



OVERVIEW AND SCRUTINY COMMITTEE

Thursday, 21st January, 2016

7.30 pm

**Watford Museum,
High Street, Watford**

Publication date: 13 January 2016

CONTACT

If you require further information or you would like a copy of this agenda in another format, e.g. large print, please contact Sandra Hancock in Democracy and Governance on 01923 278377 or by email to legalanddemocratic@watford.gov.uk .

Welcome to this meeting. We hope you find these notes useful.

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COMMITTEE MEMBERSHIP

Councillor K Collett (Chair)

Councillor J Dhindsa (Vice-Chair)

Councillors K Crout, K Hastrick, A Joynes, A Khan, A Rindl, L Topping and D Walford

AGENDA

PART A - OPEN TO THE PUBLIC

1. APOLOGIES FOR ABSENCE/COMMITTEE MEMBERSHIP

2. DISCLOSURE OF INTERESTS (IF ANY)

3. MINUTES

The minutes of the meeting held on 18 November 2015 to be submitted and signed.

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

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

4. WATFORD MUSEUM SERVICE AND HERITAGE LOTTERY FUND PROJECT
(Pages 7 - 8)

Report of Heritage and Arts Manager / Museum Curator

The report and the presentation at the meeting provide an overview of the Watford Museum service, objectives, its performance and future plans, including the Heritage Lottery Fund project. .

5. THE BIG EVENTS SERIES (Pages 9 - 44)

Report of the Section Head – Culture and Play

The report and appendices provide information on the Big Events series, lessons learnt from the previous year and how these have influenced the development of year 2.

6. OUTSTANDING ACTIONS AND QUESTIONS UPDATE (Pages 45 - 46)

The Scrutiny Committee is asked to review the outstanding actions and questions from previous meetings.

7. EXECUTIVE DECISION PROGRESS REPORT (Pages 47 - 60)

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

8. HERTFORDSHIRE COUNTY COUNCIL'S HEALTH SCRUTINY COMMITTEE

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

Scrutiny Panels and Task Groups

9. BUDGET PANEL

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

- 1 December 2015
- 13 January 2016

The minutes are available on the Council's website –
www.watford.gov.uk/budgetscrutiny

The Chair of Budget Panel to provide an update to the Scrutiny Committee.

10. OUTSOURCED SERVICES SCRUTINY PANEL

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

- 26 November 2015
- 19 January 2016

The minutes are available on the Council's website -
<http://watford.moderngov.co.uk/ieListMeetings.aspx?Committeeld=223>

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

11. COMMUNITY SAFETY PARTNERSHIP TASK GROUP

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

- 20 January 2016

The minutes are available on the Council's website -

<http://watford.moderngov.co.uk/ieListMeetings.aspx?Committeeld=209>

The Chair of the Community Safety Partnership Task Group to provide an update to the Scrutiny Committee.

12. MANAGEMENT OF CONSERVATION AREAS TASK GROUP

The Chair of the Management of Conservation Areas Task Group to update Overview and Scrutiny Committee on its progress.

13. DATES OF NEXT MEETINGS

- Thursday 4 February 2016 (For call-in only)
- Thursday 25 February 2016 (For call-in only)
- Thursday 3 March 2016

PART A

Report to: Overview and Scrutiny
Date of meeting: 21st January 2016
Report of: Heritage & Arts Manager/Museum Curator
Title: Watford Museum service and Heritage Lottery Fund project

1.0 SUMMARY

1.1 This report gives an overview of what will be covered in a more detail at the meeting as requested by the Overview and Scrutiny committee. It will cover the Watford Museum service, objectives, its performance and future plans. .

In addition, Members of the Overview and Scrutiny committee will be informed about the Watford Museum Heritage Lottery Fund project to transform the museum at its current High Street location, including proposals, costings and timescales.

1.2 It will help provide members of the Overview and Scrutiny committee with an understanding of the museum's function, collections and objectives, which fulfil council objectives and work within strict guidelines of Arts Council Museum Accreditation and Museums Association Code of Ethics.

1.3 In addition, we will include the museum's highly praised partnership working, events and activities programmes. These have been acknowledged by Share Eastern Museums Consortium, the Arts Council and the Heritage Lottery Fund as outstanding examples of creative working by a local authority museum.

2.0 RECOMMENDATIONS

2.1

To provide any comments that might help positively support the development of WBC's museum and heritage services.

Contact Officer:

For further information on this report please contact: *Sarah Priestley – Heritage & Arts Manager/Museum Curator*
telephone: 232297 email: *sarah.priestley@watford.gov.uk*

Report approved by: *Alan Gough, Head of Community and Customer Services*

3.0 DETAILED PROPOSAL

A tour of the museum and museum object handling session will be provided to the Committee prior to the committee. At the meeting Councillors will receive a presentation, detailed report and appendices.

4.0 IMPLICATIONS

4.1 Financial

4.1.1 Some provision has been made in the capital programme should the application to the Heritage Lottery Fund for phase 1 project development funding be successful.

4.2 Legal Issues (Monitoring Officer)

4.2.1 The Head of Democracy and Governance comments that where procurement applies the council will follow the standard procurement rules and regulations.

4.3 Equalities

4.3.1 Watford Museum is committed to providing an accessible service; open to all sections of the community. This is demonstrated through the museum's extensive partnership working with the community and the HLF project which seeks to make the museum's collections, building and services far more accessible.

Potential Risk	Likelihood	Impact	Overall score
<i>Funding not being allocated</i>	2	4	8
<i>Uncovering of building/collections challenges during project.</i>	2	4	4
<i>Low visitor and usage figures</i>	1	4	4
<i>Lack of partnership working and community support</i>	1	4	4
<i>Health & Safety issues</i>	1	4	8
<i>Lack of council support</i>	1	4	4
<i>Those risks scoring 9 or above are considered significant and will need specific attention in project management. They will also be added to the service's Risk Register.</i>			

4.5 Staffing

4.5.1 Any additional resources required for the HLF project will be funded within the application costings.

4.6 Accommodation

4.6.1 Not applicable

4.7 Community Safety

4.7.1 Not applicable.

4.8 Sustainability

4.8.1 By applying our procurement policy sustainability issues are considered and included the evaluation. The HLF project specifically addresses the long term sustainability of museum services.

Appendices - See attached
Background Papers- See attached
File Reference – none

PART A

Report to: Overview and Scrutiny Committee
Date of meeting: 21st January 2016
Report of: Section Head – Culture and Play
Title: BIG Events series

1.0 **SUMMARY**

1.1 The attached report and appendices provide information as requested by the Overview and Scrutiny committee. Specifically on the Big Events series, lessons learnt from the previous year and how these have influenced the development of year 2.

In addition it provides information about what type of involvement there has been with local businesses and future plans for the Big events.

1.2 In addition, to help provide members of the Overview and Scrutiny committee with a more rounded picture the report covers marketing information and analysis, footfall data and some detail on users.

1.3 As illustrated cultural events of this nature have played and continue to play a key role in the overall quality cultural offer the town provides. Making people feel proud and satisfied to live and travel to Watford to enjoy the activities and aids the overall regeneration of the town.

2.0 **RECOMMENDATIONS**

2.1 To note the reports attached

2.2 To provide any comments that might help positively support the ongoing development of the BIG events series

Contact Officer:

For further information on this report please contact: *Gary Oliver – Section Head Culture and Play*

telephone extension: 8251 email: gary.oliver@watford.gov.uk

Report approved by: *Alan Gough – Head of Customer and Community Services*

3.0 DETAILED PROPOSAL

See the report 25th November 2015 and appendices attached

4.0 IMPLICATIONS

4.1 Financial

4.1.1 The Shared Director of Finance comments that any resources agreed for Big events will be part of the council's standard budget setting process.

4.2 Legal Issues (Monitoring Officer)

4.2.1 The Head of Democracy and Governance comments that where procurement applies the council will follow the standard procurement rules and regulations

4.3 Equalities

4.3.1 The events are accessible and open to all sections of the community.

Potential Risk	Likelihood	Impact	Overall score
<i>Funding not being allocated</i>	2	4	8
<i>Low numbers attending</i>	1	4	4
<i>Poor developed marketing activities</i>	1	4	4
<i>Lack of partnership working and support</i>	1	4	4
<i>Safety and security issues</i>	1	4	8
<i>Those risks scoring 9 or above are considered significant and will need specific attention in project management. They will also be added to the service's Risk Register.</i>			

4.5 Staffing

4.5.1 No additional resources are required; the events team cover this in their work plans.

4.6 Accommodation

4.6.1 Not applicable

4.7 Community Safety

4.7.1 All event plans go to the Community Safety Group who will advise on any risks to community safety – as appropriate plans are put in place to mitigate against serious risks.

4.8 Sustainability

4.8.1 By applying our procurement policy sustainability issues are considered and included the evaluation.

Appendices - See attached
Background Papers- See attached
File Reference – none

Report to: Cultural Leaders Group
Date of meeting: 25 November 2015
Report of: Section Head – Culture (Watford Borough Council)
Title: Big Events Programme

1.0 **SUMMARY**

1.1 This report illustrates the background and context of the BIG Events programme, the biggest cultural events programme ever staged in Watford.

1.2 It supports and reflects on the significant value Arts and Culture can play in the regeneration of social capital and the local economy, helping to transform, inspire and provide a sense of pride and well being in our town

It illustrates The BIG Events key objectives, summarising key factors of success, key learning points and notable changes made to improve ways of working.

1.3 The evaluation of the programme covers user satisfaction, user profiles and data from surveys undertaken, business feedback, cost of events, marketing spend and reach, successful channels used and footfall per event. Looking to the future it highlights areas of streamlining, opportunity's, revenue implications, and required changes and delivery options.

1.4 Finally, the report covers the financial commitment the council has made over the last two years and what is proposed for 2016/17 including the key dates for next years events.

In addition and for consideration and discussion the long term sustainability of events will require a trio of factors including external funding, sponsorship and advertising, business and cultural partner contributions.

2.0 **RECOMMENDATIONS**

2.1 To endorse and support the continued development of the Big Events programme series 3, the dates and use of the new events spaces as opportunities for cultural activities

2.2 To resort back to keeping the Imagine Watford and Watford Live as individual brands and avoiding any clash of programming for those two. Events.

2.3 To schedule Imagine Watford over two key weekends including the two Fridays to ensure the programme is intensified and acts are chosen for maximum impact value, entertaining and aim to retain the public over a longer period of time.

2.4 To explore a variety of funding channels including sponsorship and grants to support the ongoing development of the Diwali outdoor festival. In addition collectively

provide any application support and experience where appropriate.

- 2.5 To continue to support and develop local business partnerships and work with the BID team to co-ordinate events activity, share resources, knowledge and help to promote the BID and other pop up events.
- 2.6 To work collectively on the long term sustainability of the programme and to bring back some options for consideration at a future meeting to be agreed

3.0 **DETAILED PROPOSAL**

Background – The BIG picture and why this is important

- 3.1 The magnitude of Watford's economic regeneration programme is likely to be the envy of many towns across the UK. In recent times our two leisure centres; theatre and entertainment venues have been subject to significant capital investment resulting in brand new facilities or major refurbishment. The parks investment programme has seen a steady programme of extensive improvements and the recent award of a Heritage Lottery Fund will transform the facilities in Cassiobury Park.
- 3.2 The agreement to proceed with the Watford Metropolitan Line will vastly improve the transport infrastructure enabling greater access in and out of London.
- 3.3 The significant redevelopment of Charter Place and the public realm improvements to the top of the town have and will continue to transform the look and feel of the High Street and primarily Watford as a destination of choice.
- 3.4 In general, high streets are very important as identified in the Portas Review 2011 which was an independent study into the future of the high streets across Britain. In summary, the review sets out what has led to the decline of high streets. It sets out a vision as to what may need to happen to create new sustainable high streets of the future buzzing with innovation and creativity. It further adds that high streets can be dynamic, lively exciting social places to be and this links into the objectives of the BIG Events programme.
- 3.5 The Portas Review further states that once we invest in and create social capital in the heart of our communities, the economic capital will follow. One of its recommendations is to put in place a "Town Team": a visionary, strategic and strong operational management team for high streets.
- 3.6 So key to the resurgence of the town centre and unlocking the economic capital, are the Town Centre Partnership (TCP) and Cultural Leaders Forum.(CLF) The aim was to help drive forward the town centre strategy to create a balanced, vibrant town centre, encouraging more visitors to stay longer in a safe well maintained environment where businesses are thriving
- 3.7 Looking ahead, the recent announcement that we have been successful in support of a Business Improvement District (BID) is very encouraging and provides greater

opportunities for a co-ordinated programme of events. In the business plan the BID has outlined marketing and events as one of its priorities so collectively we can build on our strengths and collaborative approach.

3.8 **The value of Culture – why we do what we do**

Whilst the figure below is the national context we are working with Herts County Council and Herts Tourism related partners to collaborate on a destination management plan for the county. Part of the attraction to come and visit Watford is the strength of our cultural offer and events. We will all collectively benefit from this work and research i.e.; the following the Cambridge Economic Impact Model and the Business Barometer will be tools that we can use and obtain vital information.

The Cambridge Economic Impact Model

Is an industry respected tool for measuring the economic impact of tourism in a given area. Knowing the volume and value of tourism is an essential part of developing policies for managing tourism.

The Cambridge Model is a spreadsheet model that produces estimates from existing national and local information (e.g. accommodation stock, inbound trips) of the level of tourism activity within a given local area. The volume of visits is translated into economic terms by estimating the amount of spending by visitors based on their average spend per trip. In turn, the impact of that spending can be translated to estimate the effects in terms of business turnover and jobs.

The standard measures generated in this Model are: the total amount spent by visitors, the amount of income for local residents and businesses created by this spending, and the number of jobs supported or created by visitor spending.

The Business Barometer

Visit Hert's Business Barometer will contain monthly feedback from tourism businesses on their performance and give a simple 'snapshot' of how tourism is doing in Hertfordshire each month. Attractions, accommodation providers, conference venues, transport companies and Visitor Information Centres will be invited to submit their figures to Visit Herts.

To ensure that we share accurate district wide figures, we will encourage more businesses to contribute to the Business Barometer. Those who sign up for the Business Barometer will be added to the Visit Herts database and will be contacted monthly by Visit Herts to complete their figures on a confidential basis

A DCMS report January 2014 revealed that creative industries are worth £71.4 billion pounds to the UK economy that's £8 million every hour.

Culture and Arts plays a hugely significant role in transformation of people's lives, communities and the look and feel of our town.

'Culture and art are lifeblood for people both as individuals and as part of communities.

Whether enjoying a visit to a museum, art gallery, singing, listening to musicians, reading poetry, or relishing the excitement of a street performance, this is part of what makes life worthwhile' Sandy Nairn, Director of the National Portrait Gallery.

And

'Arts and Culture can connect with, and create connection between, individuals, groups and communities in uniquely personal and highly engaging ways. It can provide inspiration, understanding, solace and entertainment. It enriches our lives in deeply personal ways' Di Lees, Director –General of Imperial War Museum

3.9 **Watford Cultural Leaders**

The work and support of the Watford Cultural Leaders has been instrumental, highly valued and essential in creating and promoting the vibrancy in our town centre as identified in the town centre strategy. This has involved the commissioning of exciting cultural performances and events with the aspiration of attracting increased footfall into the town centre, enabling and presenting further business trading opportunities and a platform for businesses to thrive in the future.

These events support the four cultural development themes in Watford as identified in the Watford Cultural Plan 2011- 2016.

- Balanced Watford
- Accessible Watford
- Talented Watford
- Participating Watford

3.10 So as a reminder, In November 2013, the Watford Cultural Leaders Group was tasked with developing an events programme for the newly created events space in the town centre. We are fortunate to have such a strong cultural platform in Watford and as a testimony to this, the Cultural Leaders Forum developed the BIG Events programme which was endorsed and launched to stakeholders in March 2014

3.11 .A review of the programme at CLF followed and it was streamlined to 7 BIG events for 2015. We are now on series 3 and have learnt about what the public really like and what works well for us in the town centre.

BIG Events

3.12 The BIG Events programme is in essence a series of spectacular outdoor events showcasing a range of cultural genres, arts, dance, music, sport. Visually stunning programmes which are designed to bring the town centre and infrastructure to life.

3.13 Venues and spaces come to life and artists weave their magic along the High Street thrilling crowds along the Parade and providing a talking point in the heartbeat of our town.

The programme is designed around a kaleidoscope of all art forms, a mix of sound, light, movement, colour, comedy and drama which is designed to create those

memories that families will talk about in years to come; such is the power of culture.

- 3.14 Through continuing to support BIG Events and improving our Cultural Offer we collectively position Watford as a destination of choice which benefits us all.

Using our combined creative enterprise the BIG events is designed to enrich lives and drive social and economic growth.

- 3.15 **Values of the BIG events programme are;**

Events and spaces easily accessible to all
High quality, high impact commissioned events
Support the repositioning of Watford
Free or value for money
Strong cultural partnership working
Develop and showcase community talent
Maximise use of outdoor events spaces
Developing partnerships with local businesses

- 3.16 **Objectives** of the BIG events programme are ;

Supporting the growth of the local economy
Establishing Watford's growing reputation as a strong cultural destination
Increasing a sense of well being, making people happy and proud of our town

- 3.17 For 2015, the BIG events programme consisted of;

- Big Summer Sounds
- Big Festival (combined Imagine and Watford Live)
- Big Beach
- Big Screen
- Big Sports
- Diwali
- Big Skate

- 3.18 **Proposed BIG events and dates for 2016 are:**

BIG Imagine Watford Festival – 24/25/26 June & 1,2,3 July

BIG Beach - 25 July – 13 August (3 weeks)

BIG Screen - 24- 27 August

BIG Sports - 10 - September

BIG Fireworks - November 5

BIG Skate - 26 November – January 8 2017

Others to note:

Watford Live (Community Arts Festival) – 4th June – 19th June.

In addition, we are currently developing ideas around other emerging events such as a Literary Festival for 2016 in collaboration with Watford Central Library, Watford Palace Theatre, LP café, Reasons Café and Watford Museum.

Our WBC Arts development officer has had some very encouraging interest from a wide range of local dance groups seeking to hold a BIG Dance event on the Parade.

3.19 Funding sources and levels of funding for the above are approximately;

Imagine Watford – 45 k
Big Beach- 40k
BIG Screen -25 k
BIG Sports – 17k
BIG Fireworks – 50k
BIG Skate – 60k
BIG Skate security & set up 25k

There is a commitment to work towards these as a key focus. The impending announcement of the government spending review is likely to be challenging and will place pressure on funding levels across the board for next year. We will not be in a position to know the full outcome of this until mid December

3.20 As a result decisions on funding levels may have to be taken which may be limiting so key to the discussion is how can a programme of this nature can be sustained longer term with our collective support and channels of funding available.

3.21 Following a review we recently re shaped our Events Planning group in order to provide a more detailed focus on the design, commissioning and marketing of events. This smaller group and model works well and we intend to use this group's knowledge and skill to go out to procurement to find the best operator and outcomes for each event.

3.22 This will involve testing the market to identify if there is any advantage in packaging events and sourcing operators who can deliver multiple events such as BIG Beach and Big Screen.

3.23 Whilst the Events Officer post is currently vacant there are sufficient resources, experience and knowledge in the WBC virtual events team to absorb any operational responsibilities. In addition with fewer events and an opportunity to tender many of the operational aspects can be built into the contract with an operator.

4.0 **Evaluation of the 2015 programme**

This section is a summary of headlines in the evaluation of this years programme,

some of this is supported by appendices attached to the report.

4.1 **User surveys** – during each event staff encourage people to complete a feedback forms. The data below helps us to evaluate each event, gives satisfaction ratings, provide data to focus our marketing activity, an understanding of our audience, average spend per head and where people also visited as a result. The analysis of this is contained at Appendix 1. We are currently exploring ways of how we could improve the collection of data from people at events and how this could be better utilised. For example, next year the council is using You Gov a dynamic way of collecting data from users and using this to help targeted campaigns.

4.2 **Footfall**

Strategically placed around the High street are footfall cameras which can provide us with data and reports necessary to help us evaluate, monitor the success of our events.

The data for this year provides the benchmark for future analysis.

Appendix 4 attached is a summary of pedestrian flow for 2015 BIG Events; This overall demonstrates the additional pedestrian flows created by events, some significantly more.

4.3 **Business engagement**

A business survey was not undertaken this year mainly due to the focus and timing of the work required on the Business Improvement District (BID).

However the events team did engage with several businesses and a local business offer started to materialise at each event. This is summarised below;

This year has been more successful in engaging local businesses although this is still an area which is underdeveloped and has huge potential. Going forward the newly formed BID can play a significant part in engaging with local businesses, in activities, promotions, whilst on the ground the events team can continue to be a contact to assist and deal with any issues during event days.

This year the Events Team managed to get a number of business offering discounts into their restaurants for the BIG Sports, BIG Screen and BIG beach i.e.

Fit For sport offering 10% off holiday activities
Everyone Active – join for a £1 discounted from £40
Banana Tree £10 off when you spend £30
Mulloys 20% off food
Barracuda 10% off everything
LP Café 10% off everything
L'Artista 10% off everything
Zinco's 10% off everything
Feel Hot Yoga a draw for a free prize, value £135
Twisted Monkey a wide variety of discounts off food and drink

We also managed to encourage local traders from the Watford New Market to trade on

events such as the Big Screen and Diwali

Whilst we need to develop a more quantifiable way of getting feedback from businesses about the impact of this, we can demonstrate through the survey that people coming to events are spending money in the local bars and restaurants – (see survey report attached for details).

The feedback from local businesses was good overall with many thanking us for the trading opportunity, and it has developed some good positive relationships that we can continue to build on

4.4 **Cost of events for 2015**

Note; The ice rink is a separate contract, valued at 60k maximum risk. The Big Skate is an example of how a competitive procurement process has yielded improved quality and look and feel of the product. It has lessened the risk to WBC by capping the contract price at 60k with the additional advantage of a profit share.

The length of the contract is 2 years with an option to extend a year at a time up to 5 proving a longer term incentive for the operator. The contract also has some built in protection for WBC at the same time.

The table below captures the cost per event for 2015.

Event	Month	Budgeted Expenditure
Big Summer Sounds	May	£35,391.15
Big Beach	July	£29,696.16
Big Screen on the Parade	August	£21,898.31
Big Family Sports Day	September	£15,225.65
Diwali on the Parade	October	£17,566.55
Big Skate (Security)	Nov/ Dec	£15,222.18
Marketing costs		£45,000
Total		£180,000.00

4.5 **Learning Points from the events**

The Big Events programme has been a catalyst for change in how we help enable and facilitate other events within the town centre. Clearly in its first year there was rapid learning and agility required in all areas to deliver the programme, such as planning, communications, i.e. and environmental health and the events team.

This learning resulted in several changes which help now to facilitate events and make process slicker. An events Policy launched in March 2015 with accompanying guidance notes was produced with input from all the areas above.

Some changes have been made to improve the planning for events;

- Producing a Master Plan for events, showing key milestones for event support
- Changing the format of the Events Planning Group to enable a greater focus on design, delivery and marketing
- A focused and targeted marketing plan, excellent use of social media.

Others have allowed changes to legislation;

- amending the town centre premises license to allow alcohol to be sold on the Parade for the BIG events(with associated conditions

Some have improved understanding;

- Greater understanding and involvement of the Safety Advisory Group,
- Involvement and engagement of local businesses at events, promoting trade opportunities
- Officers in Environmental Health and Licensing supporting the business needs

Or the product

- tendering exercise for the BIG skate resulted in an improved product, look and feel and a positive shift in risk for 2015
- The BIG Screen had improved sound, picture, seating , catering and barriers resulting in a much improved all round experience
- The BIG Sports day built on last year success but shifted to participation and a teenager/family audience based on feedback

4.6 **Communications and Marketing Plan,**

Appendix 2 illustrates the channels used, costs and audience reach of all the BIG events 2015.

The communications and marketing of this year's Big Events series has moved on considerably since last year. By being much more targeted we have drawn bigger crowds and allocated resources more effectively. Social media has played an enormous role in building up excitement about events, measuring the sentiment about and success of events, and targeting specific audiences.

Partnership working has also improved, with Watford For You taking on business engagement - this is an area that can be further developed.

The Big Summer Sounds was our least successful event and we received some useful feedback from the public about it on social media. Key points highlighted by people included:

- it wasn't suitable for a Sunday (they would have stayed for Rebecca Ferguson but had to get the kids to bed)
- It clashed with the Rickmansworth Festival, which has been running for more than 20 years and has a wider offer. They were targeting a similar audience to us and pulled in more than 30,000 people

- the space at the top of town doesn't suit a music event

An interesting point to note is that we slimmed down the channels for Big Sports but spent more on JC Decaux and to date it's had the biggest reach. This also meant a slightly higher spend.

Furthermore the reach doesn't include the reach of all our partners who also promoted the events via their social channels and to staff.

The jump in spend is mostly down to lamppost banners, which we implemented after the feedback that we needed much more visibility around the town after Big Summer Sounds.

Quotes from social media and the Watford Observer include:

Watford Observer headline (not from council press release): 'The Big Sports Day in Watford town centre dubbed a success by parents'

Mike Gouboze, Tudor Estate: 'It is fantastic for the children. You could not have asked for a better day to do something like this. It gets the children out in the fresh air and interested in things they might not have been aware of before.'

Catherine Agnihotri, Orchard Drive: 'It is a fabulous event. It is great because it makes sure this area is for families and not just the nightlife which has always been here. I have said this is what the council needs to do more of. Family events. If the council does more of these events, families will take over here again.'

Zoreema Fatima, central Watford: 'It has been an excellent event. Watford Council has done a really good job. It is a lovely day out with the family and I hope they do it again next year. It is right on our doorstep. We don't have to go to London to have a family day out and we are looking forward to the next event, which will hopefully be the ice skating.'

Juangandini – nothing quite like watching a film alfresco #Outdoorcinema #watford @watford_for_you #bigscreen #outdoorfilm #watfordbigscreen #watfordforyou #film #gravity #watfordparade

Jess_laa – 80s music, Ghostbusters, and frozen cocktails all make for a pretty fabulous evening. #ghostbusters #watfordbigscreen #cocktails #happy

Tara McBride - Sophie Westnedge I'm jealous of you watford dwellers right now! Xx

Rusul Kamal Khazal - I love Watford

ANLifeCoaching - @WatfordCouncil sitting on one of your lovely deck chairs thanks. Loving the atmosphere, great screen. Summer anywhere :)

cakesbylorayne - @WatfordCouncil Great evening, thank you #WatfordBigScreen & #smirnoff @Lynneoc

cathbal66 - Lots of whooping & cheers from the #WatfordBigScreen crowd :)

@WatfordForYou @WatfordCouncil @WatfordEvents

ihertwatford - Excellent afternoon watching Shaun the Sheep on the Watford Big Screen @WatfordEvents @WatfordForYou @WatfordCouncil

cathbal66 - Looking forward to Dirty Dancing in #Watford in the sun! @WatfordForYou #WatfordBigScreen @WatfordCouncil

AhhGeeProd - @cathbal66 @WatfordForYou @WatfordCouncil @WatfordEvents No one puts Watford in the corner..

5.0 **Summary of Learning from 2015 BIG events and suggested changes**

5.1 This year has been no exception. There are changes happening all around which present opportunities and or threats to a programme, some of these key learning, opportunities and questions are summarised below.

5.2 Last year we decided to bring together the Watford Live and Imagine Watford festivals under one umbrella brand the 'BIG festival', In conclusion whilst there was a positive intent to make this work, in reality it only served to confuse and we are recommending that the two brands stand alone.

However, if funding is required for the Imagine Festival we would want to ensure that there is a strong association and alignment to the BIG events brand and or the council.

5.3 The Imagine Festival is a real showcase of international artistes. Looking at the audience and footfall during the mid week daytimes it was significantly less than the Friday night and weekends. For 2016 we would expect to see a concentrated programme over two weekends including the Friday nights so that performances flow and lead into each other with very little gaps in between retaining audiences and increasing the impact. We would also recommend a review of some of the performances and would wish to see ones which are impact and appeal to larger audiences.

5.4 Now that the development Business Improvement District has been confirmed there are some real opportunities to share resources and collectively market and plan events. It is suggested that the Commissioning Group is supported via a nominated representative from the BID who has the overall remit for events. This will help to ensure effective co-ordination of programmes, using the resources of the virtual events team to help facilitate events to happen safely and smoothly. Collectively we can shape a programme that incorporates BIG events, pop up events, community artistes.

5.5 This year we entered into a competitive procurement exercise for the Ice rink, this has allowed us to improve on the quality offered and fix the risk with potential for a % return on income over a specific threshold

In addition with fewer events planned for next year we will need to review the delivery models for those events. The design and commissioning group have reflected on this and will collectively take forward the commissioning and procurement of the Beach Screen, Sports.

The BIG Skate and BIG fireworks are already procured and contracted for 2016 whilst Watford Palace Theatre takes the lead role on the Imagine Festival with funds from arts grants, sponsorship and partnership funding.

The group will explore other funding sources and continue to support and encourage the Diwali Steering Group to apply and develop their outdoor event.

It is felt that the larger scale Music events such as Big Summer Sounds are better suited to Cassiobury Park and there is emerging interest to hold a music festival in the Park in 2017.

Whilst our events are free, we acknowledge that some events present commercial opportunities too i.e. such as making a nominal charge for a chair/seat at the BIG Screen. We would encourage and support these possibilities for operators and that may help to drive down the costs of commissioning the event if these can offset against hire costs of equipment.

In summary some suggested changes for this year

Imagine Watford

- ✓ Detailed project plans and funding package being implemented for Imagine Watford 2016
- ✓ Shorter intense programme over two weekends, retention plan for audiences
- ✓ High impact, mass audience acts
- ✓ Improved marketing and awareness of the festival

BIG Beach

- ✓ Larger Beach
- ✓ Over longer period
- ✓ Bigger seating area
- ✓ Better bar and food areas
- ✓ More games and toys available
- ✓ Beach volleyball
- ✓ Acoustic performance
- ✓ Street theatre on the beach

BIG Screen

- ✓ Run over longer period (two weekends if possible?)
- ✓ More screenings
- ✓ Film Festival showcasing local talent
- ✓ Enhance infrastructure scale
- ✓ Utilise infrastructure more effectively
- ✓ More themed programming
- ✓ More added value (live performances)
- ✓ Opportunities for residents to help select films (not at expense of Palace Film Club steering group involvement)
- ✓ More seating options
- ✓ Tie ins with Warner Bros and other local Film Companies

BIG Sports

- ✓ Successful year and so more opportunities for 13 – 18 age group (e.g. this year penalty shoot out competitions, athletics training by professionals, parkour, army fitness training)
- ✓ ALL Family (inter generational) participation activities to be added
- ✓ More promotion of local groups
- ✓ Promote health and well being further
- ✓ More opportunities for older people (e.g. green bowling, walking football for over 50's, croquet, crazy golf)

BIG Skate

- ✓ Reflect on success of this year
- ✓ Consider success of procurement option
- ✓ Consider success of adding Christmas market
- ✓ Sponsorship
- ✓ More 'winter wonderland' experiences
- ✓ Sell advertising space

5.6 As pointed out earlier this year has been more successful in engaging local businesses although this is still an area which is underdeveloped and has huge potential. In addition, we are going to be looking at more effective ways of measuring the impact complimenting footfall reports.

6.0 **Wider Events**

6.1 The development of events and showcasing events in the town centre has resulted in an increase in other organisations wanting to book events and filming in the town. Appendix 3 illustrates the kind of interest we have been getting so far which is very encouraging.

6.2 We aim to continue to develop this by marketing and creating a website that helps to promote this. Our new booking procedures and process are constantly refined to help support the easy facilitation of events

7.0 **Longer term**

7.1 The current level of funding given to the programme has decreased each year. The ambition and desire is to maintain the existing level of the programme but to look at ways of leveraging in other income streams to help support this. This could be in the form of external funding if applicable, sponsorship or financial support from the local traders and businesses along the Parade and partners.

7.2 The Town Centre Partnership may have a vital role going forward as the concept of a Business Improvement District takes shape. The possibility of them working alongside

the cultural leaders to help develop and shape and jointly finance a programme to suit their needs is a strong one.

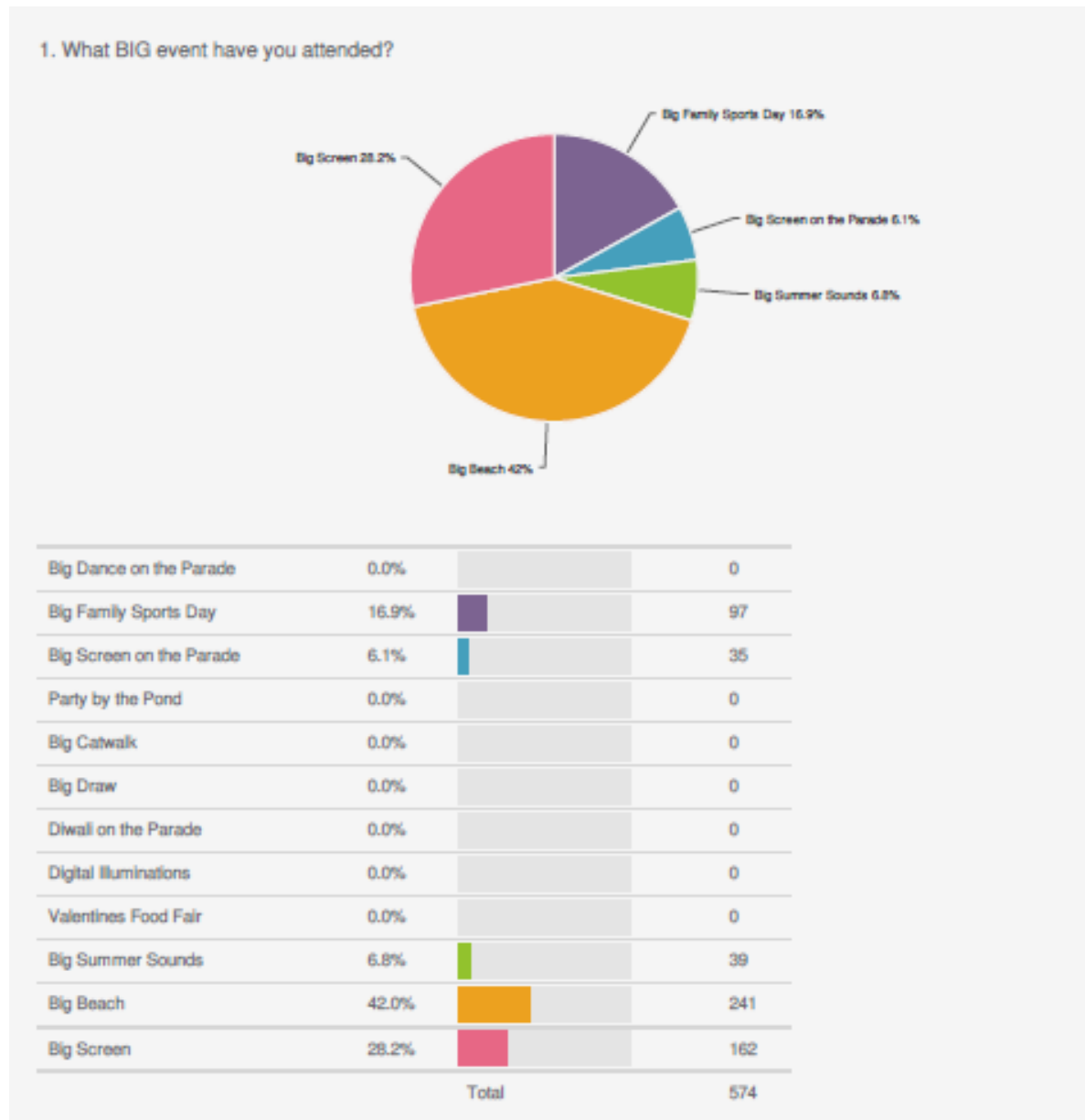
- 7.3 Watford has a solid base from which to go forward. There are significant opportunities here. The range of cultural assets across Watford would be the envy of a much bigger town or Borough. We have a wide ranging and strong 'arts community' with up to 100 local organisations and small groups who collectively make a difference in the town and going forward provide us with a strong opportunity to showcase local 'home grown' talent. All the elements exist to make it a great place for culture such as location, transport links, cultural attractions, excellent educational offer, strong communities, good and developing shopping offer, vibrant sports clubs and buzzing night time economy.
- 7.4 Events and activities in the town centre continue to provide a framework for transforming the appeal, attraction, movement, place of our Parade. Opening up this cultural infrastructure offering the opportunity for pop up activities such as diverse live street theatre/music/dance in places which are accessible provides different communities a sense of ownership and pride.
- 7.5 This balance of social and economic capital interweave in creating a town that thrives and builds a reputation and identity of Watford of increasing cultural significance and a destination of choice.

APPENDIX 1 - THE BIG EVENTS AUDIENCE DATA

Big Events Audiences	Audiences (% from SurveyGizmo)
AGE OF RESPONDENT	
Under 18	6%
18 - 24	4%
25 - 34	24%
35 - 44	30%
45 - 54	21%
55 - 64	11%
65+	4%
Prefer not to say	0%
AGE OF PARTY (preferable for Audience Age Profile)	
Under 18	6%
18 - 24	4%
25 - 34	24%
35 - 44	30%
45 - 54	21%
55 - 64	11%
65+	4%
ETHNICITY	
White British	70%
White Irish / Gypsy / Other White	16%
Asian or Asian British	8%
Black or Black British	4%
Mixed / Multiple Ethnic	2%
Other Ethnic Group	0%
Prefer not to say	0%
TOTAL from a Black or Minority Ethnic Group	15%
TOTAL non-White British	30%
Total Disabled	4%

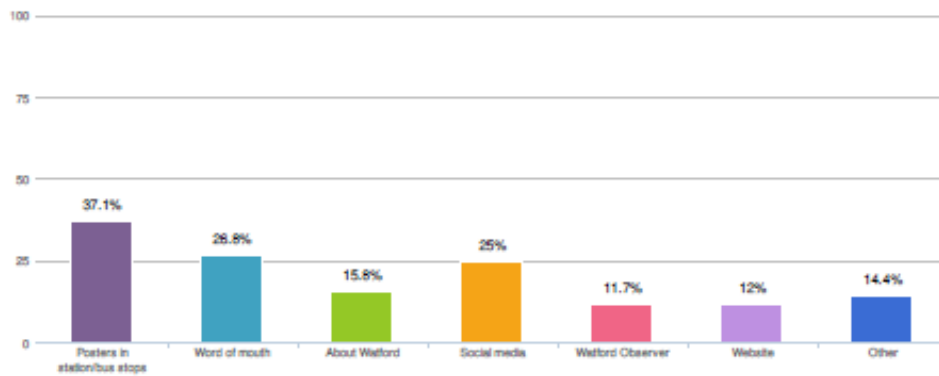
WATFORD BOROUGH COUNCIL STATISTICS	
WBC residents	59%
WBC residents who are under 18	5%
WBC residents who are aged 18 - 24	4%
WBC residents who are non white British	30%
WBC residents who are disabled	3%


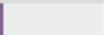

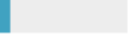

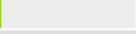

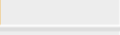

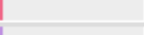

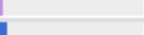

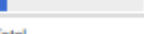
WHAT BIG EVENT HAVE YOU ATTENDED?



HOW DID YOU FIND OUT ABOUT THE BIG EVENTS?

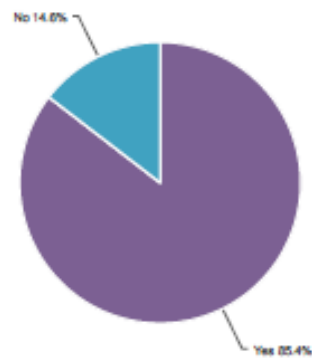
8. How did you find out about the Big Events




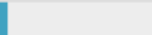


Posters in station/bus stops	37.1%			216
Word of mouth	26.8%			156
About Watford	15.8%			92
Social media	25.0%			146
Watford Observer	11.7%			68
Website	12.0%			70
Other	14.4%			84
Total				583

DID YOU COME TO WATFORD SPECIFICALLY TO ATTEND A BIG EVENT?

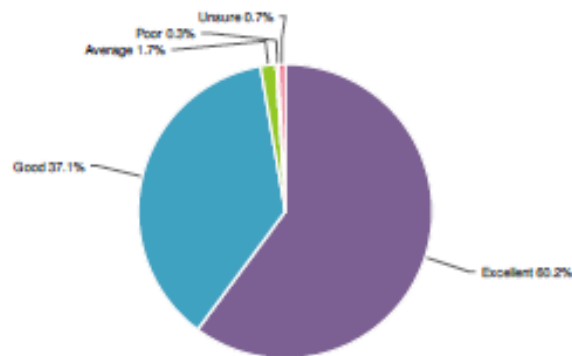
9. Did you come to Watford town centre today specifically to attend the Big Event?



Yes	85.4%			504
No	14.6%			86
Total				590

HOW WOULD YOU DESCRIBE THE PERFORMANCE YOU HAVE SEEN?

10. How would you describe the performance you have just seen?



Excellent	60.2%		358
Good	37.1%		221
Average	1.7%		10
Poor	0.3%		2
Unsure	0.7%		4
Total			595

WOULD YOU RECOMMEND THE BIG EVENTS TO A FRIEND?

11. Would you recommend the Big Events to a friend?



Yes	99.8%		581
No	0.2%		1
Total			582

12. How did you find the town centre environment?

	Excellent	Good	Poor	Responses
Clean	294 49.1%	302 50.4%	3 0.5%	599
Welcoming	324 55.1%	261 44.4%	3 0.5%	588
Safe	327 56.0%	254 43.5%	3 0.5%	584
Easy to access	348 59.9%	228 39.2%	5 0.9%	581

HOW MUCH HAVE YOU SPENT IN WATFORD DURING YOUR VISIT TO THE BIG EVENT?

On average the following spend in Watford from audiences attending the big events programme was as follows:

- Average food and drink spend per person - **£10**
- Average daily spend per person on other activities (including shopping) - **£26.50**
- Average transport spend (including parking) - **£12**

TOTAL

On average **£48.50 per person** investment in the local economy for audiences attending the Big Events programme.

Event	Channel	Reach	Points to note	Cost	TOTAL REACH
Big Summer Sounds	Posters and leaflets	CSC, underpass, all partners, What's On, composites - bus shelters and town centre		£3,073	1,241,043
	Radio - Vibe and Heart advertising	30,000 (Vibe) 49,000 (Heart)			
	Big Summer Sounds banners and flyering and Watford FC promotional event in Cassiobury Park	<30,000			
	WBC website	14,681			
	Social media - Facebook and Twitter	860,293	Rebecca Ferguson's social media posts made our reach sky rocket but they missed our more local audience. Our boosted Facebook post reached 11,000 people, Twitter advertising proved less efficient with only around 600 views. This figure only takes into account WBC and Rebecca Ferguson reach.		
	Watford Observer online advertising	Ads seen 81,200 times 1,206 click throughs	This is a cost-effective way to advertise to our local audience and much more impactful than print advertising.		
	List.co.uk, Familiesonline.co.uk, Accessallareas.info, Wherecanwego.com		Free listings sites - new website will enable us to measure traffic from these sites		
	Internal comms	250			
	Media and PR	36,100 (radio) 139,519 (WO print and online)	Radio interview with RF on BBC Three Counties music show the day before the event Radio interview with RF on Heart during drivetime days before the event Five pieces of coverage in Watford Observer online and in print		

Big Beach	Lampost banners (x16)			£6,392	1,066,131
	Posters and leaflets	CSC, underpass, all partners, market, Play team's school distribution, coffee shops, railing banners by space, What's On, town centre six sheets (composite), bus stops (composite)			
	JC Decaux outdoor advertising	351,704			
	Raring2Go! Magazine full page advert		Lands in every primary school bookbag with a WD postcode		
	Hertfordshire Life e-newsletter editorial	30,000			
	Herts Advertiser full-page wrap	39,499			
	Ad in Watford Observer Here Comes the Sun supplement	12,213			
	Media and PR	139,519 (WO print and online) 200,000 (My News print and online)	Four articles in WO online and print Two News Mag articles Evening Standard online Timeout online		
	Radio - Vibe and Heart advertising	30,000 (Vibe) 49,000 (Heart)			
	Watford Observer online advertising	34,140			
	WBC website	14,681			
	Twitter	35,238			
	Facebook	128,349			
	Towncentre newsletter	1,500			
	Big Business Connects email	38			
Internal comms	250				

Big Screen	Lampost banners (x16)			£7,079	1,322,316
	Posters and leaflets	CSC, underpass, all partners, market, Play team's school distribution, coffee shops, railing banners by space, What's On, town centre six sheets (composite), bus stops (composite)			
	Hertfordshire Life half page	58,198			
	East Life half page ad	80,000			
	East Life online editorial	60,000			
	JC Decaux outdoor advertising	486,542			
	Media and PR	139,519 (WO print and online) 200,000 (My News print and online)	Four articles in WO online and print Two News Mag articles		
	Radio - Vibe and Bob FM	30,000 (Vibe) 92,565 (Bob FM)			
	Watford Observer online advertising	40,449			
	WBC website	14,681			
	Twitter	51,141			
	Facebook	67,433			
	TCP newsletter	1,500			
	Big Business Connects email	38			
Internal comms	250				

Big Sports Day	Lampost banners (x35)			£7,239	1,387,607
	Posters and leaflets	CSC, underpass, all partners, market, Play team's school distribution, coffee shops, railing banners by space, What's On, town centre six sheets (composite), bus stops (composite)			
	Hertfordshire Life e-newsletter editorial	30,000			
	JC Decaux outdoor advertising	763,928			
	Radio - Vibe	30,000			
	Watford Observer online advertising	113,130			
	Internal comms	250			
	WBC website	14,681			
	Twitter	51,608			
	Facebook	44,457			
	Media PR	139,519 (WO print and online) 200,000 (My News print and online)	Watford Observer print and online, BBC Things To Do, My News Mag		
Email to schools in Watford	34				

Events in Town Centre

Date	Organisation/Event	Area used
30 May	W3RT – community fair	
10 June	NEW EVENT Watford Fire & Rescue - road safety roadshow	Event space
11 July	NEW EVENT Herts Inclusive Theatre – theatre, poetry and music performance	Event space
12 July	Christians Across Watford – open air church service	Bandstand
8 August & 26 September	NEW EVENT Vibe FM – pop up concert	Raised platform by Yates'
30 August	NEW EVENT Twisted Monkey – family fun day	Parade (outside Modello's)
30 October	NEW EVENT Watford Mencap – pumpkin dash	Event space
28 November	Potters Palace Ministries – gospel preaching, worship songs	St Mary's Square
2 December	NEW EVENT Peace Hospice Care – Lights of Love ceremony	Bandstand
12 December	Live Nativity 2015	St Mary's Square
9 February 2016	NEW EVENT W3RT – pancake race	Event space
6 & 7 May 2016	NEW EVENT Army recruitment days	Event space

We've also had approximately 10 additional enquiries about hiring the space for events including choirs, bands etc.

Filming in the High Street

Apr 2013 to Mar 2014 – 14 applications

Apr 2014 to Mar 2015 – 19 applications

Mar 2015 to date – 21 applications

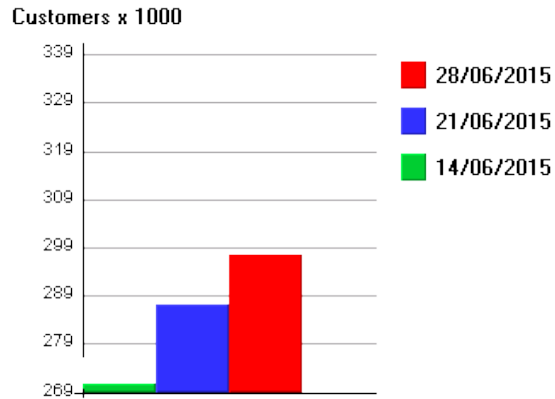
Pedestrian Flows – Big Events Programme 2015

23rd November 2015

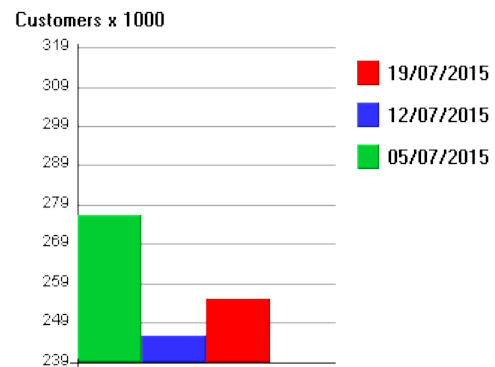
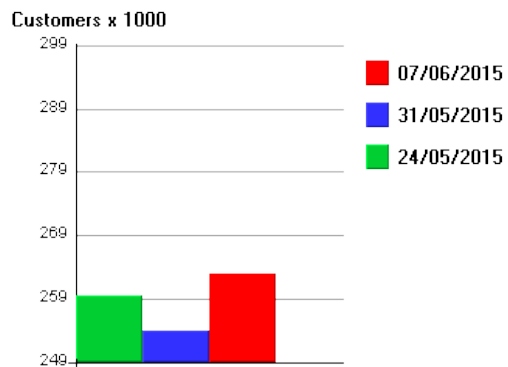
Big Festival 20th June – 5th July

Report area: count points 8, 9, 10 (in and out count, total flows)

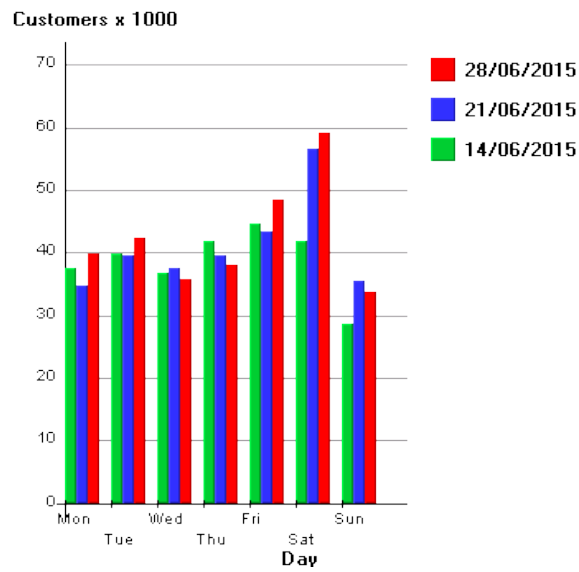
Total pedestrian flows by week:



Comparison weeks:

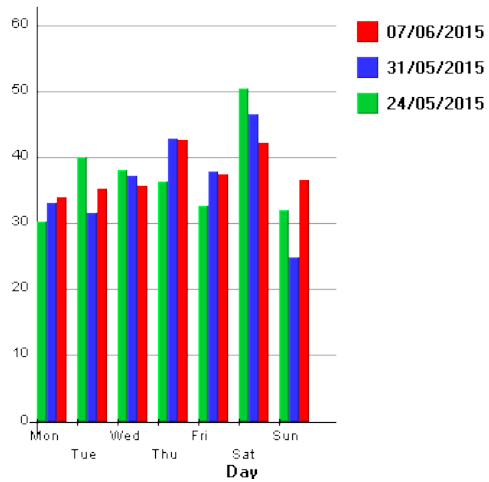


Daily breakdown:

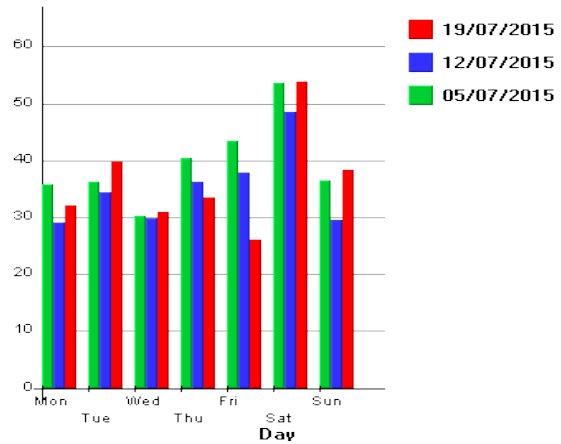


Comparison weeks:

Customers x 1000



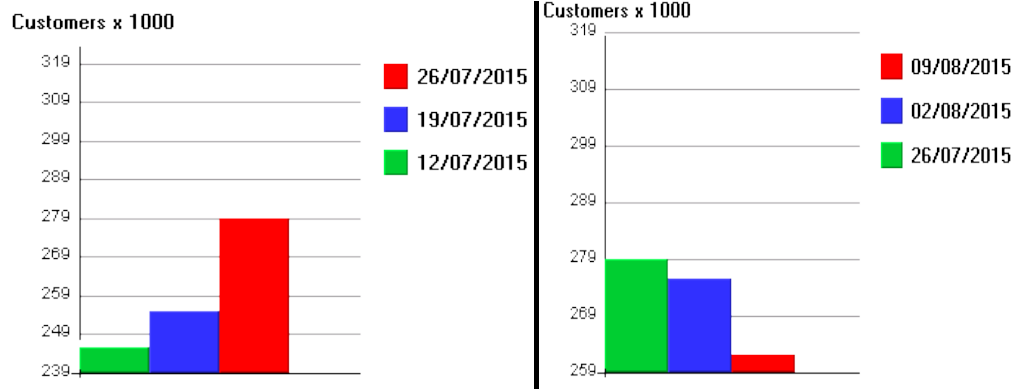
Customers x 1000



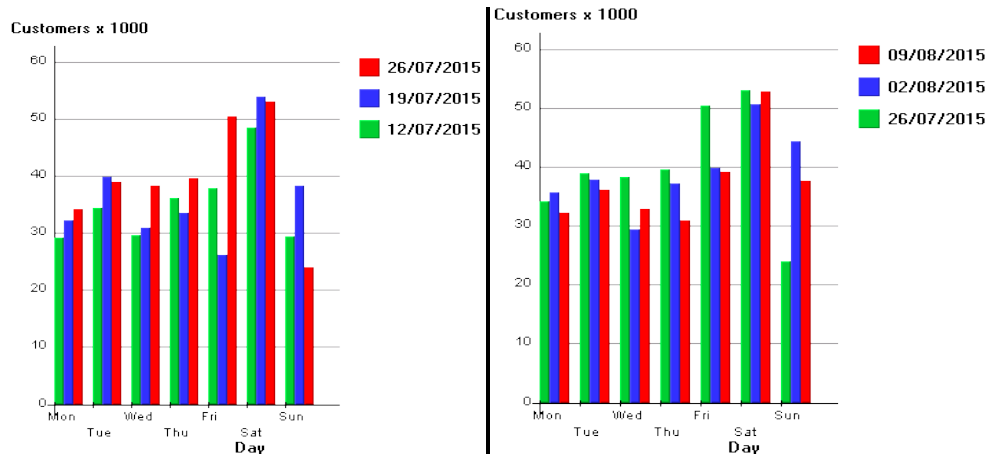
Big Beach 25th July - 2nd August

Report area: count points 8, 9, 10 (in and out count, total flows)

Total pedestrian flows by week, with comparison weeks:



Daily breakdown with comparison weeks:

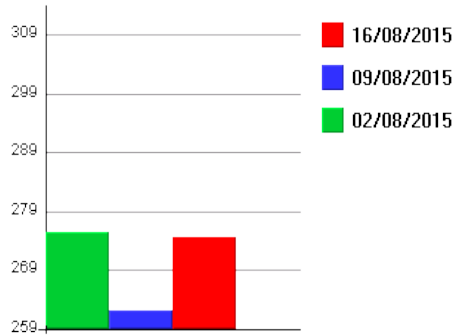


Big Screen 20th – 23rd August

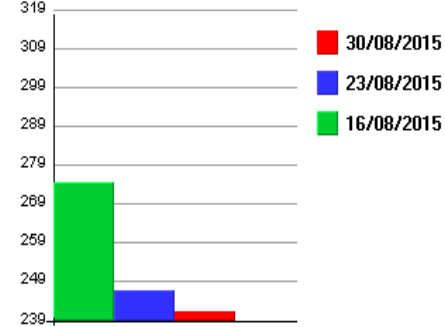
Report area: count points 8, 9, 10 (in and out count, total flows)

Total pedestrian flows by week, with comparison weeks:

Customers x 1000

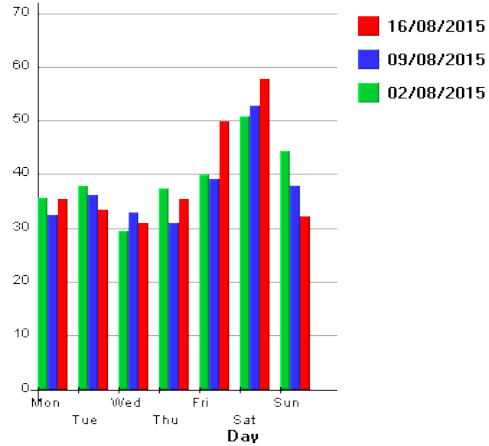


Customers x 1000

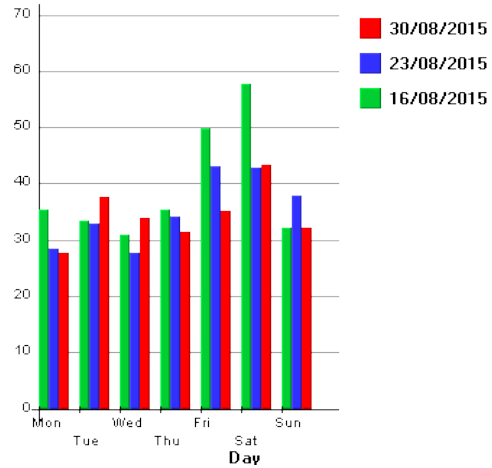


Daily breakdown with comparison weeks:

Customers x 1000



Customers x 1000

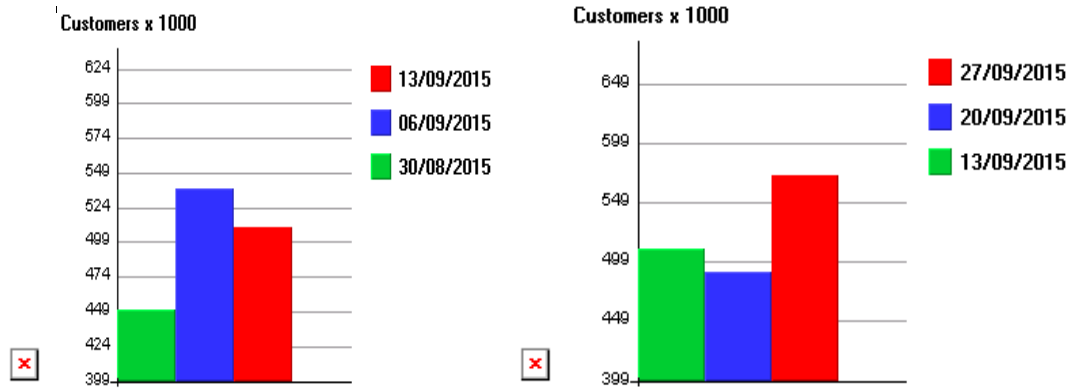


Big Sports Day 19th September

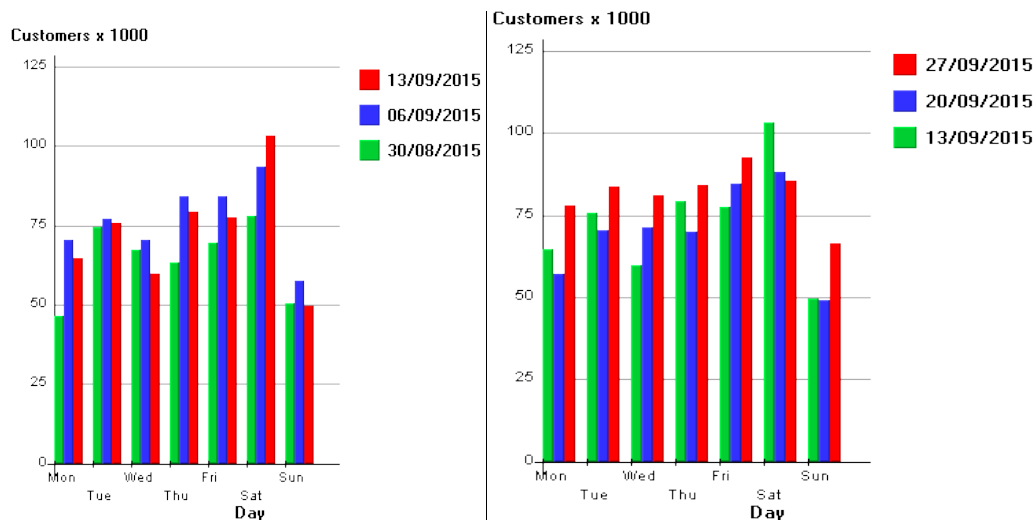
Report area: count points 4, 5, 6, 8, 9, 10 (in and out count, total flows)

NOTE – THIS IS A WIDER REPORT AREA

Total pedestrian flows by week, with comparison weeks:



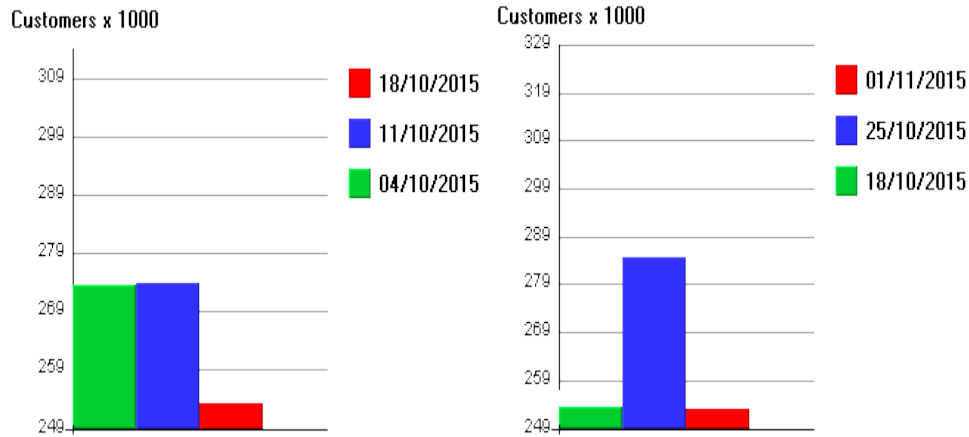
Daily breakdown with comparison weeks:



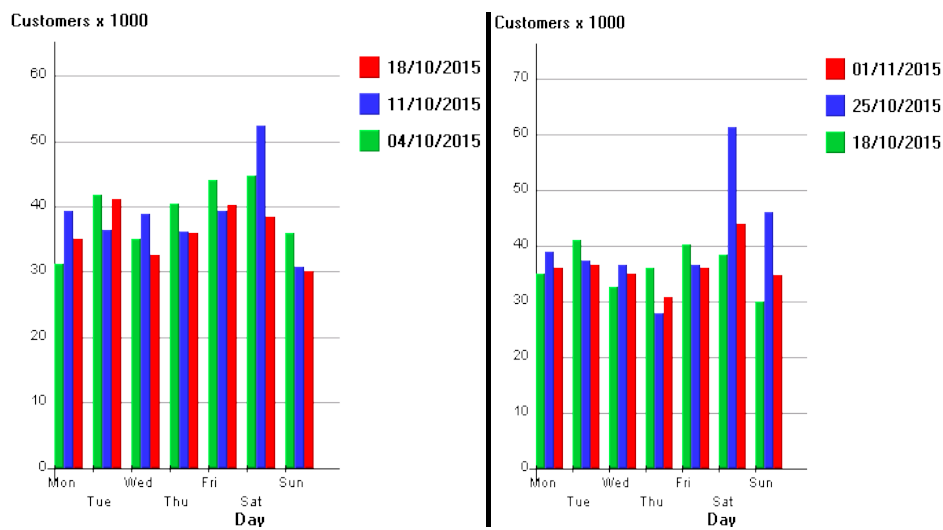
Diwali on the Parade 25th October

Report area: count points 8, 9, 10 (in and out count, total flows)

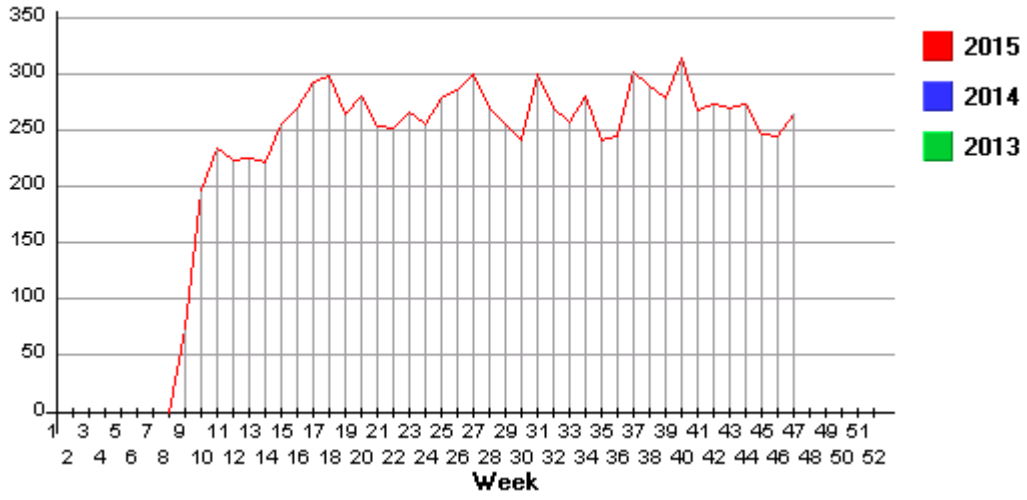
Total pedestrian flows by week, with comparison weeks:



Daily breakdown with comparison weeks:



Customers x 1000



Overview and Scrutiny Committee - Outstanding Actions and questions

Action to be carried out		Responsibility	Committee Date	Deadline	Comments/officer
Corporate Complaints and Comments					
CS 1	The 'Staff guide to complaints' to be circulated to the Scrutiny Committee.	Customer Service Section Head / Committee and Scrutiny Officer	18 November 2015	1 December 2015	Sent to the Scrutiny Committee on 12 November 2015
CS 2	The review of complaints procedures for outsourced services be referred to the Chair of Outsourced Services Scrutiny Panel.	Committee and Scrutiny Officer	18 November 2015	15 December 2015	Emailed Councillor Crout on 4 December 2015. Also advised officers for inclusion in the January meeting with SLM.
Performance Report					
PI 51	<u>CS4 No. of households in temporary accommodation</u> Are the people placed in temporary accommodation only from Watford or also from other areas?	Committee and Scrutiny Officer / Interim Housing Section Head	18 November 2015	8 January 2016	The Interim Housing Section Head has been asked to provide the requested information. Details will be provided as soon as the information is available.
PI 52	<u>CS4 No. of households in temporary accommodation</u> How does Watford compare to similar size authorities?	Committee and Scrutiny Officer / Interim Housing Section Head	18 November 2015	8 January 2016	The Interim Housing Section Head has been asked to provide the requested information. Details will be provided as soon as the information is available.

Action to be carried out		Responsibility	Committee Date	Deadline	Comments/officer
PI 53	<p><u>CS4 No. of households in temporary accommodation</u></p> <p>Considering the decrease in usage by Dacorum, are there any lessons Watford can learn?</p>	Committee and Scrutiny Officer / Interim Housing Section Head	18 November 2015	8 January 2016	The Interim Housing Section Head has been asked to provide the requested information. Details will be provided as soon as the information is available.
Executive Decision Progress Report					
ED 6	Officers to be asked if they monitored the cumulative effect of agreed schemes on Watford.	Committee and Scrutiny Officer	17 September 2014	31 October 2014	<p>The Managing Director and Head of Regeneration and Development have been contacted regarding this enquiry.</p> <p>The Committee and Scrutiny Officer to make further enquiries.</p>

Watford Borough Council

Executive Decision Progress Report

May 2015 – May 2016

Contact Officer: Sandra Hancock
Committee and Scrutiny Officer

Telephone: 01923 278377

Email: legalanddemocratic@watford.gov.uk

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

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Award contract for provision of CMS technology to support delivery of a new website	Community and Customer Services	Head of Community and Customer Services	1 July 2015	Key decision In accordance with the Access to Information Procedure Rule 15 the Chair of Overview and Scrutiny Committee was notified that the decision was to be taken by Head of Community and Customer Services on 1 July. Agreed by Head of Community and Customer Services on 1 July 2015 Not Called-in
Croxley Rail Link	Managing Director	Cabinet	July 2015	Key decision Considered by Cabinet on 13 July 2015 Not called in
Sutton, Gade and Church car park variation	Regeneration and Development	Cabinet	July 2015	Key decision Considered by Cabinet on 13 July 2015 Not called in

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Approval of strategy for Watford Business Park	Regeneration and Development	Cabinet	July 2015	Key decision and Part B This report is covered by Paragraph 3, Schedule 12A, as it included commercially sensitive information. Considered by Cabinet on 13 July 2015 Not called in
Financial Outturn for 2014/15	Director of Finance	Cabinet	July 2015	Key decision Considered by Cabinet on 13 July 2015 (following consideration by Budget Panel on 7 July) Not called in
Watford Health Campus – to approve the revised business plan for the LABV	Managing Director	Cabinet	July 2015	Key decision Considered by Cabinet on 13 July 2015 Not called in

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Approval to extend lease at Ascot Road	Regeneration and Development	Portfolio Holder	August 2015	<p>Key Decision</p> <p>The Chairman of the Council, in the absence of the Chair of Overview and Scrutiny Committee, agreed that the decision could be dealt with in accordance with Access to Information Procedure Rule 16 of the Constitution, "Special Urgency".</p> <p>The report is covered by Paragraph 3, Schedule 12A, as it contained commercially sensitive information.</p> <p>Approved by Portfolio Holder for Regeneration and Development on 29 September 2015</p> <p>Not called in</p>
Approval of Economic Development Strategy	Regeneration and Development	Cabinet	July 2015	<p>Key decision</p> <p>Originally due to be considered by Cabinet on 13 July 2015</p> <p>Considered by Cabinet on 7 September 2015</p> <p>Not called in</p>
Approval of Commissioning Framework	Corporate Strategy and Client Services	Cabinet	September 2015	<p>Key decision</p> <p>Considered by Cabinet on 7 September 2015</p> <p>Not called in</p>

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Cemetery Review	Corporate Strategy and Client Services	Cabinet	September 2015	Key decision Considered by Cabinet on 7 September 2015 Not called in
Award of contract to provide the Rough Sleeper Outreach Contract	Community and Customer Services	Head of Community and Customer Services	September 2015	Key decision and Part B (in part) Some of the documents are covered by Paragraph 3, Schedule 12A, as they contain commercially sensitive information. Agreed by Head of Community and Customer Services on 17 September 2015 Not called in
Update on the progress of the Cassiobury Park Heritage Lottery Fund Project and to sign off and approve contract for construction work.	Corporate Strategy and Client Services	Cabinet Mayor	October 2015	Key decision and Part B (in part) The appendix to the report is covered by Paragraph 3, Schedule 12A, as it contains commercial information relating to tender. This decision was originally due to be taken by Cabinet on 5 October, due to the cancellation of Cabinet the decision was made by the Mayor. Agreed by Mayor on 6 October 2015 Not called in

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Addition to Capital Programme – Watford Business Park	Managing Director	Council	October 2015	Agreed by Council on 14 October 2015 Call-in not applicable
Boundary Review Report	Democracy and Governance	Council	October 2015	Agreed by Council on 14 October 2015 Call-in not applicable
Agree response to Government's Local Plan Expert Panel	Regeneration and Development	Portfolio Holder	October 2015	Non-key decision Agreed by Portfolio Holder on 20 October 2015 Call-in not applicable
Council modernising its branding	Corporate Strategy and Client Services	Head of Corporate Strategy and Client Services	October 2015	Non-key decision Considered by Head of Corporate Strategy and Client Services on 21 October 2015 Call-in not applicable
Local Plan Part 2 – additional policy on tall buildings	Regeneration and Development	Cabinet	November 2015	New Non-key decision Considered by Cabinet on 2 November 2015 Not called in

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Release of covenant for land at Leggatts Campus	Regeneration and Development	Portfolio Holder	November 2015	<p>Amended</p> <p>Key decision and Part B</p> <p>The report is covered by Paragraph 3, Schedule 12A, as it contains commercially sensitive information.</p> <p>Considered by Portfolio Holder on 30 November 2015</p> <p>Not called in</p>
Disposal of the freehold interest in 73-83 and 83b Tolpits Lane, Watford	Regeneration and Development	Portfolio Holder	November 2015	<p>Amended</p> <p>Key decision</p> <p>Originally due to be considered by Portfolio Holder in November 2015</p> <p>Delayed</p>
Capita Progress report: to set out the provisional exit plan and approve a procurement exemption	Managing Director	Cabinet	November 2015	<p>Amended</p> <p>Key decision</p> <p>Considered by Cabinet on 30 November 2015</p> <p>Not called in</p>

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Business Park Development	Regeneration and Development	Cabinet	November 2015	<p>Amended</p> <p>Key decision and Part B</p> <p>The report is covered by Paragraph 3, Schedule 12A, as it contains commercially sensitive information.</p> <p>Considered by Cabinet on 30 November 2015</p> <p>Not called in</p>
29-35 High Street Poundland-Choice Unit New Lease	Regeneration and Development	Cabinet	November 2015	<p>Amended</p> <p>Key decision and Part B</p> <p>The report is covered by Paragraph 3, Schedule 12A, as it contains commercially sensitive information.</p> <p>In accordance with the Access to Information Procedure Rule 15 the Chair of Overview and Scrutiny Committee was notified that the decision was to be taken by Cabinet in November.</p> <p>Considered by Cabinet on 30 November 2015</p> <p>Not called in</p>

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Draft Revenue and Capital Estimates 2016/2019 and Treasury Management Strategy	Finance	Cabinet / Council	January 2016	<p>New Key decision Due to be considered by Cabinet on 18 January and then Council on 27 January 2016 Call-in will not be applicable</p>
Community Infrastructure Levy Governance Framework	Regeneration and Development	Cabinet	January 2016	<p>New Key decision Due to be considered by Cabinet on 18 January 2016</p>
Write off National Non-Domestic Rates	Revenues and Benefits	Cabinet	January 2016	<p>New Key decision Due to be considered by Cabinet on 18 January 2016</p>
Write offs for Housing Benefit overpayments and sundry debtors	Revenues and Benefits	Cabinet		<p>New Non-key decision Due to be considered by Cabinet on 18 January 2016</p>

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Property Investment Strategy	Regeneration and Development	Cabinet / Council	January 2016	<p>New Key decision</p> <p>Due to be considered by Cabinet on 18 January and then Council on 27 January 2016</p> <p>Call-in will not be applicable</p>
Joint Venture Housing Company	Regeneration and Development and Community and Customer Services	Cabinet	January 2016	<p>New Key decision</p> <p>Due to be considered by Cabinet on 18 January 2016</p>
Heritage Buildings in Watford	Regeneration and Development	Cabinet	January 2016	<p>New Key decision and Part B</p> <p>The report is covered by Paragraph 3, Schedule 12A, as it contains commercially sensitive information.</p> <p>Due to be considered by Cabinet on 18 January 2016</p>

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Watford's Monitoring Report	Regeneration and Development	Cabinet		New Non-key decision Due to be considered by Cabinet on 18 January 2016
Procurement of an electric powered staff pool vehicle – Exemption to contract procedure rules	Regeneration and Development	Cabinet		New Non-key decision Due to be reported to Cabinet on 18 January 2016 Call-in not applicable
Progress on the Green Spaces Strategy Action Plan	Corporate Strategy and Client Services	Cabinet	February 2016	New Key decision Due to be considered by Cabinet on 8 February 2016
Skillmakers – start up loan and board membership	Regeneration and Development	Cabinet	February 2016	New Key decision Due to be considered by Cabinet on 8 February 2016

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Cemetery Strategy	Corporate Strategy and Client Services	Cabinet	February 2016	New Key decision Due to be considered by Cabinet on 8 February 2016
Local Development Scheme	Regeneration and Development	Cabinet / Council	March 2016	New Key decision Due to be considered by Cabinet on 7 March and then Council on 16 March 2016. Call-in will not be applicable
Skyline – Taller building Supplementary Planning Guidance	Regeneration and Development	Cabinet	March 2016	New Key decision Due to be considered by Cabinet on 7 March and then Council on 16 March 2016.
Renegotiation of bowls club lease	Regeneration and Development	Cabinet	July 2015	Key decision and Part B (commercially sensitive information) Originally due to be considered by Cabinet on 13 July 2015 Report deferred to a later date.

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Revenues and Benefits write-offs	Revenues and Benefits	Cabinet	July 2015	Non-key decision Originally due to be considered by Cabinet on 13 July 2015 Withdrawn

