions with the management appear have ensured as little effect on the neighbourhood as possible.

Objective for 2013/14

- This is my last assessment as I will be standing down in the near future but my aspirations and hopes for the betterment of Woodside still hold. I may still be in the area to see the end results of some of the projects but if not I'm sure my fellow Woodside councillors will continue to work for the betterment of this area.



Watford Borough Council Members' Performance Scheme

2013/14

End of Year Self Assessments

Watford Borough Council Members' Performance Scheme 2013/14 End of Year Self Assessments

Introduction

The Council introduced a Member Performance Scheme in February 2008. Part of the scheme required councillors to complete a self assessment at the end of each Municipal Year providing evidence of their activities and demonstrating how these contributed to the Council's objectives:

1. Making Watford a better place to live in
2. To provide the strategic lead for Watford's sustainable economic growth
3. Promoting an active, cohesive and well informed town
4. Operating the council efficiently and effectively

28 councillors have completed self assessments representing 11 of the 12 wards. The assessments are summarised in this document.

The training listed for each councillor is what they have undertaken during 2013/14.

Central Ward

Ward Councillors: Lizz Ayre, Helen Lynch and Rabi Martins

Councillors Lynch and Martins have completed self assessments.

Councillor Lynch

Year elected: 2010

Ward: Central

Reasons for becoming a councillor: To represent residents, to give them a fair outcome that benefits their daily lives and enhances the community well being.

Roles in the Council: Central Neighbourhood Forum, Council, Housing Policy Advisory Group, Joint Housing and Planning Policy Advisory Group, Licensing Committee, Licensing Committee (Licensing Act 2003), Licensing Sub Committee, Market Working Group

Membership of outside bodies: Watford Community Church, Chair of the Queens Community Action Group.

Training and development undertaken: Croxley Rail Link briefing, public speaking training, Health Campus briefing

Attendance record: Expected at 18 meetings. Attended 17 meetings.
Percentage = 94%

How she has met Council objectives:

Making Watford a better place to live in

- Working with officers, traders and residents to ensure that the new Watford Market is the best it can be by suggesting initiatives and encouraging communication between all parties. I have tried to ensure that every opportunity is explored to make the market vibrant, accessible, visually impactful and popular with potential customers.
- Working with residents in Zone E CPZ and officers to see the completion of extended hours enforcement. This was essential to reduce disruption caused by new Metro Quarter development.
- Working with several families and housing/ benefits officers to avoid eviction from their homes.

- Working with Veolia and WBC officers and residents in Water Lane, Gladstone Rd and The Estcourt Conservation area to find the most convenient recycling facility following introduction of blue lidded bins.
- Representing residents by speaking at several Development Control and Licensing hearings objecting to new developments/ businesses changing alcohol sales arrangements, that if approved would have a negative impact on the quality of life of communities i.e. Stanley Rd HMO, 36 Clarendon Rd, Queens Rd Spar.
- Working with minority groups in the community i.e. the Polish community, to ensure they are able to make informed decisions and are aware of their rights and opportunities.
- In liaison with police and fellow ward Councillors setting ward priorities in order to highlight ASB hot spots and increased police presence.

To provide the strategic lead for Watford's sustainable economic growth

- Working with independent businesses in Charter Place, Watford Market, Market St, Queens Rd and Watford High St to expand or to find retail outlets. I have worked with officers and local agents to support them to achieve this by networking and offering practical advice with business rates etc
- Supporting businesses in Queens Rd by instigating 20 minute free parking in the road and currently the installation of a further 7 bays.
- Communicating to residents through residents meetings and newsletters about new developments in the town i.e. Charter Place & Top end of town, Health Campus

Promoting an active, cohesive and well informed town

- Chairing Neighbourhood Forums and working with fellow Councillors to ensure that invited guests provide informative presentations, i.e. Sergeant Simon Mason speaking about measures to reduce Anti Social Behaviour and crime in town centre, Mayor Thornhill on plans for the town, Sarah Priestley from the Museum about town's historical interest.
- Regularly attending and speaking at resident's association meetings including Radlett Rd estate, Estcourt Residents Association, Wilmington, Smith St, Queens Community Action group, Radlett Rd.
- Liaising with officers and residents and arranging smaller meetings and site visits so that face to face meetings ensure a better understanding of issues and potential solutions.
- Working closely with Police and Liam Fitzgerald to ensure that residents report issues and police are aware of them in order to take action.
- Working closely with local religious leaders to promote their facilities, services, community groups and classes, as well as support networks

Operating the council efficiently and effectively

- Attending full Council meetings as well as other committee meetings. Ensuring that I am aware of issues by reading briefing documents and gaining an understanding in order to contribute to debates.
- Building relationships with officers and highlighting issues as they arise in the ward and the Borough.

Objective for 2013/14	Update on progress
<ul style="list-style-type: none"> • Work on public speaking/ question asking in chamber • Rekindle Water Lane residents group and pursue relationship with Tescos to improve this area. • Identify min 2 volunteers to apply to Central Community Fund who may wish to provide clubs for elderly i.e. reminiscence group, especially if it integrated young and old. • Have 6 new businesses installed in Queens Rd by Apr 2014 • Organise Queens Rd Summer Market for 3rd year and recruit more volunteers to bring fresh ideas, gain additional funding to promote it more effectively. Initially find a suitable venue to store the stalls etc, otherwise we won't be able to proceed at all. 	<p>I attended a public speaking course, but this has not encouraged me to speak at full council meetings.</p> <p>Not achieved, although communication remains good with both.</p> <p>One application was approved for an elderly resident project. The community fund has been utilised more effectively with children and youth groups this year.</p> <p>Achieved. There are currently 6 new businesses in the process of moving to QR including a bike shop, an estate agent, employment agency and 3 music related outlets.</p> <p>Achieved.</p>

Objectives for 2014/15

- To hold the Queens Road Summer Market for the 4th year
 - To continue to support minority communities and provide constructive advice and support to vulnerable residents.
 - Try to address the issue of cyclists inconsiderately cycling on pavements and the intimidation to elderly residents this causes, as well as the wider community. Promoting a campaign with the Council, Police and other parties to ensure better education of cyclists and pedestrians.
-

Councillor Martins

Year elected: 1994

Ward: Central

Reasons for becoming a councillor:

1. Influence delivery of services to Watford residents
2. Contribute to improvements to the town social environment and economic development
3. Provide residents with a voice on the council
4. Support the town's voluntary organisations
5. Make representations on behalf of the town to Central Government
6. Improve quality of life for residents in Central Ward

Roles in the Council: Budget Panel, Central Neighbourhood Forum, Community Safety Partnership Task Group, Council, Development Control Committee (Chair), Joint Housing and Planning Policy Advisory Group, Management of Disabled Parking Bays Task Group (Chair), Overview and Scrutiny Committee, Planning Policy Advisory Group

Membership of outside bodies: Hertfordshire County Council Health Scrutiny Committee, Watford Community Church, Hertfordshire Police and Crime Panel, Central Ward Community Fund Management Team, Vice President, Watford North Scouts District

Training and development undertaken: The Shape of Planning and Development Implementing a New Scheme, The Future of the National Planning System, The Care Bill 2013: Understanding and implementing the new framework, Individual Electoral Registration Briefing, Drug and alcohol treatment briefing, London Midland Presentation, Budget Panel: Local Government Finance, Budget Panel: Business Rates since April 13, Growth and Transport – Clarendon Road, Planning in line with Policy

General: Various briefings on Watford Market with senior managers

Attendance record: Expected at 39 meetings. Attended 32 meetings.
Percentage = 82%

How he has met Council Objectives:

Making Watford a better place to live in

- Had regular meetings with the police to discuss and inform their priorities for central ward
- Regular walks around the ward to identify elements that were in need of repair/improvements reported these to the appropriate council department for action
- Met regularly with resident groups to solicit their views on general state of the town in terms of cleanliness transport, antisocial behaviour lighting etc
- Engaged with local residents and community groups and provided support including with funding from the Neighbourhood Forum Budget

To provide the strategic lead for Watford's sustainable economic growth

- Discussions / meeting with Managing Director on the new Watford Market
- Through membership of the Planning Advisory Group
- Review of Council Financial Strategy on the Budget Panel
- Discussions with Portfolio holder and Lead Officers on the Parking Enforcement Policy
- Support for local businesses by participation in meetings of the Chamber of Commerce

Promoting an active, cohesive and well informed town

- The main vehicle for this has been the Neighbourhood Forum meetings which I organise as the lead councillor. By holding the forums in different parts of the ward I ensure that it is not just the usual people who attend The attendance also changes depending on the key item on the agenda
- I also use the monthly group meetings to influence policy decisions that have an impact on the whole town A key aspect of this is arguing for continued support for the community and voluntary sector organisations in the town
- Central Ward councillors also deliver regular newsletters to every household in the ward which feature key developments in the town as well as implications of new local and national legislation/rule changes

Operating the council efficiently and effectively

- Scrutiny of councils administration and services management at Overview and Scrutiny meetings

- Discussions with Service Managers on to resolve issues raised by residents to address short term problems
- Regular meetings with Development Control Section Head to review processes such as notification of applications to residents enforcement of planning conditions etc

Objective for 2013/14	Update on progress
<p>Maintain a high level of engagement with local residents and businesses to ensure that Central Watford remains a safe and pleasant place for residents, businesses and visitors</p>	<p>I am satisfied that the objectives were fully met This assertion is based on the positive comments – verbal and in emails – that I and fellow ward councillors receive from constituents</p> <p>I have also been invited to address residents and business groups</p> <p>Central Ward Councillors also have regular formal meetings with the Police This is in addition to frequent email and other informal communication</p> <p>I regularly comment on Licensing applications and when appropriate make representations at committee on behalf of residents</p>

Objective for 2014/15

1. As in previous years maintain a high level of engagement with local residents and businesses to ensure that Central Watford remains a safe and pleasant place for residents, businesses and visitors.
Continue to work as a key member of the Central Ward Team to sharing the workload and taking a lead on some aspects with mutual agreement of team members
 2. Work with all concerned to promote the new space being created at the top of the town (Parade Area) as a feature of Family Friendly Watford Town Centre
-

Holywell Ward

Ward Councillors: Nigel Bell, Jackie Connal and Matt Turmaine

All three councillors have completed self assessments

Councillor Bell

Year elected: 2007

Reasons for becoming a councillor: I wanted to make a difference to the lives of residents in my local area with regard to anti-social behaviour, Highways issues and education policy as the father of 2-children. As a member of the Labour Party I wanted to put forward Labour policies that could help the most vulnerable and least well-off in my local area and across Watford.

Roles in the Council: Council, Development Control Committee, Major Projects Board, Labour opposition spokesman at Cabinet, Market Working Group, Overview and Scrutiny Committee, Property Scrutiny Task Group-Chair, Three Rivers and Watford Shared Services Joint Committee

Membership of outside bodies: I am a member of the County Council representing Vicarage/Holywell division and serve on the education cabinet panel and children's services cabinet panel. I am on the advisory board of Westfield children's centre. A member of the management committee of the Chessbrook Education support centre in Tolpits Lane as a County Councillor.

Training and development undertaken: Development Control training, Traffic Regulation Order Briefing, Individual Electoral Registration Briefing, Health Campus Briefing, Budget Panel: Local Government Finance, Anti Social Behaviour Briefing

General: As Leader of the Labour Group I arranged for a briefing to the Group by the new Chief Inspector of Watford and I also arranged a briefing to the Group by the Borough's Director of Finance on the Budget. As stated as Leader of the Labour Group I speak at Cabinet putting a Labour and opposition view about the Mayor and her administration's policy.

I get information and email briefings on local Government issues from the LGA and LGIU and I get advice and briefings from the Labour Party nationally and the Labour Party Local Government Association for advice.

Attendance Record: Expected at 34 meetings. Attended 29 meetings.
Percentage = 85%

How he has met the Council objectives

Making Watford a better place to live in

- As usual I attended the Annual Remembrance day service.
- I attended and urged residents to attend the 'Imagine Watford' event last summer.
- I spoke at a County Council meeting on a Labour motion to urge the County to make it easier to bring in a '20 MPH Zone' in Watford in February.
- I spoke at a Licensing Committee and at full Council in support of a 'sensitive' Licensing policy for my County area of Whippendell Road after representations from residents concerned about anti-social behaviour from street drinkers and supported the same policy for parts of Central ward and parts of St Albans Road.
- Separately, I was pleased to support a motion at Full Council on 19th March by my Labour colleagues to encourage shops to not sell super-strength alcohol after the work North Watford Labour Councillors have done in the St Albans Road area.
- As County Councillor I have continued to lobby for better Roads and footways in my West Watford division, using my £90,000 Highways locality budget for resurfacing to make a safer environment.
- My casework has included many calls from residents and emails to County Officers about potholes and I have spent much of my time making sure potholes and other Highway complaints and faults are made good.
- I raised the example of the proposed St James Road 'one-way' policy introduction in my division, which took over a year longer than it should have done at a County Council meeting to highlight the poor performance of the County's Highway maintenance contractor.
- Again I have taken up residents concerns about the streetlights being turned off at midnight, especially when residents have had property stolen at this time and I have contacted the Police about the crime figures after midnight. On crime and anti-social behaviour I have continued to liaise with the Police and the Council's anti-social behaviour officer.
- On Sunday, 2nd March I accompanied Police Officers and PCSO Officers in their 'safer streets' campaign as we knocked on doors in Whippendell Road in Vicarage ward asking residents any issues they may have had on crime and 'anti-social' behaviour
- I have had casework on crime and had a briefing at Shady Lane, Watford Police station for myself and my 2-other Holywell Labour colleagues about the local neighbourhood policing policy.
- I have also had a briefing on individual crimes affecting the Holywell Ward.
- I have continued to liaise with Housing Trust Officers including the Chief Executive and other senior Officers to get action for residents on their complaints receiving phone calls and emails at all times of the day and regularly visiting residents to listen to their problems and concerns.

To provide the strategic lead for Watford's sustainable economic growth

- On Monday 25th November I attended the opening of Morrisons supermarket in my Holywell ward along with my Holywell Labour colleague, and I have continued to meet the store Manager and make suggestions concerning the site.

Promoting an active, cohesive and well informed town

- While I welcome the new primary school proposed next to Morrisons and I have been pushing for this for years at County, I raised at the County Cabinet the concern about the school not being completed till September 2015 and asked about the plans from September 2014 to September 2015.
- I have continued to raise the issue of the 'Farm Terrace' allotments and their campaign to stay and I have argued for a new Hospital and the continuation of Farm Terrace.
- I have written letters to the Watford Observer putting a local Labour view throughout the year, and issued leaflets to residents explaining Labour policy and setting out my and Labour Council colleagues work and achievements in Holywell and Vicarage Wards.
- My main casework again has come from housing issues rivalling Highways with the most calls and emails.
- As I am a member of the County education panel, I regularly have raised the issues of the lack of primary school places in Watford and the coming lack of places for secondary schools.
- I have had casework from concerned parents on this and other education issues and have been in contact with senior officers to help parents in getting a better deal for their child.
- As the County's Labour spokesman on Children's services and member of the children's services panel, I have continued to argue for a better deal for the most vulnerable children in Watford and the County and especially, 'looked after children.'
- I have continued to contact the MP for Watford when needed on behalf of residents.

Operating the council efficiently and effectively

- I have continued to work with Council colleagues of all Political Parties for the good of the town and I am always willing to help all Councillors with advice.
- I have continued to speak at Development Control meetings.
- I spoke at the Full Council on the 29th January in the Budget debate putting forward the Labour alternative budget to the Mayor and her administration.

- I have continued to ask questions of the Mayor at Council meetings throughout the year and encouraged other Labour members to ask oral and written questions at Full Council.
- As a member of the 'Overview and Scrutiny' committee I was able to question the Watford Council Housing Trust Chief Executive about residents complaints that arose due to the 'Task Group' which was set up to look into the performance of the Housing Trust.
- As a member of the overview and scrutiny committee I have asked questions throughout the year of Officers on the Council's performance, I particularly thought it important to question the Interim Head of Revenues and Benefits on the 'overpayments' question and other Revenues and Benefits issues.
- This was also an issue I raised in my time on the Shared Services Committee with Three Rivers Council and I also questioned the privatisation of I.T. and the crucial question of the future of scrutiny for Watford members on behalf of their residents from April 1st when the new 'shared services' policy is introduced and Three Rivers will have responsibility for Revenues and Benefits.

Objective for 2013/14	Update on progress
<p>To continue to do my best as Labour Group Leader to oppose in a constructive way the Liberal-Democrat administration and stand up for the less well-off and the vulnerable in the Town, especially to help those affected by the coalition Government's welfare reforms.</p>	<p>I would like to think I have met my objectives in opposing the Liberal Democrat administration with motions and questions at Full Council and campaigning throughout the year, and taking up residents issues arising from the coalition's welfare reforms. I have also encouraged my Labour Council colleagues to oppose the administration giving help and advice where I could.</p>

Objective for 2014/15

To continue the work I have listed above in opposing the Mayor and her Liberal Democrat administration and helping my Labour Council colleagues with their development any training needs they have.

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Councillor Connal

Year elected: 2010

Roles in the Council: Council, Licensing Committee, Licensing Committee (Licensing Act 2003), Licensing Sub Committee

Training and development undertaken: Croxley Rail Link briefing, public speaking training, Individual Electoral Registration briefing, drug and alcohol treatment briefing, London Midland presentation, Health Campus briefing, Budget Panel: Local Government Finance

Attendance Record: Expected at 16 meetings. Attended 13 meetings.
Percentage = 81%

How she has met the Council objectives

Making Watford a better place to live in

- Promoting activities at Holywell Community Centre
- Attending events of African Caribbean Society, Portuguese Community, and assorted lunch clubs that are held in Holywell Community Centre.
- I would like to bring more of the 'over 60s' together and propose contacting Holywell Community Centre to discuss the possibilities.
- Supporting numerous Museum Activities.
- Working with the police on crime in Holywell and CCTV in the Town Centre.

To provide the strategic lead for Watford's sustainable economic growth

- Working with Watford Community Housing Trust

Promoting an active, cohesive and well informed town

- Many visits to Holywell Community Centre
- Visiting Watford Museum on a regular basis
- On Tuesday mornings visiting Café West where I make contact with many constituents and am able to listen and help.
- Attend regular residents meetings.
- Meetings with police.
- Attending events at local schools (Laurence Haines, Holywell and St. Anthony's)
- Attending committee meetings and events at Westfield Children's Centre
- Housing difficulties resolved.

Operating the council efficiently and effectively

- Attending all Council meetings
- Attending committee meetings of all committees to which I belong and also attending many others as an Observer.
- Working with staff members on behalf of constituents
- Attending Training and Briefings.

Objective for 2013/14	Update on progress
Watford Community Housing Trust Task Group agreed in place and very useful	I am very grateful for the help I and my constituents, with problems, have received.

Objective for 2014/15

Looking into the possibilities of how the over 60s might be able to come together more.

Councillor Turmaine

Year elected: 2012

Reasons for becoming a councillor:

- To represent my community and constituents
- To promote political engagement
- To contribute to the cultural and economic development of the town
- To foster harmony and integration amongst the town's diverse communities
- To be a voice for the many
- To highlight the impact of legislation on our community and constituents

Roles in the Council: Budget Panel, Constitution Working Party, Council, Council Functions Committee, Licensing Committee, Licensing Committee (Licensing Act 2003), Licensing Sub Committee, Member Development Group

Training and development: Development Control training, Budget Panel: Local Government Finance, Individual Electoral Registration Briefing, Budget Panel: Business Rates since April 2013, Health Campus Briefing

Attendance Record: Expected at 20 meetings. Attended 17 meetings.
Percentage = 85%

How he has met the Council objectives**Making Watford a better place to live in**

- Attended regular briefings with WCHT throughout the year with residents for planning and representation.
- Attended Cassiobury Park development consultation plans.
- Attended Health Campus plans consultation and Primary Care consultation meeting.

- Attended meetings with the police throughout the year for ward and CCTV consolidation.
- Attended meeting with Sanctuary Housing regarding issues in local ward.
- Attended Farm Terrace allotments meeting.

To provide the strategic lead for Watford's sustainable economic growth

- Attended Watford New Hope Trust Market Garden Day.
- Attended Watford Chamber of Commerce event.
- Support and attend local cultural venues, e.g. Palace Theatre events throughout the year.
- Support local economic and cultural events in local ward, e.g. Latin Community event in HCC and Watford Live.
- Support local business and retail.
- Provide support, feedback and engagement with local businesses.

Promoting an active, cohesive and well informed town

- Attended Remembrance Sunday event at memorial at Town Hall.
- Attended Eid and Vaisakhi celebrations in the town.
- Visited Watford Hospital Radio to see facilities.
- Attended Cassiobury Water Festival.
- Attended the Multicultural Centre celebratory events
- Attended Hertfordshire County Show.

Operating the council efficiently and effectively

- Attended full council meetings in order to actively participate in the process of local government as an elected member.
- Submitted motions to council to promote decent standards in local government on matters of local concern (including working with other parties to effect successful passing through council).
- Attended committee meetings in order to exercise member scrutiny on relevant departments including budget and licensing.
- Upheld the member code of conduct in engagement with council officers.

Objective for 2013/14	Update on progress
To develop my skills and experience as a councillor and to continue to represent my constituents in their casework needs, to continue to engage with the council officers for the benefit of the town and community.	Through training and experience of undertaking my responsibilities as a councillor, through being available to local residents and engaging with council officers as required.

Objective for 2014/15

Represent my constituents, participate in council meetings, uphold the council code of conduct and continue to develop my skills through training and relevant briefing sessions.

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Leggatts Ward

Ward Councillors: Stephen Johnson, Anne Joynes, Asif Khan

Councillors Johnson and Joynes have completed self assessments

Councillor Johnson

Year elected: 2009

Reasons for becoming a councillor: I became a Councillor because I wanted to serve the communities of Leggatts Ward by representing their interests in local government. I also wanted to have more involvement at a local level in decision making. I felt this was the next step, after chairing a local Residents Association

Roles in the Council: Constitution Working Party, Council, Development Control Committee, Housing Policy Advisory Group, Joint Housing and Planning Policy Advisory Group, Overview and Scrutiny Committee, Planning Policy Advisory Group, Property Scrutiny Task Group, Standards Committee (Chair)

Membership of outside bodies: Ridge Resident Association

Training and development: Croxley Rail Link Briefing, Development Control Training, Traffic Regulation Order Briefing, Public Speaking Training, Individual Electoral Registration Briefing, Budget Panel: Local Government Finance

Attendance Record: Expected at 39 meetings. Attended 38 meetings.
Percentage = 97%

How he has met the Council objectives

Making Watford a better place to live in

- Involved in various North Watford Park clean up days and planting days organised by Ridge Residents Group. Planted bulbs and put up bird and bat boxes
- Working with Parks department to improve signage

- Represented residents of Gammons Farm Close in issues with Housing Association.
- Continued with involvement with clean-up days and planting days at North Watford Playing Fields.
- Organised meeting between County portfolio holder and Orchard school head to find a way forward for the school development plan

To provide the strategic lead for Watford's sustainable economic growth

- Member of Planning Advisory Group
- Member of the Housing Policy Advisory Group

Promoting an active, cohesive and well informed town

- Consulting with local traders and businesses. Representing their views to the Council.
- Member of Planning Advisory Group which also concentrates on the economic wellbeing of the Town. Group has potential for doing good work.

Operating the council efficiently and effectively

- Attending appropriate training
- Awareness of Constitution and Code of Conduct
- Researching and keeping up to date on local government issues, mostly through own political party.
- Member of the overarching Scrutiny Committee

Objective for 2013/14	Update on progress
To work towards making an impact on the housing situation including through Membership of the WCHT Task Group.	I feel the Task group achieved its original aims and objectives.

Objective for 2014/15

To become more involved in the running of the Council.

.....

Councillor Joynes

Year elected: 2012

Reasons for becoming a councillor: I wanted to make a difference and act as an advocate for people who are vulnerable and to try to put forward Labour policies to the advantage of people in the ward.

Roles in the Council: Community Safety Partnership Task Group, Council, Development Control Committee, Housing Policy Advisory Group, Joint Housing and Planning Policy Advisory Group, Outsourced Services Scrutiny Panel, Planning Policy Advisory Group

Membership of outside bodies I am a County Councillor representing Callowland/Leggatts. I am a member of the cabinet panel for Customer Performance and Libraries. I also am on the Scrutiny panel

Training and development undertaken: Traffic regulation order briefing, The Future of the National Planning System, Individual Electoral Registration Briefing, Drug and Alcohol Treatment Briefing, London Midland Presentation, Budget Panel: Local Government Finance

General: At County I have undertaken training to chair a Scrutiny topic group. I shall be chairing a topic group on Children's Centres in May. I have taken part in the "Safer Streets" campaign in Leggatts. I have assisted residents in their dealings with the Housing Trust. I attend a monthly coffee morning at Hollytree House which is run by the Courtlands Residents' association.

Attendance Record: Expected at 36 meetings. Attended 35 meetings. Percentage = 97%

Making Watford a better place to live in

- I attended the annual Remembrance Day service.
- I have continued to support the local residents' associations in my ward.
- Organised neighbourhood 'clean ups' in the ward.

Objective for 2013/14	Update on progress
To work effectively with residents' associations to enable them to effect the improvements required in their communities.	I have organised neighbourhood 'clean ups'. Helped one CRA to purchase and install salt bins for the winter. Been able to deal/facilitate work on long-term road/traffic problems

Objective for 2014/15

To work on improving the 'street scene' in both wards.

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Meriden Ward

Ward Councillors: Jan Brown, Sue Greenslade, Karen Hastrick

All three councillors have completed self assessments

Councillor J Brown

Year elected: 1998-2002 and 2003

Roles in the Council: Chief Officer Pay Panel, Council, Housing Policy Advisory Group, Joint Housing and Planning Policy Advisory Group, Licensing Committee (Chair), Licensing Committee (Licensing Act 2003) (Chair), Licensing Sub Committee

Membership of outside bodies: Unpaid director of Lemarie Centre for Charities

Training and development undertaken: Individual Electoral Registration Briefing Scannet and Asbo Training

Attendance Record: Expected at 17 meetings. Attended 17 meetings. Percentage = 100%

How she has met the Council objectives

Making Watford a better place to live in

- Together with our partners (particularly the police), we have worked really hard to find a good balance in the night time economy between having a good and safe night out and chaos in the town centre late at night. We think we have got the balance about right now and will concentrate on maintaining it. We have brought our licensing policy up to date in light of what we have experienced over the last four years.
- As Meriden ward councillor, I am now working with Veolia and our own Parks Department to get a Green Flag award for Garston Park.

To provide the strategic lead for Watford's sustainable economic growth

- Supported the Mayor and Cabinet in their proposed policies.

Promoting an active, cohesive and well informed town

- In my role as Chair of the Licensing Committee, I have worked with the Central Ward councillors with regard to licensing the pubs, clubs, bars and restaurants in the town centre. I work closely with WBC's licensing department and regular drivers' newsletters are sent to the hackney carriage and private hire trade.
- An 'About Watford' magazine is circulated to every household in the town telling them what the Council are currently doing, to which, everyone has an input.
- As for my own Ward (Meriden), we three councillors put out regular leaflets asking our residents what we can do for them and telling them what we have done to improve the area and what we propose to do. I also attend monthly meetings of the Meriden Residents' Association and keep them well informed of what we are doing in the area – not to mention taking on board their wishes as far as possible.

Operating the council efficiently and effectively

- As a member of the ruling group, I have a say in what our policies currently are and what our future proposals are. We think we are doing a very good job making savings year on year and our aim is to keep the front line services as efficient as they possibly can be. We have yet again frozen council tax whilst still maintaining high standard, efficient front line services.

Objective for 2013/14	Update on progress
Again, I shall be continuing to administer the councillors' neighbourhood project money on community causes in Meriden Ward.	We have spent our entire allocation of £2,500 on projects in the Ward. We have donated money for the purchase of football kits for Meriden Community Centre and complete kits for the separate Meriden youngsters' football team, which is now affiliated to the football league.

Objective for 2014/15

My objective will be to carry on working on the balance of the night time economy in the town centre, as long as I am chair of licensing. Also to continue administering our neighbourhood project money on community causes in Meriden Ward

.....

Councillor Greenslade

Year elected: 2003

Reasons for becoming a councillor: To improve where I live

Roles in the Council: Budget Panel, Chief Officer Pay Panel, Council, Management of Disabled Parking Bays Task Group, Outsourced Services Scrutiny Panel, Overview and Scrutiny Committee

Membership of outside bodies: RSPB Sussex Wildlife Trust, Celebration Watford (catering)

Training and development: Individual Electoral Registration Briefing, Budget Panel: Business Rates since April 13

General: China tea club Garston community church, celebration committee doing the catering

Attendance Record: Expected at 21 meetings. Attended 14 meetings. Percentage = 67%

How she has met the Council objectives

Making Watford a better place to live in

- Graffiti in subway, cars for sale on public roads, litter bins
- Sorted residents mould etc from house, drug dealing with police and scooters subways
- Bench in parks etc.

To provide the strategic lead for Watford's sustainable economic growth

- Working with Sainsburys for rats/litter, anti social behaviour in car park at night and the expansion of the store.

Promoting an active, cohesive and well informed town

- Meeting residents out and about, going to residents open meetings
- Going to Remembrance Sunday and Vicarage Road and Carol Service
- Trying to get school to get parents to park safely outside school

Operating the council efficiently and effectively

- Attend meeting of the committees and task groups

Objective for 2013/14
Tried to get a better bus service for the Meriden estate

Objective for 2014/15

Get manhole covers resurfaced on St Albans Road

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Councillor Hastrick

Year elected: 2006

Reasons for becoming a councillor: Living in Meriden Ward, I felt it important that residents have an advocate and I was impressed with what the present administration had achieved for Watford.

Roles in the Council: Constitution Working Party (Chair), Council, Licensing Committee, Licensing Committee (Licensing Act 2003), Licensing Sub Committee, Outsourced Services Scrutiny Panel, Overview and Scrutiny Committee, Property Scrutiny Task Group

Membership of outside bodies: Watford Citizen's Advice Bureau, Watford Community Housing Trust, Member of Berrygrove Children's Centre Advisory Board, Herts Highways – Highways Liaison Panel

Training and development: Development Control training, Traffic Regulation Order briefing, National Grid briefing, Individual Electoral Registration briefing

Attendance Record: Expected at 22 meetings. Attended 20 meetings.
Percentage = 91%

Making Watford a better place to live in

- Member of WCHT Steering Group for 'Heart Meriden' consulting residents on improvements to Meriden Estate.
- Neighbourhood Watch. Fully supporting North Watford Police. Supporting WFC Charitable Trust as landlords of Meriden Community Centre. Working with officers and residents to achieve improvements to local parks. Support for resident petition for improved crossing on Bushey Mill Lane (between the two Parkgate schools).
- Regular update meetings with Herts Highways.

To provide the strategic lead for Watford's sustainable economic growth

- Member of consultative group for Meriden Heart. Consulting with local businesses and residents over concerns.
- Member of WCHT Board.
- Attending briefings and reporting on Croxley Rail Link, improvements to Watford junction Station, Dome roundabout, Abbey Line.

Promoting an active, cohesive and well informed town

- Working with officers on outdoor gyms sited on Garston and Lea Farm Parks.
- Supporting local youth-led projects (Meriden Fishing Club, Football Club).

- Improvements to facilities on Meriden Park.
- Keeping in touch with residents with regular newsletters and social media as well as regular attendance at resident meetings.

Operating the council efficiently and effectively

- Working on variety of Watford Borough committees.
- Representation at County Council.
- Representing WBC at local Resident Associations and reporting on concerns.

Objective for 2013/14	Update on progress
Looking into support for Friends of Garston Park	This is an on-going project.

Objective for 2014/15

Re-starting Friends of Garston Park group and beginning Friends of Lea Farm Park to aid the Green Flag status classification for both parks.

Nascot Ward

Ward Councillors: Jeanette Aron, Mark Hofman, Mark Watkin

All three councillors have completed self assessments

Cllr Aron

Year elected: 2011

Reasons for becoming a councillor: to take a more active role in supporting our community when residents are faced with difficult issues or concerns, to encourage active participation in community life for all

Roles in the Council: Budget Panel, Community Safety Partnership Task Group, Council, Housing Policy Advisory Group, Joint Housing and Planning Policy Advisory Group, Major Projects Board, Overview and Scrutiny Committee

Membership of outside bodies: Hertfordshire Covenant Board, long standing volunteer with charities based in the Gambia and volunteer at own synagogue NPLS

Training and development: Tackling crime - the new policing landscape, Development Control training, Individual Electoral Registration Briefing, Drug

and alcohol treatment briefing, Health Campus Briefing, Budget Panel: Local Government Finance, Budget Panel: Business Rates since April 13

Attendance Record: Expected at 29 meetings. Attended 28 meetings.
Percentage = 97%

How she has met the Council objectives

Making Watford a better place to live in

- On going support of the Ridge Lane Residents Association with their clean-up and bulb planting weekends at North Watford Playing Fields. Litter picking at Goodwood Recreation Ground and Hempstead Road with the Courtland's Residents Association.
- Working with residents, the Nascot Residents Association and OM management Company to improve public open space at Willow Grange.
- Have attended a Safer Streets session with our Community Police Officers
- Worked with residents on issues relating to ASB with support from officers from WBC
- Regular meetings with our Community Police Officers at Shady Lane to address any concerns they or residents have in relation to Community Safety

To provide the strategic lead for Watford's sustainable economic growth

- By supporting the planned Watford Health Campus

Promoting an active, cohesive and well informed town

- Attend coffee mornings at local sheltered accommodation
- Provided support and help for the Cassiobury Residents Association, Ridge Residents Association & Nascot Residents Association as when required
- Organised a Neighbourhood Forum and worked with residents with parking issues throughout the ward or on Park improvement consultations.
- Worked with local schools with the aim of community and children's safety through parking scheme's or with Emergency Evacuations in conjunction with the local Community Police
- Have attended Nascot Grange Affordable Housing opening, helped support the Cassiobury Residents Association fun day, attended a tree planting at North Watford Playing Fields, attended a Community Day & Rugby Match at Watford Rugby Football Club
- Have attended the AGM's of the Cassiobury Residents Association & Nascot Residents Association
- Helped support and meet with residents when objecting to planning applications in their vicinity

- Worked with my colleague Cllr Watkin & helped residents with issues relating to special needs education for their children
- Working with WBC Officers in all departments to provide satisfactory solutions to any queries raised by residents
- Continue working as a team with my fellow councillors, our wonderful residents associations and all the volunteers that work to achieve so much locally

Operating the council efficiently and effectively

- On Budget Panel Committee
- Helping to support our WBC officers in their endeavours to provide an excellent service for all our residents

Objective for 2013/14	Update on progress
To continue to work with and help support the residents of Nascot Ward and the partnerships that enable my work as a councillor to support that need	Have accomplished many satisfactory results for our residents this year and will continue to be a support and help when required

Objective for 2014/15

Continue in the same vein as this year

Cllr Hofman

Year elected: 2012

Reasons for becoming a councillor: To engage with local residents, help Constituents with issues they may encounter and ensure the interests of young people are heard

Roles in the Council: Council, Council Functions Committee (Vice-Chair), Highways Forum, Major Projects Board, Member Development Group

Training and development: Veolia Outsourced Service Briefing, Croxley Rail Link Briefing, Individual Electoral Registration Briefing, Health Campus Briefing, Social Media Training

Attendance record: Expected at 14 meetings. Attended 12 meetings. Percentage = 86%

How he has met Council objectives

Making Watford a better place to live in

- I attend to residents' casework and support my fellow Nascot councillors with their work on behalf of local constituents; this is usually concerned with planning issues, parking, schools and potholes.
- In the last year I helped organise two residents' forums and liaised with local Police to ensure they have a regular opportunity to hear the issues our constituents may have.
- Meet with residents to discuss their parking concerns in a 1-2-1 capacity whenever required.
- Worked with local Police, residents and councillors to ensure minimal disruption during the Bilderberg conference.
- Work with residents associations to improve local parks, participating in clean-up sessions and funded a skip to help clear debris.
- Suggested future improvements to local infrastructure which improve the image of the town and wellbeing of residents.
- Supported the funding of a new CCTV control for Police use.

To provide the strategic lead for Watford's sustainable economic growth

- Attended the Watford Chamber of Commerce AGM.
- Encouraged the participation of the Watford Cultural Leaders Group in infrastructure improvements to help enhance the appearance of our local assets.
- Member of the Major Projects Board.
- Member of the Highways Forum.
- Regularly attended meetings of the Chamber's Creative Technologies Cluster Group and promoted export led growth amongst local businesses.

Promoting an active, cohesive and well informed town

- Nascot is home to three active residents' associations. I have supported their activities through the use of our WBC forum budget, attended their meetings, functions and met with the groups' leaders and members whenever needed.
- I provide information to residents via our frequent newsletters, telephone calls and personal visits.
- Attend civic events such as the Remembrance service at the Town Hall and the Mayor's Christmas reception for local private and public sector organisations.
- Providing advice to residents regarding the recent outsourcing of waste services.
- Attended the Individual Electoral Registration Briefing and passed on information to local residents as required.

- Supporting local residents with their objections to local development plans and representing their views at Development Control Committees. In early August I also attended Development Control Committee and represented residents who opposed the demolition of 61a Church Road.

Operating the council efficiently and effectively

- Member of the Council Functions Committee.
- Member of the Major Projects Board.
- Regularly researching new legislation affecting the Council and where possible best practice from other authorities.

Objective for 2013/14	Have you met your objective?
To continue my development as a local councillor and build my knowledge of local government.	I have built my knowledge of local government by attending training sessions and briefings during the past year to ensure I'm up-to-date with changes in the local landscape.

Objective for 2014/15

Enhance my knowledge of development control and support the enhancement of our local community assets and activities.

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Councillor Watkin

Year elected: 2006

Reasons for becoming a councillor: My principal reason was, and remains my desire, to improve the facilities and services provided to my Ward by the council and its associated bodies. "To make a difference" to the lives of the community I serve.

Roles in the Council: Cabinet, Chief Officer Pay Panel, Council, Council Functions Committee (Chair), Development Control Committee, Joint Housing and Planning Policy Advisory Group, Member Development Group, Planning Policy Advisory Group, Portfolio Holder for Democracy and Governance, Three Rivers and Watford Shared Services Joint Committee (Chair)

Membership of outside bodies: Friends of Little Cassiobury – Trustee, Friends of Cassiobury Park – member, Nascot Residents Association – member, Friends of Watford Museum – member

Training and development: LGA Conference, Traffic regulation order briefing, Developing practical responses to universal credit and welfare reform, Individual Electoral Registration Briefing, London Midland Presentation,

Budget Panel: Local Government Finance, Budget Panel: Business Rates since April 13, Audit: The Role of the Audit Committee in Risk Management

Attendance record: Expected at 37 meetings. Attended 30 meetings.
Percentage = 81%

How he has met Council objectives

Making Watford a better place to live in

- I have been actively involved in finding a use for the wonderful Little Cassiobury, possibly as a heritage museum or an arts centre.
- I am a member of the Friends of Cassiobury Park and have participated in their working parties tackling conservation issues in the Park.
- I have worked to enhance the facilities of both the parks in my Ward as these are vital to the development of a healthy lifestyle for all our community.
- I work closely with all three major Residents Associations who do such an excellent job of highlighting areas of concern in my Ward
- Through my role as a County Councillor have worked to ensure that there is sufficient primary and secondary education provision for the young people of Nascot and in particular have supported the West Hertfordshire Free School's Trust bid to open their Watford Town School.
- Together with my ward councillors we have worked to reduce the impact of the pressures of car parking on our busy streets.
- I am working to reduce the problems of speeding on roads in my Ward and I actively support the 20 is Plenty Campaign.
- I have challenged all development schemes in the ward to ensure that they are appropriate, and in keeping with our neighbourhood. Regrettably Planning Inspectors do not always agree with my and more particularly the community's views.
- I regularly report Highways faults using the online reporting tool on the HCC website.
- I am able, through my role as County Councillor, to use their Highways Locality Grant to bring about significant improvements to the highway and pavements in my Ward.

To provide the strategic lead for Watford's sustainable economic growth

- I am in the fortunate position to be a member of the Cabinet, and in this role I have reviewed and supported the Health Campus project, the development of Charter Place, and the Croxley Rail Link all of which will bring new jobs and a better environment to the town.

Promoting an active, cohesive and well informed town

- In my role as a Cabinet Member I have reviewed, commented on and approved policies and projects brought before the Cabinet which cover all these areas.
- My position as a County Councillor has enabled me to become closely involved in the planning of the education provision in the town, which is now unequalled in its variety and quality.

Operating the council efficiently and effectively

- In my role as Portfolio of Shared Services. I have worked closely with the Council's newly appointed Section 151 officer and her team to effect a transformation in the efficiency and overall performance of the Revenues and Benefits Department. This has resulted in the neediest in the community receiving the level of service that all Watford residents expect from our high achieving council.
- I have attended appropriate training to keep me abreast of the changing environment facing my portfolio responsibilities and the wider council. I also research issues on the Internet and receive a number of publications on Local Government issues.
- I believe every element of the Council's operation should be open to challenge and scrutiny to ensure that our residents receive as high a quality of service but as economically as possible. It is for this reason that I have supported the use of external providers to run our Environmental Services and our ICT Services.
- I have lead on the review of our Shared Service operation with Three Rivers which has resulted in a change in the management and governance of these services.

Providing Vision (Cabinet Members only)

- As a member of Cabinet I am constantly asked to consider matters of policy which in themselves set the vision for the future of Watford. Before agreeing to such proposals I challenge and question their effectiveness before agreeing to their implementation.
- In my particular area, my objective is to ensure that all the shared services are responsive and effective and are in good shape to meet the demands facing them in the future.

Managing Performance (Cabinet Members only)

- This is absolutely at the heart of everything I do in my portfolio. The work that has been done between me and the senior officers in Revenues and Benefit, and indeed all the Shared Services, substantiates this.

Objective for 2013/14	Update on progress
To aim to ensure that all the departments in my portfolio achieve their targets and when the services are supplied by 3 Rivers, that we receive a high standard of performance matching agreed targets.	Partly. I had hoped the new service relationship would have been implemented during FY 2013/14 but for good reasons the changes will be implemented at the start of FY 2014/15

Objective for 2014/15

To aim to ensure that all the departments in my portfolio achieve their targets and when the services are supplied by 3 Rivers, that we receive a high standard of performance matching agreed targets.

Oxhey Ward

Ward Councillors: Shirena Counter, Iain Sharpe, Peter Taylor

All three councillors have completed self assessments

Councillor Counter

Year elected: 2002

Reasons for becoming a councillor: I wanted to make a difference to my local area

Roles in the Council: Budget Panel, Council, Outsourced Services Scrutiny Panel (Chair)

Membership of outside bodies: The Ashfield School Foundation

Training and development undertaken: Individual Electoral Registration Briefing, London Midland Presentation, Budget Panel: Local Government Finance, Budget Panel: Business Rates since April 13, Speed reading training, Briefing on Scan-Net and ASB legislation changes

Attendance record: Expected at 14 meetings. Attended 14 meetings. Percentage = 100%

How she has met the Council objectives

Making Watford a better place to live in

- Liaised with Network Rail to successfully get vegetation and graffiti removed from Bushey Arches
- Liaised with planning over individual applications (eg 83 Lower Paddock Road)

- Chaired meeting with OVEG and WBC Conservation team about Oxhey Conservation Area
- I chaired a number of meetings with residents, Councillors, County and WBC officers and specialist consultants to discuss the Health Campus access road through Oxhey Park, resulting in an alternative route which will have far less impact on the park.
- I worked with fellow councillors and officers to finalise the introduction of short term parking bays in Oxhey
- I have been actively involved in casework for individual residents, including facilitating a meeting with the planning team and a local resident, liaising with the Watford Community Housing Trust on behalf of a resident with a number of issues, and dealing with minor issues such as dealing with blocked drains and road markings

To provide the strategic lead for Watford's sustainable economic growth

- I continue to liaise with London Midland to improve fast train services to both Bushey & Watford junction and am hoping that there will be further timetable improvements in May

Promoting an active, cohesive and well informed town

- Before stepping down as Chairman, I attended a number of community events such as the Vaisakhi festival and the Herts Constabulary Art awards, and I also set up the Chairman's 100 Club to generate further funding for the Chairman's charities.
- I was asked to open the Oxhey Village Environment Group summer fayre
- I helped judge the OVEG photo competition with Peter Taylor
- I undertook the sponsored dog walk organised by the Harrison/Sawyer families to raise money for the Royal British Legion
- I have attended various local meetings held by OVEG, Friends of Oxhey Park and also chaired a meeting with residents who were concerned about the demolition of a garage and its impact on bats.
- We also held a Neighbourhood Forum on the forthcoming train blockade.

Operating the council efficiently and effectively

- This year I have been chair of outsourced services scrutiny
- Member of budget panel

Objective for 2014/15

To facilitate/support the development of a biodiversity plan for Watford and work with the head of Parks & Open spaces to bid for money to run a project similar to the Wild Stevenage project.

To work with the HMWT and Health Campus team to ensure that a Wildlife corridor is planned into the design of the Health Campus Access Road, enabling wildlife to safely move across the road

.....

Councillor Iain Sharpe

Year elected: 1991

Roles in the Council: Cabinet, Constitution Working Party (Vice-Chair), Council, Development Control Committee, Highways Forum, Joint Housing and Planning Policy Advisory Group, Major Projects Board (Chair), Market Working Group, Planning Policy Advisory Group (Chair), Portfolio Holder for Regeneration and Development, Watford Borough Council and West Herts Golf Club Joint Committee

Membership of outside bodies: Local Government Association - Urban Commission, Traffic Management Act Adjudication Joint Committee

Training and development undertaken: Croxley Rail Link Briefing, Traffic regulation order briefing, DC training, Individual Electoral Registration Briefing, Health Campus Briefing, Budget Panel: Local Government Finance

General: As in previous years, my work as a councillor has involved both representing residents in Oxhey ward on a range of local issues and serving in the Mayor's cabinet with responsibility for Regeneration and development. I have worked closely with my ward colleagues Peter Taylor and Shirena Counter, and county councillor Stephen Giles-Medhurst to deal with issues in Oxhey such as highway repairs, concern about rail services, development and improving local green space. As chair of the Major Projects Board and cabinet member I have worked with officers to progress key projects for Watford's future, including Part 2 of the local plan, health campus, the new market, the strategic property review etc. It is implicit in what I set out below that all the matters I have worked on have involved cooperation with others and due credit must go to my councillor colleagues, council officers, local community groups etc.

Attendance record: Expected at 38 meetings. Attended 35 meetings.
Percentage = 92%

How he has met the Council objectives

Making Watford a better place to live in

- Worked with fellow councillors, officers and Friends of Oxhey Park to ensure the successful achievement of major improvements to the park, including outdoor gym, improved footpaths, gateway features, new benches etc.
- Supported the improvements to the Parade and launch of the council's events programme

- Chaired the Planning Policy Advisory Group, overseeing Part 2 of the Local Plan (also relevant to each of the other objectives below) as well as various other planning documents to encourage good design.
- Supported conservation initiatives such as restoration of the tombs in St Mary's Churchyard and the designation of a conservation area in part of Oxhey Village.
- Approved and agreed consultation on possible changes to parking arrangements and acting in accordance with the wishes of residents consulted.

To provide the strategic lead for Watford's sustainable economic growth

- As chair of the Major Projects Board I have been responsible for encouraging and scrutinising progress on key issues affecting the town, including the Watford Health Campus, provision of a new market, Charter Place redevelopment.
- Attended the Hertfordshire Infrastructure Planning Partnership (HIPP) meetings, working on the provision of infrastructure to accompany new development and to develop effective operation of the 'duty to co-operate' in planning.
- Approving the council's property review to identify ways of enhancing the effectiveness of the council's property portfolio.
- In the emerging local plan agreeing policies that identify how Watford can provide for future economic growth

Promoting an active, cohesive and well informed town

- Regular communication with local residents through newsletters and email to keep people informed about local issues.
- Ensuring that consultation on matters such as planning and parking is genuine and that the council listens to the views of local people before reaching decisions.
- Writing letters to the Watford Observer to inform residents about key local issues.
- Attending public meetings to discuss issues such as rail services and parking policy with local residents.

Operating the council efficiently and effectively

- Regular meetings with Head of Regeneration and Development to monitor general performance of the service.
- High performance according to latest figures by the development management service in terms of time taken to determine planning applications.
- Overseeing delivery of parking surveys, consultations and changes to the parking regime.
- Establishing review of the council's property portfolio.

- Contributing more widely to cabinet discussions and decisions about key services, including parks improvements and recycling.

**Providing Vision
(Cabinet Members only)**

- Contributing to development and delivery of council's key priorities, including work towards a family-friendly town centre.
- Promoting via planning policy etc. work towards a strong local economy and sustainable neighbourhoods.
- Willingness to take difficult decisions (e.g. over health campus) for the greater good of the town.
- Participation in regular meetings with senior management to further the council's policy goals.

**Managing Performance
(Cabinet Members only)**

- Regular meetings with the head of service and quarterly reviews to monitor performance of services within my cabinet portfolio.
- Attendance as necessary at scrutiny committees.
- Taking up complaints and concerns raised by local residents and being willing to challenge questionable performance by the council where necessary.

Objective for 2013/14	Update on progress
<ul style="list-style-type: none"> - Maintain progress on Part 2 of the Local Plan 	Yes, progress maintained - ongoing
<ul style="list-style-type: none"> - Ensure we stick to the timetable for agreeing the Local Plan Part 2 in line with the recently agreed Local Development Scheme. 	Yes, progress maintained - ongoing
<ul style="list-style-type: none"> - Propose more policy motions on behalf of the Liberal Democrat group at full council meetings. 	Seconded motion on 20mph speed limits at November council.
<ul style="list-style-type: none"> - Ensure that whatever new arrangements are agreed for street cleaning, parks and refuse services continue to meet the aspirations of local residents, while delivering financial savings. 	Yes new refuse and recycling and environmental services contract agreed, delivering savings, enhanced service and increased recycling rates.
<ul style="list-style-type: none"> - Promote the project for reducing street clutter in Oxhey. 	Project carried out in cooperation with county councillor Stephen Giles-Medhurst

Objective for 2014/15

- Ensure we continue to progress the Local Plan Part 2 in line with the recently agreed Local Development Scheme.
 - New market to open in 2014
 - Approve conservation area character appraisal for Oxhey
 - Ensure progress on improvements at Watford Heath and Riverside Road open spaces
 - Increase frequency of email communication to constituents and investigate use of social media.
-

Councillor Taylor

Year elected: 2012

Reasons for becoming a councillor: Wanting to make a difference in my local area

Roles in the Council: Audit Committee (Vice-Chair), Budget Panel, Council, Council Functions Committee

Training and development: Development Control training, Budget Panel: Local Government Finance, Individual Electoral Registration Briefing, Budget Panel: Business Rates since April 13, Health Campus Briefing, Audit: The Role of the Audit Committee in Risk Management

How he has met the Council objectives

Making Watford a better place to live in

- I have been actively involved in casework for individual residents, including replacement of damaged street trees, filling of potholes and pruning of overgrown vegetation.
- Liaised with WCHT and HCC to ensure the return of CCTV cameras at Longcroft. Helped residents of Longcroft with other concerns including parking of wheelchairs and damaged windows.
- Attended meeting with OVEG and WBC Conservation team about Oxhey Conservation Area
- Attended a number of meetings with residents, Councillors, County and WBC officers and specialist consultants to discuss the Health Campus access road through Oxhey Park, resulting in an alternative route which will have far less impact on the park.

- I worked with fellow councillors and officers to finalise the introduction of short term parking bays in Oxhey.
- Chaired a meeting of residents at Attenborough Court to discuss concerns with their social landlord and property maintenance company. This resulted in a number of improvements being carried out (lifts, lights, doors).

To provide the strategic lead for Watford's sustainable economic growth

- Member of Budget Panel, questioning council officers on value for money provided by council and steps taken to boost local businesses.

Promoting an active, cohesive and well informed town

- Send regular email updates to hundred of local residents. These inform them of local events of interest.
- I helped judge the OVEG photo competition with Shirena Counter
- I have attended various local meetings held by OVEG, Friends of Oxhey Park and also chaired a meeting with residents who were concerned about the service being provided by the social landlord at Attenborough Court.
- We also held a Neighbourhood Forum on the forthcoming train cancellations.

Operating the council efficiently and effectively

- Vice-chair of Audit Committee.
- Member of Budget Panel and Council Functions committees.

Objective for 2013/14	Update on progress
<ol style="list-style-type: none"> 1. Work closely with local groups (OVEG, FOAF, FOOP) in allocation of ward budget. 2. Promote the project for reducing street clutter in Oxhey. 3. Improve systems for contacting local residents electronically. 	<ol style="list-style-type: none"> 1. Achieved via allocation of money for bird boxes in Oxhey Park (FOOP), second hand tractor (FOAF) and digital map (OVEG). 2. Achieved – many items removed. 3. Achieved. Regular emails now sent out.

Objective for 2014/15

1. Work closely with residents and parks service to ensure that improvements are made to Watford Heath that reflect local opinions.

2. Continue to respond quickly and effective to case work matters raised by local residents.
-

Park Ward

Ward Councillors: George Derbyshire, Peter Jeffree, Malcolm Meerabux

All three councillors have completed self assessments

Councillor Derbyshire

Year elected: 2004

Roles in the Council: Budget Panel, Chief Officer Pay Panel (Chair), Council (Vice-Chair), Development Control Committee (Vice-Chair), Joint Housing and Planning Policy Advisory Group, Licensing Committee, Licensing Committee (Licensing Act 2003), Licensing Sub Committee, Planning Policy Advisory Group, Three Rivers and Watford Shared Services Joint Committee

Membership of outside bodies: The Palace Theatre Ltd

Training and development: Development Control training, Developing practical responses to universal credit and welfare reform, Individual Electoral Registration Briefing, Health Campus Briefing, Budget Panel: Local Government Finance, Budget Panel: Business Rates since April 13

Attendance record: Expected at 45 meetings. Attended 39 meeting.
Percentage = 87%

How he has met Council Objectives

Making Watford a better place to live in

- Took part in consultants briefing/feedback sessions on proposed Heritage Lottery Fund bid for Cassiobury Park.
- Support vitality of Watford Palace Theatre by serving as an active board member.
- Attendance at Audentior Awards.
- Placing importance on heritage and good design in work as member of the Planning Policy Advisory Group.

To provide the strategic lead for Watford's sustainable economic growth

- Supporting and helping to progress major projects in the town.

Promoting an active, cohesive and well informed town

- I liaise regularly with officers of the Cassiobury Residents Association and the Cassiobury Triangle Residents Association and attend their AGMs and other meetings if called.
- I act as a subscription collector for The Cassiobury Residents Association of which, as a resident of the Cassiobury Estate, I am a member.
- Dealing with issues raised by residents either on the telephone or by mail and email is a regular feature of my life as a councillor. If necessary I call round to their homes to discuss their issues with them.
- The Liberal Democrat councillors in Park Ward produce and deliver a regular newsletter "Cassiobury Focus" to all residents in the ward.

Operating the council efficiently and effectively

- I attend all appropriate training arranged by the Council for councillors.
- I am aware of and abide by the Council's Constitution and code of conduct.
- I regularly read the "First" magazine published by the LGA. I also undertake internet research of development of Government policy, particular in the fields of planning and benefits.
- See above for membership of relevant committees. I play an active role in the work of the Budget Panel, as well as the Licensing Committee and Development Control.
- I contact officers about issues raised with me by residents as necessary.
- I attend Cabinet as necessary whenever there is a matter under discussion affecting Park ward in particular.
- See above for chair/vice chair appointments.

Objective for 2013/14	Update on progress
Aim for inclusion into Cassiobury CPZ of the remaining few sections still outside its scope.	Secured Council agreement to inclusion of Trefusis Walk in CPZ following overwhelming demand for inclusion by residents.
Succeed in campaign to keep Watford Met station and its passenger service open.	TfL have announced decision to close Watford met Station in 2017.

Objective for 2014/15

- Aim for inclusion into Cassiobury CPZ of the remaining few sections still outside its scope.

- Continue to work to overturn decision to close Watford Met.
-

Councillor Jeffree

Year elected: 2011

Reasons for becoming a councillor: To contribute to making Watford a better place for people to live, work and enjoy their leisure time

Roles in the Council: Council, Licensing Committee (Vice-Chair), Licensing Committee (Licensing Act 2003) (Vice-Chair), Licensing Sub Committee, Major Projects Board (Vice-Chair), Market Working Group

Membership of outside bodies: Hertfordshire Building Preservation Trust

Training and development: DC, Croxley Rail Link Briefing, Traffic regulation order briefing, National Grid Briefing, Individual Electoral Registration Briefing, London Midland Presentation, Health Campus Briefing

Attendance record: Expected at 28 meetings. Attended 28 meeting.
Percentage = 100%

How he has achieved the Council Objectives

Making Watford a better place to live in

- Active member of the Licensing Committee, chair of several Licensing Sub Committee meetings and positively supporting Watford's vision of creating a 'Family Friendly Town' through decisions made at these committees
- Working actively with the 20s Plenty for Watford campaign and Herts CC to make it easier for residents to have lower speed limits in the areas where people live
- Representing my ward at Development Control meetings to influence the committee to resist inappropriate development
- Supporting the extension of the CPZ, making Park Ward a more pleasant place to live for residents
- Supporting the bid for HLF funding for improvements to Cassiobury Park through my membership of the Steering Committee.

To provide the strategic lead for Watford's sustainable economic growth

- As vice chair of the Major Project Board I take a close interest in all of the many capital projects which are in progress around Watford. In this role I bring to bear a lifetime of working experience in major developments and have particularly supported key schemes such as the new Watford Market, the redevelopment of Charter Place and the Health Campus.

- Member of the Market Working Group who have acted as the steering group for the new Watford Market, due to be delivered by mid September 2014
- Member of the Friends of Little Cassiobury, working towards finding a sustainable use for this important heritage building, and raising the funds to deliver it.

Promoting an active, cohesive and well informed town

- I regularly attend residents' association meetings and contribute to the issues raised at them. With other councillors I lead neighbourhood forum meetings which enable residents to discuss issues of importance which we can then follow up on their behalf.
- I contribute to preparing and delivering Cassiobury Focus newsletters which aim to keep residents well informed.
- I also manage two local websites which provide a more immediate source of local information.

Operating the council efficiently and effectively

- I am secretary of the Liberal Democrat group and aim to operate efficiently in the administrative functions which go with that role.
- As a councillor I respond to residents' communications promptly and where I need to involve other areas of the council I aim to provide an effective link between residents and the relevant council department.
- I aim to attend all of the meetings of committees I represent throughout the year, and also attend all full Council meetings. Making effective contributions to all of these where it is appropriate and helpful.

Objective for 2013/14	Update on progress
Achieve a reversal in the proposal to close Watford Met Station through representations at public enquiries and mobilising public opinion – public enquiry verdict awaited	No, the public enquiry decision went against me, so although I met my objective of making representations, the overall objective cannot now be achieved.
Deliver the CPZ expansion and safer parking and crossing points at Cassiobury shops	Yes, the scheme CPZ expansion has been delivered and the proposal for safer parking at Cassiobury shops has been approved and is expected to be delivered during Spring 2014
Continue to lobby for 20mph speed limits in residential areas to be adopted as policy by Herts CC	Yes, I represented Watford at the HCC scrutiny panel on 20 limits. I put a proposal to Watford Council in favour of 20 limits and have since worked with HCC officers on clarifying the wording of

<p>Continue to develop my knowledge, experience and training to help become a more effective local councillor</p> <p>Ensure the delivery of improved parking and pedestrian safety at Cassiobury Shops</p> <p>Ensure that any remaining minor parking issues relating to the CPZ scheme are implemented</p> <p>Continue to lobby for a change in policy regarding speed limits by Herts CC</p> <p>Work with the Community Police to introduce a Community Speed Watch scheme for Park Ward</p> <p>Continue to monitor inappropriate development on the estate</p>	<p>their draft Speed Management Strategy</p> <p>Yes, my training record can be seen elsewhere on this form</p> <p>Yes, this will be implanted in Spring 2014</p> <p>Yes, I am supporting further extension of the CPZ into Trefusis Walk</p> <p>Yes as noted earlier, lobbying has been successful in influencing the new SMS</p> <p>Yes, the first Community DriveSafe scheme is now up and running with regular speed checks in the Cassiobury Estate</p> <p>Yes, this is ongoing work. I frequently support residents who are concerned with inappropriate development, for example making representations at the recent Planning meeting on the Lanchester School. I frequently substitute for members of the Development Control Committee</p>
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Objective for 2014/15

- Ensure timely completion of the parking and safety improvements at Cassiobury shops
 - Support residents with any further expansion or adjustments of the CPZ
 - Continue developing the Community DriveSafe scheme, increasing frequency of monitoring on Cassiobury Estate
 - Support residents in Cassiobury Triangle who are working towards developing their own Community DriveSafe scheme
-

Councillor Meerabux

Year elected: 2010

Reasons for becoming a councillor: To play a role in enhancing the town for the benefit of all residents

Roles in the Council: Community Safety Partnership Task Group, Council, Housing Policy Advisory Group, Joint Housing and Planning Policy Advisory Group, Licensing Committee, Licensing Committee (Licensing Act 2003), Licensing Sub Committee, Planning Policy Advisory Group, Property Scrutiny Task Group

Membership of outside bodies: Friends of Cassiobury Park, Friends of Little Cassiobury, Friend of Watford Museum, Watford Philharmonic, Watford African Caribbean Assoc Ltd, U3A, Watford Harriers, Cassiobury Tennis Club, Volunteer at The Peace Hospice Care, St Lukes, Cassiobury Residents, Cassiobury Community Drive Safe Team, HLF stakeholders Committee member, governor at Nascot Wood School

Training and development: Croxley Rail Link Briefing, Traffic regulation order briefing, Universal credit and benefit reform seminar, National grid briefing, Politicians in planning network - annual conference, The Future of the National Planning system, Individual Electoral Registration Briefing, Drug and alcohol treatment briefing, Budget Panel: Local Government Finance, Budget Panel: Business Rates since April 13

General: It's extremely important that councillors keep well informed of a range of issues and decisions which impact positively or negatively on residents especially as we're a very congested town. An example of the knock on effects is the £6m spend on Cassiobury Park, the potential closure of the Met Station, the potential loss of the Farm Terrace Allotments, the relocation of Watford Market, access points for the Free School on Hempstead Road

Attendance record: Expected at 30 meetings. Attended 28 meetings.
Percentage = 93%

How he has met the Council Objectives

Making Watford a better place to live in

- Member of a number of sub committees dealing with licence reviews e.g. off licences, clubs.
- Member of the first Watford Community Drive Safe speed awareness team based in Cassiobury which involves strong partnership working with Herts Constabulary, PCSOs and PCs at Shady Lane Police Station

- I'm regularly raising questions on the over development of housing being out of step with services e.g. school places, and the need to reduce the flat percentages and build more family homes to support social cohesiveness
- Involved in questioning the loss of the Farm Terrace Allotments

To provide the strategic lead for Watford's sustainable economic growth

- Spoke against the proposed inflation busting hike in parking charges which has damaging implications as well as the charges on the Watford Business Pk
- Assisted Residents in the St Albans Rd Area as regards the proposed CPZ which could have damaged the retail options on this high rd.
- Pushed for a rethink on the roofing proposals for the relocated Watford Market as the old design was not really appropriate in safeguarding their stock from inclement weather.

Promoting an active, cohesive and well informed town

- Regular emails to residents
- Attending Nascot Wood School governor meetings and actively taking part in their fund raising events
- Attending formal and informal residents' meetings and answering questions
- Ensuring the locality budget is spent sensitively e.g. Peace Hospice Care, GROW
- Attending civic events which provides another opportunity to engage with a broad range of residents from across the town

Operating the council efficiently and effectively

- Strong attendance at council and sub committee meetings as well as working parties
- Attending training sessions at WBC and with outside agencies keeps me informed of the changes which affect Watford's policies
- Regular questioning of officers on key decisions and policy shifts

Objective for 2014/15

To keep residents informed and providing advice on making representations

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Stanborough Ward

Councillors Keith Crout, Derek Scudder and Tim Williams

All three councillors have completed self assessments

Councillor Crout

Year elected: 1999

Reasons for becoming a councillor: Having worked on Watford's local newspapers I recognised a need to get involved and do things for the community

Roles in the Council: Cabinet, Council, Housing Policy Advisory Group (Chair), Licensing Committee, Licensing Committee (Licensing Act 2003), Licensing Sub Committee, Portfolio Holder for Community and Customer Services, Watford Borough Council and West Herts Golf Club Joint Committee, Cassiobury Park Stakeholder's Forum

Membership of outside bodies: Watford and Three Rivers Housing and Regeneration Initiative Executive Committee

Training and development: Development Control training, Individual Electoral Registration Briefing, London Midland Presentation

General: Attended Leadership Academy at Warwick University for a two day course on Sports funding initiatives and sport and its role in addressing public health issues.

Attendance record: Expected at 24 meetings. Attended 24 meetings. Percentage = 100%

How he has met the Council objectives

Making Watford a better place to live in

- I play my part as a member of the Mayor's Cabinet in welcoming but also challenging new projects and initiatives.
- I convey any concerns that people may have about the development of the town.
- Together with officers I examine ways in which our facilities could be enhanced, better managed, provide value for money or develop revenue streams.
- I work with Watford Community Housing Trust to identify affordable housing solutions
- I am heavily involved in the HLF funding bid for the development of Cassiobury Park.
- I also keep an eye on national developments via trade and local government publications.

To provide the strategic lead for Watford's sustainable economic growth

- I meet regularly with my portfolio colleagues and Chief Officers to progress projects and identify any areas that need attention.
- I help to progress major projects in the town.

- I work with officers and the police to ensure a vibrant but largely trouble free town centre.

Promoting an active, cohesive and well informed town

- I keep in touch with local residents via newsletters, surveys and Facebook. I regularly attend our two local residents' associations to keep abreast of developing issues and to take up any areas of concern as necessary.
- I contribute regular fiction and non fiction articles to the Kingswood Res. Association newsletter.
- I regularly sit on Licensing Sub Committees to hear applications. Concerns from the police and local residents are examined and acted upon where possible. If we cannot help we explain why.
- I make visits to local events such as school fêtes and open days in my ward and in other areas of the borough.
- We hold neighbourhood meetings to keep residents informed and to hear any concerns they have.
- I play an active role in the development of policy at group and Portfolio Holder meetings and keep my colleagues abreast of issues.
- I contribute to the letters pages in local newspapers to ensure the people I represent know where I stand on locals issues. I take up residents' concerns about any of our outsourced facilities to ensure they continue to be appreciated and supported.
- I take up residents' concerns about planning issues.
- I report and follow up on highways issues.

Operating the council efficiently and effectively

- I regularly meet representatives of community groups to keep abreast of emerging issues and examine where the authority might be able to help.
- I deal with the local media and get publicity for my work.
- I keep an eye on the local media via the Watford Observer and its website.
- I meet with the Housing Trust to tackle ward issues as they arise.
- During the year I meet regularly with my Cabinet colleagues and officers to formulate policy.
- I meet representatives of outside bodies and charities to promote the Council's objectives and ensure that I am kept abreast of their emerging issues.
- I ensure my training is up-to-date and make use of courses and training opportunities.

Providing Vision (Cabinet Members only)

- I am now the Portfolio Holder for Community and Customer Services and work with the Mayor, other Cabinet members and officers to develop our programme.

- Where possible I help to promote the Council and influence regional and national decisions.
- I try to encourage colleagues to develop their potential and am committed to succession planning within our group.
- I meet regularly with chief officers and managers to provide a political steer on our objectives while getting an understanding of the day to day activities and workings of the authority.

Managing Performance (Cabinet Members only)

- My work involves the development of sport, play and heritage, the HLF bid to enhance Cassiobury Park, developing value for money initiatives, supporting the arts, promoting events, monitoring the success of our leisure centre and the Colosseum.
- I go on site visits with officers to see new initiatives and identify any improvements that can be made.
- I have been heavily involved in the Council's contract with Veolia to see if outsourcing would deliver worthwhile financial savings while maintaining quality of service. A big success for the Council this year.
- Serving on Licensing Sub committees and the main Licensing Committee has given me a good understanding of the committee process.
- I make a good contribution to the running of such committees and encourage other members to get more involved and to have an input.
- I work with colleagues and officers to monitor the success of the two leisure centres and our entertainment venues to ensure they are successful and promote a wide ranging programme of activities.

Objective for 2014/15

I want to develop a public health strategy for the borough and bring forward concrete measures to promote change within the resources available.

Councillor D Scudder

Year elected: 1994

Roles in the Council: Cabinet (Vice Chair), Council, Housing Policy Advisory Group, Joint Housing and Planning Policy Advisory Group, Licensing Committee, Licensing Committee (Licensing Act 2003), Licensing Sub-Committee, Portfolio Holder for Corporate Strategy and Client Services, Watford Borough Council and West Herts Golf Club Joint Committee

Membership of outside bodies: Watford Workshop, Watford Citizens Advice Bureau, Bedford Morrison and Cordery Alms-houses, Green Deal Together CIC, Herts Sustainability Forum

Training and development: Development Control training, Traffic regulation order briefing, Individual Electoral Registration Briefing, London Midland Presentation, Budget Panel: Business Rates since April 13

Attendance record: Expected at 22 meetings. Attended 21 meetings.
Percentage = 95%

How he has met the Council objectives

Making Watford a better place to live in

- I was one of the leads for redesigning the Council's environmental services. This has led to them being integrated with high standards demanded of the contractor selected to operate them.
- I have a good working relationship with the local police and meet and correspond with them regularly.

To provide the strategic lead for Watford's sustainable economic growth

- I am part of the Cabinet team that works with senior officers in deciding on projects and developments that are improving Watford's competitiveness whilst, at the same time enhancing the environment.

Promoting an active, cohesive and well informed town

- Together with my ward colleagues I produce and distribute regular newsletters to residents
- Whenever possible I attend meetings of the local residents associations
- I receive casework on a regular basis via many channels. I always attempt to get a good outcome for residents but where this is not possible I explain the reasons why.

Operating the council efficiently and effectively

- As a member of the Cabinet I meet regularly with members of the senior management team of the council and am involved in producing the Council's annual budget.

Providing Vision (Cabinet Members only)

- I work closely with my Cabinet colleagues and the officers within my area of responsibility in formulating and developing policy. I am also heavily engaged in other strategic decision making within the council on matters outside my portfolio
- I am always available to give advice and information to other members of the council.
- My primary role in forms outside the Council is on environmental matters and I believe the Council's voice is heard and respected.

Managing Performance (Cabinet Members only)

- The Cabinet members meet regularly both together and with the Corporate Management Board to exchange information, discuss information updates and formulate policy. The collegiate approach we adopt serves the Council well.
- I have monthly meetings with the head of Corporate Strategy and Client Services at which we discuss issues of the day and also work on longer term policy and financial matters. At least one of the second tier of management usually attends to give a more in depth look at particular issues.

Objective for 2013/14	Update on progress
Ensuring that the redesign of the council's front facing services proceeds smoothly and that service quality is either maintained or improved.	This has been achieved. The new services are up and running and performing well.

Objective for 2014/15

One of the key tasks of the new service provider is to increase the recycling rate. This is the key objective for me and I will be closely monitoring this aspect of performance and working to modify or improve the service where necessary.

Councillor Williams

Year elected: 2012

Reasons for becoming a councillor: Tim became a Councillor at the age of twenty-two, in 1987, as he wanted to help local residents with the issues that affected them, to assist residents in their dealings with the Council, and wanted to see a "younger" voice on the Council. This willingness to help local residents, and local community groups, in his Ward, and in Watford, is still his paramount reason to stand as a local Councillor in the ward that he lives in.

Roles in the Council: Council, Development Control Committee, Joint Housing and Planning Policy Advisory Group, Planning Policy Advisory Group

Training and development: Traffic regulation order briefing, Individual Electoral Registration Briefing, Audit: The Role of the Audit Committee in Risk Management

General: Away from the Council he is employed as a Credit Manager, and is a member of Friends of Woodside, Friends of Cassiobury Park, Friends of Watford Museum, Friends of Frogmore House, Leavesden Children's Centre, Watford Mayors' Association, Hunstanton Civic Society and is a Fellow of the Institute of Credit Management. Tim is a governor of his old school (St Joan of Arc, Rickmansworth) and has been since 1988.

Tim lives in Stanborough Ward, is married with two children, both attending a local school and both attending many sporting/activity clubs around the local area (e.g. swimming at Woodside Leisure Centre, Watford Youth Football Club, Dolphina Gymnastics, Cubs etc)

Attendance record: Expected at 28 meetings. Attended 25 meeting.
Percentage = 89%

How he has met the Council objectives

Making Watford a better place to live in

- Established better and more regular dialogue with the Neighbourhood Policing Team to address community safety issues and to minimise antisocial behaviour issues
- Regularly using Herts Highways Fault Reporting Service to address road/pavement issues that are causing potential hazards
- Periodically reporting to Veolia street cleansing/rubbish refuse matters to be addressed
- Worked with Watford Community Housing Trust in regards to many residents/tenants matters, and also in regards to the refurbishment of the Community Centre (opened Sept'13)
- Worked with our County Councillor in regards to Bus Services in our locality (new Bus Service 324 in Jan'14 established)
- Liaises with Council Officers in regards to the forthcoming refurbishments of Fern Way & East Drive Play Areas (to be in place Summer'14)
- Member of Friends of Woodside to ensure Woodside Playing Fields & Albans Wood are maintained to the Green Flag status (retained in Summer'13)
- Regularly "litter picks" in his locality, and also attends the monthly litter picks with Friends of Woodside
- Attended and represented residents in regards to alcohol license request to 1am by Hollywood Bowl ; this was successfully limited to 12 midnight

To provide the strategic lead for Watford's sustainable economic growth

- Member of the Development Control Committee and the Planning Policy Advisory Group, and this has a direct impact on the Town's sustainability in both the short term and the long term
- Involved with Planning decisions in regards to the Charter Place redevelopment, and the proposed Watford Health Campus
- Advises local residents and businesses in regards to both planning and licensing applications
- Liaises with local businesses and shops

Promoting an active, cohesive and well informed town

- The No.1 priority – a local Councillor needs to be a champion for the residents, and the local communities in the Ward, and the Town - the prime reason Tim became a Councillor
- Regularly takes up many and varied issues on behalf of residents
- Attends the monthly committee meeting of Kingswood Residents Association
- Meets regularly with the User Groups of Leavesden Green Community Centre
- Member of local community groups such as Friends of Woodside
- Writes a monthly article for Kingswood News
- Keeps in touch with residents via Newsletters
- Gives quick responses to residents who contact him
- Attends many local events such as School Fêtes, Community Days, and Opening Days
- Utilises community budget on matters raised by local residents
- Regularly attends civic events such as Remembrance Sunday, Carol Service etc

Operating the council efficiently and effectively

- Attends appropriate training provided by the Council (see listing above)
- Follows the quarterly Finance Digests issued by the Finance Team for up-to-date position
- Reads Budget Panel and Audit Committee reports
- A member of the Audit Committee with particular interest in "risk management"
- Questions Portfolio Holders/Cabinet Members at monthly Group Meetings
- Has a good working relationship with Council Officers

Objective for 2013/14	Have you met your objective? Please add comments on how your objective has been met/worked towards.
<ul style="list-style-type: none"> • Refurbishment of Fern Way Play Area 	<p>Not yet completed, however plans are well underway for both Fern Way & East Drive Play areas to be in place this summer.</p>

<ul style="list-style-type: none"> • Establish a permanent Bus Service for Kingswood/Leavesden Green • Smooth transition & successful Rebuilding/Refurbishment of Leavesden Green Community Centre • Anti-Social Behaviour – better communications with Neighbourhood Police Team • Continue to improve our parks and open spaces • Keep up the campaign for more and better road & footway repairs from our County Council (e.g. refreshing white lines throughout ward) • Continue to work with residents, and residents' groups on getting improvements to the area 	<p>New Route 324 established in Jan'14 however reliability has been questioned but as Councillors we have taken this up with the Bus Company and received assurances</p> <p>Leavesden Green Community Centre successfully opened in Sept '13 and has become a great asset for the community</p> <p>Established far better dialogue with the Neighbourhood Police Team with regular meetings, and emails</p> <p>Woodside Playing Fields & Albans Wood retained the prestigious Green Flag award in Summer '13 and we are striving to achieve its retention in 2014</p> <p>Continually reporting road & footway defects on the Herts Highways Fault reporting service – white lines were refreshed throughout the ward during 2013/14</p> <p>Many local matters raised by residents and residents groups throughout the year – these have been taken and we've achieved successes on most of the issues raised</p>
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Objectives for 2014/15

- Refurbishment of Fern Way Play Area
- Refurbishment of East Drive Play Area
- Maintain Green Flag status for Woodside Playing Fields & Albans Wood
- Investigate improvements to Leavesden Green Playing Fields
- Continue to report and address Highway matters to Herts County Council

- Address Anti-Social Behaviour matters with the Neighbourhood Police Team
 - Continue with regular communications with residents via newsletters and attendance at Residents' meetings
 - Work with Watford Community Housing Trust, and other Housing organisations with matter that tenants/residents raise with me.
-

Tudor Ward

Councillors Kelly McLeod, Lindsey Scudder, Darren Walford

All three Councillors completed a self assessment

Councillor McLeod

Year elected: 2007

Reasons for becoming a councillor: I wished to make a difference in my community and town

Roles in the Council: Community Safety Partnership Task Group, Council, Highways Forum, Major Projects Board

Membership of outside bodies: Groundwork Hertfordshire

Training and development: Individual Electoral Registration Briefing, Facilitation Skills, Drug and alcohol treatment briefing, Health Campus briefing, social media training

General: I am Vice Chair of Governors at Knutsford Junior and Infants School. I attend as many meetings as my schedule allows and participate in the C&I committee and am the SEN Governor. I try to participate in as many activities that the school holds and attend the training required as much as possible.

I attend the Friends of Knutsford on the 3rd Saturday of every month and liaise with the parks people and the Green Gym for the work required within our ward.

This year has been very trying for me personally and professionally as my work commitments and family life have required an unprecedented amount of time but I am finding a balance for all my roles.

Attendance record: Expected at 14 meetings. Attended 11 meetings.
Percentage = 79%

How she has met the Council objectives

Making Watford a better place to live in

- The works within our local parks have started to provide a wonderful place to rest and play for our community and I believe that I have had an influence in their redevelopment. I have continued to work with the Friends of Knutsford Playing Fields, The Watford Rugby Club, the Green Gym and the parks department.
- Continuing to sit in the Community Safety Partnership Task Group has allowed me to help form the strategy and raise concerns and issues to the relevant authorities responsible. This committee informs and influences council policies and partnerships and can help make Watford a better place to live in because of this.
- The Tudor Councillors are trying to promote the reduction of traffic speed along Bushey Mill Lane between the two Parkgate school's to 20 miles an hour, in an effort to make pedestrians safer when walking to and from school.

To provide the strategic lead for Watford's sustainable economic growth

- I have attended and participated in the consultation meetings for the Abbey Line, Croxley Rail Link and the Watford Junction Rail and pedestrian improvements. I believe that transportation is one of the key factors to keeping Watford businesses and employees in business.
- I participate in group discussions at council and within the Liberal Democrat party about the needs and expectations of what my residents speak to me about.

Promoting an active, cohesive and well informed town

- I have worked with the Tudor Resident's Association and the Reeds Resident's Association and raised their concerns and issues with the relevant officers either within Watford or Hertfordshire County Council. I have acted as liaison between residents and Watford Housing Community Trust on all manner of issues to good results.
- I have participated at community events such as the light switching on at the Tudor shops at Christmas time and at the Community Police and Watford Rugby team competition in March.
- I help provide material for local leaflets, deliver and respond to street surveys and canvas for issues and concerns throughout the year.

Operating the council efficiently and effectively

- I believe that the Tudor Councillors work very well together and we use our community budgets within our ward for our residents.
- I have a good working relationship with Council officers that I have had to deal with.

Objective for 2013/14	Update on progress
<p>Try to get my residents to participate in either the Resident's Association or the Friends of Knutsford Park so that both can become sustainable.</p>	<p>I have spoken about both the Residents Association and the Friends of Knutsford Park at every event that I have attended and have participated as much as possible with these groups.</p>

Objective for 2014/15

To continue to help raise awareness within my constituency of the groups that rely on volunteers and the need for residents to participate.

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Councillor L Scudder

Year elected: 2002

Reason for becoming a councillor: To improve local area and community

Roles in the Council: Council, Licensing Committee, Licensing Committee (Licensing Act 2003), Licensing Sub Committee, Member Development Group (Chair)

Training and development: Individual Electoral Registration briefing

Attendance record: Expected at 13 meetings. Attended 13 meeting.
Percentage = 100%

How she has met the Council objectives

Making Watford a better place to live in

- Tudor Residents' Association now re-established with new committee, attend meetings when appropriate.
- Meet with local police about neighbourhood problems and priorities.
- Identify appropriate recipients of Neighbourhood Funding and process to enable funds to be transferred.

To provide the strategic lead for Watford's sustainable economic growth

- Assisting with opening ceremony for lights in local shopping parade to gain greater recognition and hopefully more customers for local businesses (in conjunction with Watford Peace Hospice).

Promoting an active, cohesive and well informed town

- Advising residents on housing, development and Licensing issues and obtaining appropriate information from WBC officers.

Operating the council efficiently and effectively

- Attended appropriate training.
- Chair Member Development Group and ensure that councillors have access to training they perceive as necessary and that funding is used efficiently.
- Ensuring Neighbourhood Funding is used effectively.

Objective for 2013/14	Update on progress
To see Knutsford Park continue to develop and be well used.	Park is being extremely well used, new Trim Trail is popular and re-laid and improved Rugby pitch is a great asset to the thriving Rugby Club. There were some initial concerns from some residents but councillors made regular visits and liaised with Parks over progress.

Councillor Walford

Year elected: 2008 in By-election

Roles in the Council: Council, Council Functions Committee, Watford Borough Council and West Herts Golf Club Joint Committee

Training and development: Individual Electoral Registration briefing

Attendance record: Expected at 11 meetings. Attended 10 meeting. Percentage = 91%

How he has met the Council objectives

Making Watford a better place to live in

- I work with Council officers both at Borough and County level, as well as other outside organisations, when dealing with casework on behalf of residents.
- Some recent casework examples have included dealing with issues surrounding the back pay of pensions, the removal of graffiti from the cycle path sculpture and mine and my fellow Councillors ongoing

discussions with a private company about the height of their trees, which are causing upset to the resident that lives opposite.

Promoting an active, cohesive and well informed town

- Residents know they can contact me through e-mail, phone or by stopping me in the street and they regularly do so. I also share news through the Lib Dem newsletters and through residents association meetings and neighbourhood forums.
- Having lived in the Tudor area since 2003, I have met many people over the years. I feel this has encouraged people to approach me and speak to me personally because they feel as though they already know me well. I have been approached by local residents both in the streets and shops on a number of occasions with various issues they may have regarding the area and this is where I feel I get most casework from.
- I continue to attend the Tudor Residents Association meetings as ward councillor and share the responsibility of running the local neighbourhood forum with my ward representatives.
- As my daughter attended Knutsford School I had been approached by Governors of the School to become a parent Governor but she has now left to start senior school. One of our Councillors Kelly McLeod is already a Governor at the school but I have been advised there is a Governor's post at Parkgate school which I am interested in. I feel this would benefit the community having two Councillors at different schools

Operating the council efficiently and effectively

- I have undergone training on the Council's Code of Conduct as part of my induction to the Council, and have also been trained on licensing and development control issues.
 - I have yet to be involved with scrutiny, however, I understand the process and will be sure to represent the views of my residents to Cabinet should the need arise.
 - I am a member of Functions committee.
-

Vicarage Ward

Councillors: Jagtar Singh Dhindsa, Mo Mills and Nasreen Shah

One self assessment was completed

Councillor Mills

Year elected: 2011

Reasons for becoming a councillor: Want to improve and make a difference in the Vicarage Ward.

Roles in the Council: Constitution Working Party, Council, Licensing Committee, Licensing Committee (Licensing Act 2003), Licensing Sub Committee

Membership of outside bodies: Littlebury Children's centre, advisory Committee, Friends of Harwoods Adventure Playground Association, West Watford Community Association, Trustee

Training and development: Public speaking training, Individual Electoral Registration Briefing, Drug and alcohol treatment briefing, Budget Panel: Local Government Finance

General: I have helped constituents with many issues such as planning, including complaints about lack of planning permission; refuse bins not being emptied; dumped rubbish in the streets including large items of furniture; neighbourhood disputes; parking issues. I have supported constituents with advice on matters to with allotments, parks, telephone and internet 'outages'. I have signposted people to other agencies for appropriate help and support, including the Police regarding drugs and alcohol and domestic violence issues.

Attendance record: Expected at 12 meetings. Attended 10 meetings.
Percentage = 83%

How she has met the Council objectives

Making Watford a better place to live in

- Help residents clear their alley ways, by supplying skips in 10 roads, 2013/14 (using locality fund)
- Encourage smokers not to drop their cigarettes onto the pavements or roads, by offering them mini bins (pouches), which I purchased from our locality fund, 2014.
- Endless phone calls to the bins & street cleaners, to remove dumped rubbish in the streets and missed bins, 2013/2014

- Hold a one hour surgery once a week, in local café, 2014.

Promoting an active, cohesive and well informed town

- Awarding local children's and young people's sports groups money for equipment from locality fund.
- Holding councillor's advice surgery in BME café

Operating the council efficiently and effectively

- Attending committee meetings and making informed contributions to decision-making process.

Objective for 2013/14: Owing to several family crises I was unable to participate in this objective

Objective 2014/15: To continue serving Vicarage Ward; to take up relevant training offered.

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Woodside Ward

Councillors: Ian Brown, Glen Saffery, Karen Collett

Two Councillors completed self assessments

Councillor I Brown

Year elected: 1983 -2003, 2004

Reasons for becoming a councillor: To help residents with problems and to make Watford a better place to live in and work in

Roles in the Council: Audit Committee (Chair), Council, Licensing Committee, Licensing Committee (Licensing Act 2003), Licensing Sub Committee

Membership of outside bodies: West Herts Crematorium Joint Committee

Training and development: Setting the Agenda: Audit Committees and emerging risks, Individual Electoral Registration Briefing, Audit: The Role of the Audit Committee in Risk Management

General: I am an unpaid director of the Lemarie Centre Ltd

Attendance record: Expected at 16 meetings. Attended 16 meetings.
Percentage = 100%

How he has met the Council objectives

Making Watford a better place to live in

- I have worked in partnership with the Police on community safety and reducing anti social behaviour in Woodside Ward.
- I have worked closely with Herts County Council on activities in the ward.
- Watford Community Housing Trust and I are in frequent contact in connection with their proposals for development in Woodside.
- I have advised residents on recycling matters.

To provide the strategic lead for Watford's sustainable economic growth

- Frequent consultation with local traders and businesses has taken place.

Promoting an active, cohesive and well informed town

- Supporting Residents' Associations has always been near the top of my priorities.
- The Woodside Councillors have fully used the neighbourhood forum budget for the benefit of local residents and groups.
- I have constant contact with my residents through meetings, telephone calls and email. I have also attended many community events.
- I have been a governor of Leavesden Green School and have also supported the local Children's' Centre.
- Residents are kept up to date with Council activities through a newsletter.

Operating the council efficiently and effectively

- I am Chair of the Audit Committee which also has a training session at each meeting.
- I am also on the Licensing Committee.

Objective for 2013/14	Update on progress
To ensure the residents of Woodside Ward continue to receive excellent standards of support.	Constant communication with my residents leads me to believe that I have achieved this objective.

Objective for 2014/15

- Same as 2013-14.
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Councillor Collett

Year elected: 2010

Reasons for becoming a councillor: I have always wanted to be a Councillor as this gives me the perfect opportunity to represent the people of Woodside. Firstly it is important for me to listen to the concerns and views of the people and to address them at Council meetings. Secondly I believe in supporting the local people by being involved in community groups and offering assistance where I can. Personally I have been involved with local groups in the past and so I have witnessed first-hand how powerful a community voice can be, so with that in mind I intend to uphold these values.

Roles in the Council: Council, Highways Forum, Management of Disabled Parking Bays Task Group, Market Working Group, Overview and Scrutiny Committee (Chair)

Membership of outside bodies: West Herts Crematorium Joint Scrutiny Committee

Training and development: Traffic Regulation Order Briefing, Individual Electoral Registration Briefing, Drug and alcohol treatment briefing, Health Campus Briefing, Social Media training

General: As Chair of Scrutiny for the second year I attended a Parliamentary Seminar on effective questioning which would assist me in my role. I took part in workshops that highlighted scenarios that committeees might be faced with. I have thoroughly embraced my role as Chair and am extremely proud of how our committee has engaged our constituents by listening to their views on housing repairs, communication and service charges. The recommendations by the committee have been embraced and I am delighted that working closely with our partners has strengthened our relationship and ensures that we provide the best services for the residents of Watford.

One of the local groups that I am honoured to be associated with is the Music Gym, I attended the talent show that was held at the Woodside Community Centre and awarded the young people certificates. In addition I put them in touch with our local secondary school to lead assemblies for KS3 students. I am also a keen supporter of our local youth club that meet at the YMCA (Orbital Community Centre), meeting the young people and listening to their views, hearing about their latest projects is so inspiring. I love the fact that in both areas this just goes to show that young people play a vital role in the community and have many skills; this is to be praised and encouraged.

I was invited to talk to the Sunshine Group, a mature group who meet every week to socialise at a local church, they were interested to know about my role as a Councillor and what made me become one. I was glad I attended as this shows how interested local people are in what we do.

Lastly I would like to say I have worked well with the local community and upheld what I believe in. It is important to speak up for the local people and being a Councillor gives you the freedom to fight their corner and make sure that they are getting the best services that Watford can offer. It is a pleasure and an honour!

Attendance record: Expected at 19 meeting. Attended 18 meetings.
Percentage = 95%

How she has met the Council objectives

Making Watford a better place to live in

- I attended the Veolia briefing with Environmental Services to see how improvements are going to be made to recycling, parks and open spaces.
- Attended Safer streets action day with the local police and WCCT in Woodside to check on vulnerable residents and listen to their concerns. This was a successful day as we were able to identify those who need support and take up case work on their behalf.
- Informing local residents by leafleting and calling on them regarding ASB and how to report information to the police, this was in light of vehicles being damaged in one particular area.
- As a councillor making sure that WCCT address their new charges to local residents in a fair and balanced way, providing itemised bills that are easily explained and that the Grounds maintenance charges be scrapped for those living in houses.
- Having bus stops placed in 2 areas in Woodside so that residents are sheltered from the elements. Contacting County Council on pot holes, signage and road maintenance.

To provide the strategic lead for Watford's sustainable economic growth

- I attended a Preview evening at Intu Watford to view plans for Charter Place. In addition I suggested a skating rink as an added enhancement for the town which would provide family entertainment and somewhere to host events.
- I attended a Stakeholders meeting at John Lewis for the opening of Little Waitrose which was most welcomed by local people.
- I took part in the Starlight walk for the Peace Hospice to raise money so that they can support families through counselling and palliative care.
- I attended Watford Palace Theatre to see 'Equally Divided' and attended the launch of Imagine Watford to promote the arts and culture which we are so fortunate to have here in this town.

Promoting an active, cohesive and well informed town

- I have supported 3 resident associations over the past year, Leavesden Community Group and Boundary Way Action Group. Sadly Woodside Action group folded at the end of last year. However, it is with hope that this will be given a new lease of life later on. I am deeply committed to the work of these groups and involve myself in a number of events, a Children's Christmas Party, quizzes, committee meetings once a month, a member of the steering group, (concerning Boundary Way refurbishment plans) public meetings and last but not least a talent show which was well attended and showcased some of the wonderful talent that our young people possess.
- I continue to clean up Alban Wood once a month and during the year I invite Asda Volunteers and the Beavers to come along to plant bulbs and remove litter from this idyllic wood. Moreover we record the types of birds that live and breed there with a volunteer from the RSPB at our Dawn Chorus event.
- Arranged the Remembrance Service in Leavesden High Road with the local community, inviting local councillors, cadets and ex-servicemen. Later that day attended the service outside the Town Hall laying the wreath on behalf of the Liberal Democrat Party.
- Working closely with WCHT to ensure local residents concerns are raised and acted upon.
- Using my Neighbourhood Forum Budget to provide lighting and sports equipment for local youth club held at the Church of the Nazarene, money to the Lemarie Centre, a donation for a CCTV camera in Weall Green to support residents against Anti-Social Behaviour and some sports equipment for the Woodside Leisure Centre.

Operating the council efficiently and effectively

- I attend as many training and briefing sessions as I possibly can as it is important to gain up to date information and learn as much as I can so I can continue to be an effective councillor.
- I continue to read policies and have a keen interest in current political affairs.
- I am the Chair of Overview and Scrutiny committee supported by a dedicated and committed committee and have sat on the WCHT task group. In addition I meet regularly with the Mayor and the Cabinet to update them on our task groups and work programme.

Objective for 2013/14	Update on progress
To continue to improve on my casework load and manage my time effectively.	I have improved on my casework load and now manage my time more effectively. However, I know this can be improved and so this will be an ongoing objective in my role as Councillor.

Objective for 2014/15

I would like to still work on my time management and if elected this is something that another year can help me achieve that goal.

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