OVERVIEW AND SCRUTINY COMMITTEE

23 November 2017

7.00 pm

Town Hall, Watford

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For information about attending meetings please visit the council's website.

Publication date: 15 November 2017

Committee Membership

Councillor K Hastrick (Chair)
Councillor Ahsan Khan (Vice-Chair)
Councillors J Dhindsa, A Dychton, A Grimston, Asif Khan, R Martins, D Walford and
T Williams

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 28 September 2017 to be submitted and
      signed.

4.   **Call-in**

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

5.   **Review of the Community and Voluntary Sector Commissioning Framework Year
      1 - 2016-2017** (Pages 5 - 24)

      Report of the Head of Community and Environmental Services

      This report provides information on the performance of the Community and
      Voluntary Sector Commissioning Framework during 2016-2017 and asks the
      scrutiny committee to consider establishing a task group to consider proposals for
      the new framework commencing in 2019.

6.   **Watford 2020 Programme** (Pages 25 - 41)

      Report of the Watford 2020 Programme Manager

      This report explains Watford 2020 and its role as a transformational programme,
      including the review of the internal workings and processes of the council.

7.	**Performance Report Quarter 2 2017/18** (Pages 42 - 54)

Report of the Head of Corporate Strategy and Communications

This report presents the latest performance report covering quarter 2 2017/18.

8.	**Future Scrutiny Topic**

The scrutiny committee to discuss a potential new scrutiny topic originally put forward by a member of the public.

9.	**Executive Decision Progress Report** (Pages 55 - 61)

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

10.	**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

11.	**Budget Panel**

Since the last Overview and Scrutiny Committee, Budget Panel has not met.

The minutes for previous meetings are available on the council's website.

12.	**Outsourced Services Scrutiny Panel**

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

- 2 November 2017

The minutes are available on the council's website.

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

13.   Community Safety Partnership Task Group

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

*   13 November 2017

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

The Chair of the Community Safety Partnership Task Group, Councillor Grimston, to provide an update to the scrutiny committee.

14.   Tackling Loneliness Task Group

The Chair of the Tackling Loneliness Task Group, Councillor Mauthoor, to provide an update to the scrutiny committee on the task group's progress.

15.   Work Programme (Pages 62 - 66)

The scrutiny committee is asked to review the current version of the work programme and consider any additional areas councillors wish to scrutinise at future meetings.

16.   Dates of Next Meetings

*   Wednesday 20 December 2017 (For call-in only)
*   Thursday 18 January 2018
*   Thursday 8 February 2018 (For call-in only)

Report to:	Overview and Security Committee
Date of meeting:	23 November 2017
Report of:	Head of Community & Environmental Services
Title:	Review of the Community and Voluntary Sector Commissioning Framework Year 1 – 2016-2017

1.0 SUMMARY

1.1   This report provides a summary of:

- Background information to the commissioning framework
- Oversight and governance arrangements
- Financial information
- Performance against the SLA and KPI's (Appendix 1)
- Task and Finish Panel – draft terms of reference

1.2   This report is to provide information and advise the Overview and Security Committee on the performance of the Community and Voluntary Sector Commissioning Framework during 2016-2017

1.3   RECOMMENDATION

To agree the terms of reference and commencement date for the Task and Finish Panel outlined in Section 7 of this report

Contact Officer: Chris Fennell - Leisure and Community Section Head
Email: chris.fennell@watford.gov.uk
Tel: 01923 278317

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

2.0 Risk Matrix

Nature of Risk	Consequence	Suggested Control Measures	Response (Treat, tolerate, terminate, transfer)	Risk Rating (the combination of severity and likelihood)
Contractors do not deliver contract and service specification	The facility or services is not available for residents and customer to use	Regular contract monitoring by the council to review the KPI'S and SLA requirement are being met by the contractor alongside and scrutiny by elected members	Treat	Unlikely (2) x High (3) = rating of 6
Contractor goes into administration	As above	As above Regular review of contractors accounts	Tolerate	Unlikely (2) x High (3) = rating of 6
Contractor is taken over by another company	Could have no impact on the service Or New company tries to alters the contract/SLA and KPI's which impacts on the activity programme or service	As above Option to terminate the contract early	Tolerate	Unlikely (2) x High (3) = rating of 6
Death or injury to a customer/user or member of staff	Distress to injured parties Reputational risk to council and contractor is failings in health and safety compliance is identified	Regular contract monitoring by the council to review the health and safety and SLA requirement are being meet and reviewed by the contractor	Treat	Unlikely (2) x High (3) = rating of 6

3.0 **Background information**

3.1 The Commissioning Framework is the council's mechanism that sets out the priorities for a range of leisure and community services which are delivered by voluntary and third sector organisations during 2016-2017 on behalf of Watford Borough Council (WBC).

3.2 The services commissioned are:

- Infrastructure support to the voluntary and community sector – delivered by Watford and Three Rivers Trust (W3RT) aka council for voluntary services
- Mobility scooter and wheel chair services – delivered by Watford Shopmobility
- Advice services – delivered by Watford Citizens Advice Bureau (CAB)
- Arts and culture services – delivered by Watford Palace Theatre (WPT)
- Small Grants Fund – administered by the WBC Client Services Team

The authority also provides a management grant to support the following council owned community centres across the borough:
- Holywell Community Centre – managed by W3RT
- Orbital Community Centre – managed by YMCA
- Leavesden Green Community Centre – managed by Watford Community Housing Trust (WCHT)
- Meriden Community Centre – managed by Watford Football Club Sports and Education Trust (WFC Trust)
- West Watford Community Association (WWCA)
- Centrepoint Community Centre – currently managed in-house by WBC

4.0 **Oversight and governance arrangements**

4.1 The quality of services commissioned by the council are monitored by the Leisure and Community Services team on a regular basis and should the services be considered below the quality expected or the need for the service reduced then the Service Level Agreement (SLA) with the organisations commissioned will enable the council to de-commission or reduce funding as appropriate.

4.2 As part of the oversight and governance arrangements a Health & Safety checklist (compliance with statutory certificates etc.) and joint 'Risk Register' between the borough council and the different commissioned organisations has been implemented and is monitored and reviewed on a 6 monthly basis.

4.3 A rolling programme of reports and presentations to Portfolio Holders and the Overview and Scrutiny Committee has been agreed to ensure that elected members and leadership team are kept informed and updated regarding the progress and the performance of the commissioning framework.

5.0   **Financial information**

5.1   The funding for the commissioning framework is met through existing resources. The budget envelope for 2016/2017 was £925,698 (detailed in Appendix 1) and opportunities for efficiencies will be identified by the commissioned organisations going forward. The budget for the commissioning framework is subject to the council's annual budget setting process and any requirements to make savings or provide growth will be dealt with as part of this process.

6.0   **Performance against the Service Level Agreement (SLA) and Key Performance Indicators (KPI)**

6.1   Each of the commissioned organisations has a SLA and bespoke service specification which details the KPI's and additional information required by the council e.g. information relating to equalities of service users. Appendix 1 details the performance of the individual organisation against their SLA and KPI's.

6.2   Understanding the social value and the positive outcomes of the Commissioning Frameworks investment is important to the council. The authority has already started to capture the workforce and volunteering information (Appendix 2). During 2017-2018 additional research will be conducted to establish a baseline dataset on the following topics (1) reducing the Carbon Footprint and evaluation of the wider supply chain and the economic benefit (2) local firms/companies employed by the community centres to deliver services.

6.3   **Workforce of the commissioned organisations**

        An analysis of the commissioned organisations workforce detailed in Appendix 2 identified that 515 people are employed across the 9 organisations. The information from the organisations also identifies that 240 volunteers have been recruited and are delivering key frontline services. The CAB and other organisations estimate that the in-kind economic value of volunteers is estimated at £474,606 pa and 73 Trustees are on the different management committees.

6.4   The addition of the major contracts employees (362, SLM/Everyone Active: who operate the leisure centres and 192 HQ Theatres: who operate Watford Colosseum) takes the total workforce being employees through WBC contracts and the commissioning framework to 1,069 people.

7.0   **Task and Finish Panel – draft terms of reference and commencement date**

        The council is currently in year 2 of a 3 year funding cycle (2016-2019), members are asked to consider establishing a cross party task and finish panel commencing in May 2018 to consider the following :

        1. Which of the current commissioned organisations should remain part of the new framework?
        2. Should any new organisations be considered for inclusion in the new framework, if so on what basis?

3. How long should the next funding cycle last - current cycle is 3 years?
4. Explore funding options for the commissioned organisations - should the overall funding for commissioned services be increased or reduced and should the individual funding for commissioned organisations be increased or reduced based upon past performance?
5. Understand the value for money (social or economic impacts and outcomes) the council receives through the framework.
6. Develop a new SLA and set of KPI's for the different organisations.

8.0 Legal comments

Comments from the legal department have been incorporated into this report.

9.0 Financial comments

Comments from the finance department have been incorporated into this report.

10.0 Appendices

Appendix 1 – End of Year Report and Individual KPI's of commissioned organisations
Appendix 2 – Overview of workforce of commissioned organisations (and major contracts)

Leisure & Community Services
Voluntary Sector & Community Centre End of Year Report 2016-2017

Introduction

This report encompasses the highlights from the commissioned organisations during the period 2016-2017, Year 1 on the new three year Commissioning Framework 2016-2019.

Political oversight and governance arrangements

An executive summary will be submitted on a quarterly basis to the Portfolio Holder and Head of Service and will detail what is going well and any areas of development or concern.

Performance monitoring

From a contract monitoring perspective the council is looking at consistent delivery of a high-quality, value-for-money services to our community. This is achieved by council officers working closely with our third sector partners so they can deliver the Key Performance Indicator (KPI's) set out in Service Level Agreement and service specifications.

The frequency of meetings are on a quarterly basis, with additional meetings where required.

Commissioned organisations

The Council funds 4 Voluntary Sector organisations and 6 Community Centres which are listed below;

No:	Organisation	2016-17 Budget	Descriptions
1	Watford Palace Theatre	£32,500	Rent
		£257,730	Direct Grant
2	Watford CAB	£39,500	Accommodation
		£204,190	Direct Grant
3	Watford and Three Rivers Trust (W3RT)	£79,173	Direct Grant
4	Shopmobility	£36,460	Direct Grant
5	Holywell Community Centre	£76,680	Management Grant
6	West Watford Community Association	£10,920	Rent
		£23,420	Management Grant
7	Orbital Community Centre	£72,965	Management Grant
8	Leavesden Green Community Centre	£20,000	Management Grant
9	Meriden Community Centre	£72,160	Management Grant

WATFORD CITIZENS ADVICE BUREAU
CAB is located in the Advice Centre next to St Marys Church and aims to provide the advice people need for the problems they face and improve the policies and practices that affect people's lives. The organisation provides free, independent, confidential and impartial advice to everyone on their rights and responsibilities.

Watford CAB's business model relies heavily on volunteers and the in-kind economic market value of work carried out by the volunteers during 2016-2017 was valued at **£468,919**.

Areas of focus during 2016-2017 were Transforming Adviceline**.** They received a grant of £10k by Big Lottery Awards for all and the aim was the development of an improved Adviceline service, increasing the capacity and improving the customer experience.

There were 4 elements:

1) A new layout with a more user friendly office layout, increased seating space, reduced cabling

2) A new flexible working approach
   - A new large screen display to be used to monitor call waiting queues to make effective resource allocation decisions
   - Direct supervisory support to Adviceline staff

3) Increased number of Adviceline calls to provide additional capacity for ongoing volunteer recruitment

4) A brand new website to include:
   - Online advice content
   - Local information
   - Email advice infrastructure.

Service Level Agreement – Key Performance Indicators

		2015-2016	2016-2017
1	Total throughput – in person and by telephone	5220	4,275
2	Total full advice appointments	2195	1857
3*	Total turnaways	936	1149
4**	Number of unique telephone calls unanswered	4766	1644
5	Total no of food vouchers given	272	315

We would like to see the numbers going down in all areas as this represents less people needing the appointment service. CAB has invested in the internet and clients are able to access a lot more information online without having to rely on speaking to someone at the CAB offices.

*Please note the turnaways do not mean that the client has not been seen, this reflects the number of people who were unable to be seen the same day and either returned following day, telephone or in some cases the information is available on line.

**Calls unanswered averages at around 137 per month; this is an area that is being monitored closely. The CAB are training new volunteers, therefore we should see a reduction in this area going forward.

Challenges
1) Volunteer Recruitment

CAB has expanded the volunteer workforce. CAB recruited 17 trainee gateway assessors and created new admin support roles for volunteers to provide administrative support to paid staff. They also retained larger numbers of volunteers than in previous years, with 10 out of the 17 assessors recruited still volunteering.

2) Financial issues

CAB has secured funding for a number of short term projects to ease the pressure on the generalist advice service and to increase capacity to support clients.

The County Council reduced their funding by 30% on the Crisis Intervention Project.

CAB has managed to reduce their operational costs to a sustainable position compared to the level of funding received from different partners.

WATFORD PALACE THEATRE

Watford Palace Theatre commissions and produces plays from a range of new and established writers. In July 2017 the Palace Theatre had confirmation from Arts Council England of their continued National Portfolio Organisation status for the next 4 year funding period 2018-2022.

PARTICIPATION ACTIVITY IN 2016-2017

Participation activities (for young people and the community) are central to Watford Palace Theatre's mission and vision - to ensure that everyone gets the opportunity to participate in arts activities.

11,202 PEOPLE ATTENDED A PARTICIPATION ACTIVITY

52% YOUNG PEOPLE

23% COMMUNITY GROUPS

17% ADULTS

7% SCHOOLS

Throughout 2016-2017 Watford Palace Theatre has continued its 'mission' to be a centre of excellence providing first class theatre with and for the Community. As one of the premiere cultural organisations regionally, the focus has been on localism, diversity and delivering excellence across multiple art-forms. Working with a range of diverse emerging and established artists they aim to engage and bring together all the communities which surround the theatre, through artistic programmes and projects, both inside and outside the Theatre building.

REACH AND IMPACT

57,295 TICKETS SOLD IN 2016/17

41% PANTOMIME

16% PLAYS/DRAMA

9% FILM

19% MUSICAL THEATRE

3% COMMUNITY CELEBRATIONS

5% STAND UP COMEDY

5% FAMILY THEATRE

2% DANCE

174 PRODUCTION ACROSS 372 PERFORMANCES IN THE YEAR 4 WORLD PREMIERES

70,000 PEOPLE ATTENDED IMAGINE WATFORD

228 EMPLOYMENT OPPORTUNITIES

7 PART TIME **119** CASUAL

23 FULL TIME **79** CAST AND CREATIVES

14 SHOWS MADE AND BUILT IN WATFORD AT THE WORKSHOP
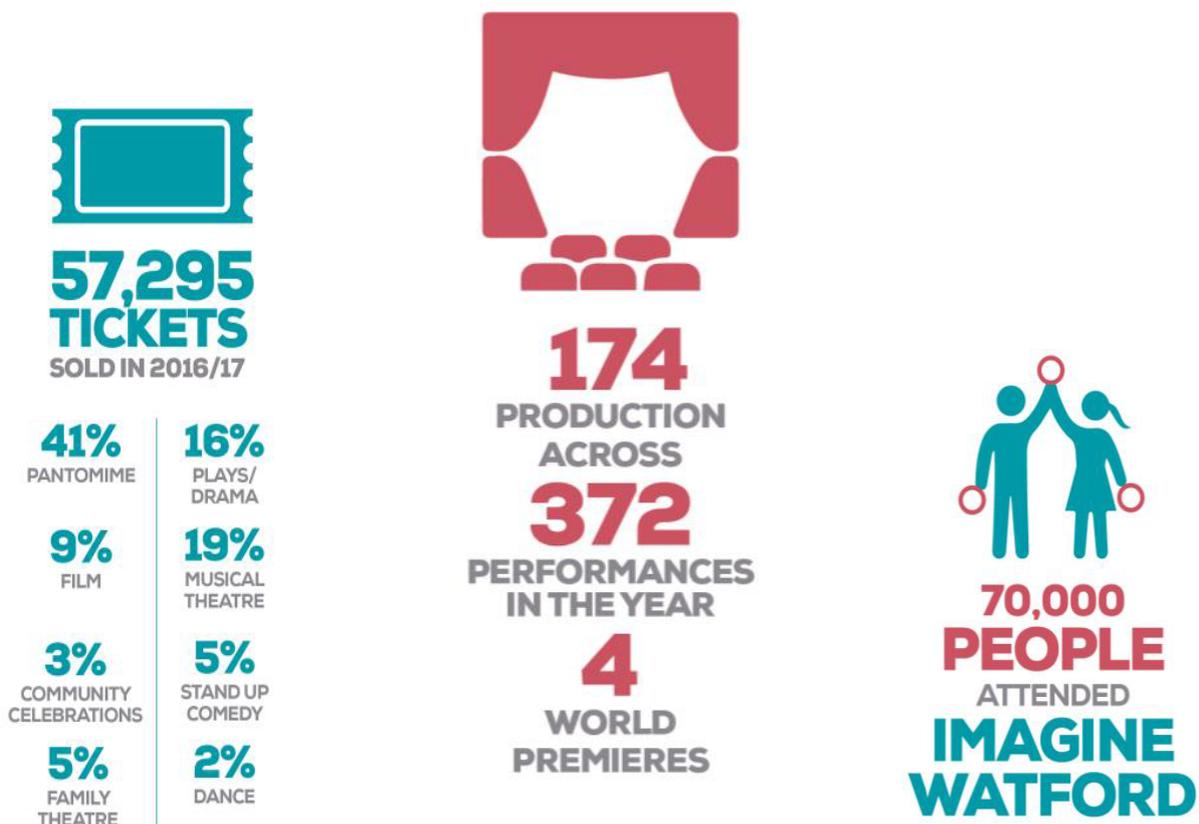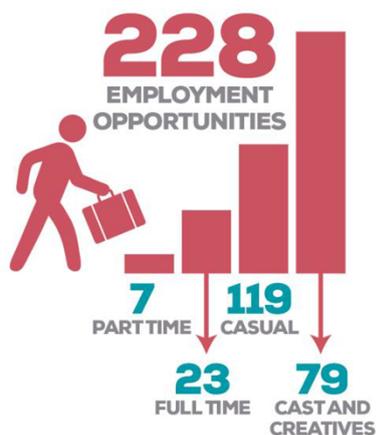
Service Level Agreement – Key Performance Indicators

		2015-2016	**2016-2017**
1	Total reach	432,503	448,777
2	Total attendance	203,120	87,658
3	Total engagements (Participant Sessions)	13,280	11,724
4	Number of participatory sessions (PT) – community hires and workshops	1,035	650
5	Number of Watford residents	49,649	47,157
6	Total no of participants in outreach activities	14,928	12,002

The reason for the reduction in the above areas was due to WPT not being directly involved in events such as The Big Beach, The Big Screen, The Big Sports Day, and The Big Skate, which they were in 2015 -2016 and this is reflected in the figures.

WORLD CLASS THEATRE IN WATFORD
Watford Palace Theatre is proud to be 'Hertfordshire's Home of Drama' and bringing world class Theatre to our stages both in Watford and beyond. 2016-17 has been an excellent year and a busy one for staging various productions and co-productions and growing the reputation of the work that is MADE IN WATFORD – developed, commissioned, set built, costumes made, rehearsed, staged and performed - at Watford Palace Theatre

CHALLENGES AND ISSUES IN 2016/2017
Three risks were highlighted below that have placed significant challenges on the organisation in 2016 and 2017

1: Staffing turnover
2: Reduced auditorium audience attendance and box office income
3: Loss of set production workshop

SHOPMOBILITY

SHOPMOBILITY Watford is located in the CitiParks Church Car Park in the town centre. Shopmobility is a national scheme which loans manual and battery powered wheelchairs and scooters to anyone with a mobility problem. Currently this service to users is free of charge.

Service Level Agreement – Key Performance Indicators

		2015-2016	2016-2017
1	Total throughput	2,436	2,112
2	% Number of Watford Borough residents	42%	42.2%
3	Total no of volunteers	49	46
4	Total no of volunteers who are service users	20	18
5	New users / Registrations	533	409

Thanks to fundraising, Small Grants Fund, donations and the sale of equipment, they have been able to improve the fleet over the last year. This includes a large selection of wheelchairs and battery powered scooters ranging from children's wheelchairs to scooters for bariatric service users, needing heavy duty equipment.

Concerns

- Some of our service users have commented that they can't park in the Shopmobility car park on busy days and they have to use spaces on other floors. This is OK if they can walk a short distance and use a lift. The lifts are not big enough to accommodate scooters and in some cases users have given up and gone home
- There is a general reduction of footfall in most UK town centres including Watford. The building work of Charter Place is putting some people off coming to Watford at the moment and this is reflected in the number of registration for 2016-2017
- The BID has identified pinch points in the High Street. It's difficult for everyone to use the temporary pedestrian walkway. Its single file and people become impatient with wheelchair and scooter uses blocking their way. Watford residents tell us they are not using the town centre as much until the building work is finished
- CitiPark who now manage the Church Car Park has advised Shopmobility that they will put slave meters in and start to charge the organisation for electricity, water and sewerage
- The situation with damage to scooters has improved since they put up signs and started asking for donations to cover repairs.

Watford and Three Rivers Trust (W3RT)

Watford and Three Rivers (is the brand name for the old Council for Voluntary Services CVS) is based at the Holywell Community Centre and deliver a wide range of services and work with local authorities, public service providers, businesses, community groups and individuals so that everyone can contribute to improving their community.

One key development in the year is the new web services based at http://herts.community and http://teamherts.org. W3RT secured additional funding from other CVS's and have bought a larger range of services to Watford's groups including an improved database of volunteering opportunities.

During 2016-2017 the W3RT restructured its management team. Michal Siewniak the new Service Manager at W3RT is helping W3RT Chief Executive Officer Bob Jones to produce a forward planning document on sector development and to reconfigure CVS services accordingly.

The number of groups W3RT offered support to over the year had increased from 47 to 72 and types of support have been more in-depth, challenging and impactful. They continue supporting groups with traditional levels of advice such as business planning, reviewing small applications, providing model documents, helping with registrations.

A monthly newsletter is sent to over 500 recipients each month. This highlights significant events in the local voluntary sector as well as raising awareness of funds, projects, training and events. This is very well received and W3RT have had positive feedback on this method.

Service Level Agreement – Key Performance Indicators

		2015-2016	2016-2017
1	Update 'Directory of Local Voluntary Organisations'		On-going
2	Number of CVS member organisations	398	421
3	Develop the W3RT CVS Yammer group as key information source for local voluntary groups	114	W3RT are encouraging people to move to county-wide platforms and preparing people to move to the website currently in development.
4	Organisations receive business planning advice	47	72
5	Organisations receive support on fundraising	22	53
6	Successful fundraising applications	4	4

Looking back and looking forward

W3RT have and are continuing to work on:

1)	A long-term sector plan for Watford's Voluntary Sector;

2)	New radio station with a community and voluntary focus, to be run and hosted entirely by volunteers, and broadcast to the internet (including with mother-tongue programmes);

3)	Options for Watford Connect;

4)	Reviewing programme of events;

5)	Reviewing programme of support and engagement with front-line organisations.

HOLYWELL COMMUNITY CENTRE (HCC)

Holywell Community Centre hosts a wide range of community activities and events and is set in King George V Park on Chaffinch Lane. HCC is situated in West Watford and falls under Holywell Ward.

Service Level Agreement – Key Performance Indicators

		2015-2016	2016-2017
1	Total attendance	26,812	36,381
2	No of local residents	90% based on responses	53% based on responses
3	No of Watford residents	10% based on responses	87% based on responses
4	No of 'open' community hires	300	1,212
5	No of 'closed' Private & Commercial hires	21	128

HCC have focused on health and well-being. There had been an increase in the range of activities. Having taken over The Barn during this period, this also provided an alternative venue for events and user groups.

Community programmes equate to 89.5% of all activity taking place at the Centre, private events (celebration events and charity meetings etc) equate to 10% and commercial bookings (meeting room hire by businesses) equates to 0.5% of activity. It was necessary to balance the needs of the community against the income from private events. The Trust hosted other groups within the facilities, including Watford Cycle Hub, the Polish School and Herts Inclusive Theatre. Office space was rented out to community groups at reasonable costs.

Areas of focus have been;

Attendance and programming
Continue to increase attendance at the Centre year on year and have set targets for growth – both for community activity and private hire.

Partnerships and community engagement
Work with existing partners and seek out new partnership opportunities in order to engage with and serve the needs of Watford's diverse community.

Health and Wellbeing
Deliver a range of services including health and wellbeing programmes for the over 55s. Develop strong relationships with Herts Valley Clinical Commissioning Group, Watford and Three Rivers Health and Wellbeing partnership and other health and wellbeing providers. These organisations have utilised the Centre to deliver activities including conferences, CPD events, community health events, case review meetings and Carer support meetings. HCC will seek to develop new opportunities to engage the broader Watford community (individuals, providers, professionals and other stakeholders) through health and wellbeing provision.

ORBITAL COMMUNITY CENTRE (OCC)

Orbital Community Centre host a wide range of community activities and events OCC is in Woodside Ward and is run by One YMCA.

Service Level Agreement – Key Performance Indicators

		2015-2016	2016-2017
1	Total attendance	41,617	44,897
2	No of local residents	15,003	34,384
3	No of Watford residents	2259	5,784
4	No of 'open' community hires	1963	2,428
5	No of 'closed' Private & Commercial hires	73	98

Orbital Community Centre increase in numbers was due to a new system being put in place which improved data collection. Also, Terms of hire arrangements included; asking hirers to provide information on those attending sessions on a more regular basis.

The centre hosts 50+ Activities per week with a variety of User types and age ranges (see below) of which 8 of these Groups meet more than once a week. They also had 3 Groups who occupied exclusive space within the Centre.
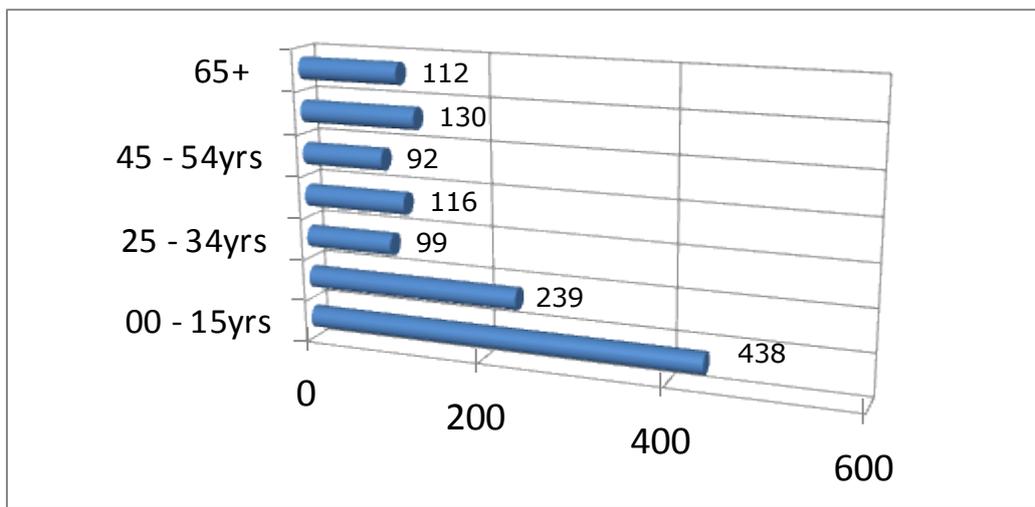
One YMCA Invested into CCTV and a new telephone system.

Concerns

During that time they lost a regular hire The Music Gym (moved to the Meriden Community Centre) and as a result the £15k income that generated. With additional space available, current users have been able to expand activities and opportunities are available for new custom.

WEST WATFORD COMMUNITY ASSOCIATION (WWCA)

WWCA hosts a wide range of community activities and events. WWCA is situated in West Watford and falls under Vicarage Ward.

Service Level Agreement – Key Performance Indicators

		2015-2016	2016-2017
1	Total attendance	9170	10,624
2	No of local residents	1681	1882
3	No of Watford residents	288	251
4	No of 'open' community hires	633	698
5	No of 'closed' Private & Commercial hires	21	41

WWCA have a good Volunteer base and the market value of work carried out by them during 2016-2017 was £9,446. This is broken down by 57 volunteers, who gave 1,312 hours of their time.

Having implemented a computer system they now have over 400 people who receive regular Friends of WWCA emails promoting activities and providing updates.

Westie LETS - This is the name of a cashless community barter scheme that has been operating since 2013. Since the LETs scheme started there have been over one thousand transactions where people have helped each other with lifts, pet care, small jobs in the home and gardening to name a few.

WWCA mission is that they aim to be accessible to all and provide a centre with community activities for: informal learning; opportunities to improve health and well-being; support and social interaction; fostering a community spirit and equality of opportunity.

Concerns raised by WWCA were regarding the upstairs rooms that WWCA took over the management of. Whilst there has been some interest, turning this into firm bookings has proved difficult for them. It is an area of focus for the coming year.

MERIDEN COMMUNITY CENTRE (MCC)

Meriden Community Centre hosts a wide range of community activities and events. MCC is in Meriden Ward and is run by Watford Football Club Trust (WFCT).

Following the refurbishment, User groups returned and an updated programme of events was implemented.

WFCT officially opened its doors on 3rd November 2016. The 2016-2017 information below is based on approximately 5 months throughput.

Service Level Agreement – Key Performance Indicators

		2015-2016	2016-2017
1	Total attendance	15,919	18,627
2	No of local residents	1,349	859
3	No of Watford residents	977	478
4	No of 'open' community hires	843	927
5	No of 'closed' Private & Commercial hires	22	6
6	Number of members	682	1013

They have 1,013 individual members, of which 169 are also gym members. They have 18 regular weekly team bookings on the all-weather turf pitch, alongside the free inclusion sessions that are being run weekly. There are 22 regular user groups.

An annual survey was carried out and MCC received positive feedback about the look and feel of the building. The standard of service was rated at either Good or Excellent and 98 users said they would recommend the centre to others.

LEAVESDEN GREEN COMMUNITY CENTRE (LGCC)

Leavesden Green Community Centre hosts a wide range of community activities and events. LGCC is in Stanborough Ward and is run by Watford Community Housing Trust (WCHT).

Service Level Agreement – Key Performance Indicators

		2015-2016	2016-2017
1	Total attendance	14,214	16,016
2	No of local residents	2,533	2,559
3	No of Watford residents	1,507	2,263
4	No of 'open' community hires	1,014	1,082
5	No of 'closed' Private & Commercial hires	220	351

A survey was carried out during this period and 94% of people were either satisfied or Very satisfied with the Centre.

100% of people surveyed all said they would recommend the facilities to others and are happy with the mix of activities taken place, see graph below.

Q3 What sort of activity?

Answered: 34   Skipped: 0
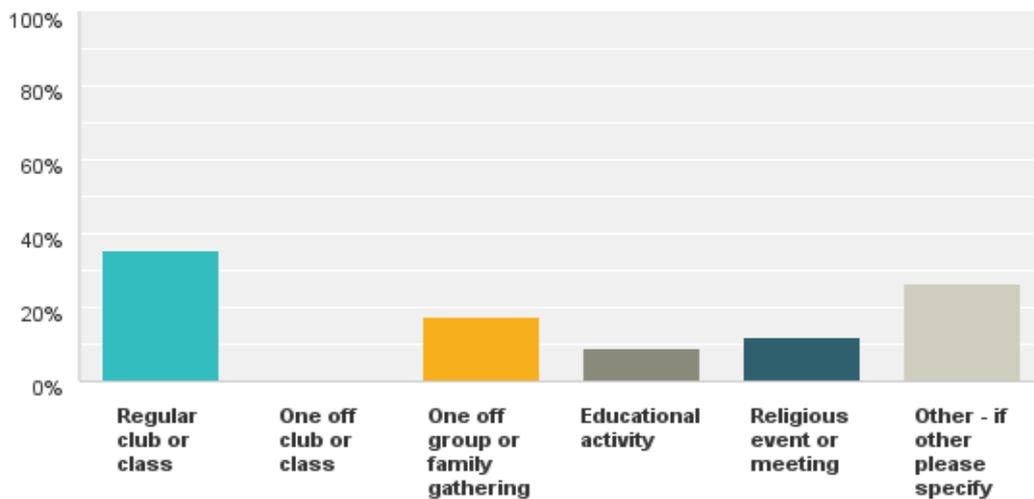
2016-2017 was the last year of funding for LGCC. A Community Use Agreement is now in place with WCHT and a report is to be submitted to the council annually.

CENTREPOINT COMMUNITY CENTRE (CCC)

Centrepoint Community Centre hosts a wide range of community activities, events and has rooms for hire, one of which is an IT Suite. CCC is situated in the Centre of Watford and falls under the Tudor Ward. CCC is run inhouse and consists of Centre Manager, Centre Officer & Cleaner.

Service Level Agreement – Key Performance Indicators

		2015-2016	2016-2017
1	Total attendance	7,361	8,528
2	No of local residents	2,104	4,763
3	No of Watford residents	814	2,781
4	No of 'open' community hires	440	1,233
5	No of 'closed' private hires	100	108

A funding application for £2k was submitted to Watford Community Housing Trust, which was successful and as a result the Centre was able to expand its programme following a resident survey of what the people wanted to see at the centre. This along with a programming review contributed to the increased attendance at the Centre.

The below grid shows the types of activities which cover each age range. The centre is looking at increasing the early years & under 18 activities;

Early Years	Children Age 5+	Young People Upto age 18	Adults	Older people 50 years+
Nurture Group Baby Yoga Vathalayam NCT (paediatric first aid)	Street Dance Activity Club Vathalayam Karaoke	Street Dance Lunch Club Activity Club Youth Club Vathalayam Karaoke	Zumba Lunch Club Seated Exercise Coffee Morning PHAB Meditation Yoga Vathalayam Spurgeons (separated parents group) Walsingham Support Group NCT (paediatric first aid) Bingo Karaoke NHS Service User Group	Zumba Lunch Club Seated Exercise Coffee Morning PHAB (physical & able bodied group) Meditation Yoga Restorative Yoga Vathalayam (spiritual Group) Watford United Pentecostal Church Walsingham Support Group Bingo Karaoke NHS Service User Group

Conclusion

The Commissioning Framework is set in the context of current budget pressures on Watford Borough Council, and future further budget pressures due to Central Government reducing the council's revenue support grant to zero.

The council recognises that the voluntary and community sector has an important role in providing services within the borough which provide many positive benefits for those who live, work and visit Watford.
As a commissioning organisation it is important that the council is able to measure the expected outcomes and evaluate trends in service delivery over the period of time of the new Commissioning Framework. Therefore the new framework and its commissioned organisations need to be flexible to adapt to future service demands.

Written by Julietta Federico – September 2017

The services offered by our Community Centre and Voluntary organisations links with the councils vision, values and priorities, they provide for our vulnerable and disadvantaged communities, understanding their needs and catering for them with a varied programme of activities to suit all abilities.

Financial support beyond Year 2 of the framework will be subject to the availability of funding during that period as set out in the council's Medium Term Financial Strategy and annual budget setting process.

COMMISSIONING FRAMEWORK		COMISSIONED ORGANISATIONS			COMMUNITY CENTRES						TOTALS
	Subject Area	CAB	W3RT	WPT	SHOPMOBILITY	HOLYWELL	WWCA	ORBITAL	CENTREPOINT	MERIDEN	
Workforce	No. of full-time staff	2	10	29	0	8	1	3	0	3	56
	No. of part-time staff	9	24	61	3	34	3	2	3	3	142
	No. of Casual staff	0	0	0	0	0	0	0	0	0	0
	No. of apprentice	1	0	0	0	0	0	0	0	0	1
	No. of self-employed	0	1	0	0	1	1	0	0	0	3
	No. of volunteers	45	24	31	40	34	57	2	3	4	240
	No. of trustees/board members	8	7	14	12	Same board as W3RT	13	10	0	9	73
	Estimated cash value for volunteer hours	£468,919	£0	£4,650	£1,037	£0	£0	£0	n/a	£0	£474,606
	Subject Area	CAB	W3RT	WPT	SHOPMOBILITY	HOLYWELL	WWCA	ORBITAL	CENTREPOINT	MERIDEN	TOTALS
	No. of male staff	4	10	56	0	14	0	2	0	2	88
	No. of female staff	7	24	65	3	29	4	5	3	6	146
	No. of staff who are WBC residents	7	24	29	2	19	4	6	2	4	97
	No. of staff aged under 25 years	0	1	73	0	0	0	0	0	1	75
	No. of staff aged over 65 years	0	3	1	2	5	0	0	0	0	11
	TOTAL WORKFORCE	65	66	135	55	77	75	17	6	19	515

Report to: Overview and Scrutiny Committee

Date of meeting: 23 November 2017

Report of: Watford 2020 Programme Manager

Title: Watford 2020 Programme

1.0   Summary

1.1.   Watford 2020 is a transformational programme which will review the internal workings and processes of the entire organisation to develop and implement a new operating model[1] for Watford Borough Council.

1.2.   The paper presents the programme vision, that:

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

and introduces a set of design principles that describe the aspirational operating model of the council in 2020.

1.3.   The programme approach and plan, along with the current project portfolio, is outlined with the next key gateway being the presentation of the Operating Model and Outline Business Case to Cabinet in March 2018.

2.0   Potential Risks

2.1.   As a significant transformation programme robust risk and issue management is a fundamental component to ensure successful delivery of the programme and its constituent projects. This will be completed in accordance with the council's risk management strategy and approach.

2.2.   In preparing the programme a rigorous risk analysis has been conducted and the key risks are outlined below. The key mitigation to the most significant risks is the approach that has been designed for the programme where, through the High-Level Design work, the Operating Model and Outline Business Case that will be presented to Cabinet in March 2018 will identify the benefits that can be identified and delivered and the resources required for their delivery.

Nature of risk	Consequence	Suggested Control Measures	Response	Risk Rating
The delivery of the programme's anticipated benefits at the required pace may be constrained if sufficient resources are not made available.	Benefit realisation will be slower than anticipated.	Detailed resource planning will take place to enable the required resources to be made available to deliver benefits at the required pace.	Treat	9

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

Council services (staff and managers) may not have the capacity to support the delivery of the transformation agenda in parallel with delivering their business as usual responsibilities.	Either: 1. The programme will be delayed / quality impacted and therefore benefit reduced or 2. Service delivery will be impacted	Detailed planning for delivery to be conducted with services to ensure the risk is mitigated and service delivery is able to continue in parallel with delivery of the transformation agenda.	Treat	4
The delivery of some of the programme's anticipated benefits assumes behaviour change from our customers (residents and businesses).	If change does not occur anticipated benefits, particularly from wider take-up of digital transactions, will not be realised.	1. Ensure that the service provision through digital channels is of a high quality 2. Detailed communication plan to ensure customers are aware of the new channels available to them	Treat	8
The £1million savings attributed to the Watford 2020 programme in the MTFS may not be identifiable or deliverable.	Financial savings / income increases would need to be identified through other mechanisms.	Watford 2020 process needs to be robust and detailed to support the identification of financial benefits. Outcome will be known through the completion of first stage of work (Tranche 1).	Tolerate	9
Full delivery of the "customer-focussed" and "digitally-enabled" elements of the vision may be constrained due to available financial resources, or the availability of suitable products in the market to deliver this ambition.	Ambition would need to be reduced.	The Outline Business Case will identify the resource and product requirements to deliver the programme's vision.	Tolerate	9

Legislative or policy changes could mean that the vision and design principles are not deliverable.	Ambition would need to change or be reduced.	Maintain an awareness of changes to legislation and policy to provide early assessment of their impact on the delivery of the programme.	Treat	2

3.0   Recommendations

3.1.   That the Overview and Scrutiny Committee note the Watford 2020 Vision and Design Principles

3.2.   That the Overview and Scrutiny Committee review the programme Highlight Report and consider whether any further action is required.

Contact Officer:

For further information on this report please contact: Liam Hornsby, Watford 2020 Programme Manager

Telephone extension: 01923 278094   email: liam.hornsby@watford.gov.uk

Report approved by Andrew Cox, Head of Service Transformation

4.0   Introduction to Watford 2020

4.1.   Watford 2020 was initiated to develop and implement a new operating model for Watford Borough Council. It is a transformational programme which will review the internal workings and processes of the entire organisation through a series of "Service Innovations" to create a council which is ready for the challenges of the future. The programme is a key component in delivering the council's ambition to be "bold and progressive". It will enable delivery of all of the corporate priorities and is at the heart of delivering the priorities to:

- Deliver a digital Watford to empower our community

- Secure our own financial future

4.2.   The reduction in government funding has significantly reduced in recent years and is anticipated to continue, with the Revenue Support Grant being entirely withdrawn by April 2019. The current Medium Term Financial Plan includes a £1m saving per year to be delivered from April 2018 by the Watford 2020 programme. This means that financial savings are not just an ambition, but absolutely necessary.

4.3.   Alongside this requirement to make financial savings has been the acknowledgement that the council needs to improve its digital offer for customers (residents and businesses), both of whom often expect to access services and communicate with the organisation outside of the usual office hours. The corporate drive to further develop the council's use of digital solutions, both customer-facing and back-office, is demonstrated by the inclusion of a digital agenda in the council's

corporate priorities. The organisation is subsequently in a position where it needs to offer additional channels and digital integration without increasing the level of continuous resource or annual operating expenditure. However, the two are not mutually exclusive and Watford 2020 seeks to apply the council's 'bold and progressive' approach to the programme acknowledging that both commitments are an opportunity to improve services to customers whilst introducing significant efficiency.

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

5.0   Programme Vision and Design Principles

5.1. Vision Statement

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

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

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

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

5.2. Design Principles

As has been noted in the introduction, Watford 2020 is fundamentally concerned with developing and implementing a new operating model for Watford Borough Council, which will realise the programme's vision. At the point of initiation of the programme it is not possible to articulate in detail the organisation of the future, as doing so requires substantial work and is part of the first tranche of the programme. It is however necessary to define as a set of design principles the aspirational operating model for the future organisation, as these help to set the framework against which the operating model will be designed. The design principles are deliberately written as a future present and do not comment on where the organisation is now, or how it will move to that future.

1. Process Principles

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

- The web channel is the default option for customers - Customer Services only facilitate / support use of the web channel for those who can't / won't use it[2]

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

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

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[2] This does not mean that channels will be closed – customers will still be able to access the council via the telephone and face-to-face; however they way in which this will be supported / mediated will be using the same digital processes as if the customer had self-served

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

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

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

2. Organisation and People Principles

- Our culture is creative, entrepreneurial, pro-active and can-do

- We have the skills and expertise to fully utilise digital capabilities

- Staff are rewarded for enhancing the delivery of our organisational objectives

- Management is output and outcome focussed

- We are a learning organisation – we encourage balanced risk-taking and there is no blame for "failure"

- We are outward-facing and industry aware – we learn from what others are doing and we share our learning with others

- Staff are appropriately empowered and encouraged to make decisions and changes

- We have a culture of continuous improvement, always searching for opportunities to make changes that will enhance the value of what we do

3. Infrastructure Principles

- We are enabled to work wherever and whenever

- Accommodation is utilised around functional requirements delivering maximum value from the asset

- We are paper-light

- Our ICT environment is modern and fit-for-purpose

- We only use a defined set of core applications

- All signatures are digital

4. Commercial Principles

- We continually identify and develop opportunities to commercialise existing and new services

- Our partnerships (private and public) are efficient and deliver value

- We have a strategic commissioning and procurement approach that derives the maximum value from every pound spent

- We adopt the most effective delivery models to deliver best value services

- We price commercially ensuring we cover all our costs (except when we have made a conscious and evidenced decision to subsidise)

- We are commercially astute – we understand the market and know how to make it work for us

5. Information Principles

- We input / capture data once and use it many times

- We have accurate real-time information about customers and our business performance

- We have a knowledge culture – we are data / information rich, which is used to drive decision-making and day-to-day performance management

- We know what information we hold and we only hold that which we need in the most appropriate format

- We share information where it is appropriate to do so across the Council and with our public sector partners

6.0   Programme Plan

6.1.   As referenced in the Introduction, the programme is transformational and will review the internal workings and processes of the entire organisation through a series of "Service Innovations" to create a council which is ready for the challenges of the future. This is not a simple exercise and there are a number of gateways that are essential throughout the life of the programme to ensure that the programme's business case remains valid and delivery remains aligned to the realisation of the vision and objectives of the programme.

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

6.3.   Tranche 1 - Service Innovations - High-Level Design

This tranche is planned to run from July 2017 to March 2018 and will deliver:

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

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

- Implementation Plan to identify when and how changes can be made and therefore when benefits can be realised - this will inform Tranche 2 of the programme plan

These three deliverables will require sign-off by Cabinet (in March 2018) prior to the initiation of Tranche 2 (with the exception of the Housing Service New Operating Model project which commenced in September 2017 as a result of the need to prepare for the Homeless Reduction Act, as outlined in 6.4.1 below).

6.4.   Tranche 2 - Service Innovations - Detailed design and implementation

This is the truly transformational part of the programme which will be initiated upon the conclusion and approval to proceed at the end of Tranche 1. This will see the high-level design being developed into detailed designs and implemented for all areas of the organisation. It is this tranche in which the benefits of the programme will be realised as commercial ideas are progressed, digital infrastructure is utilised and efficiencies are made. Through the detailed design work detailed cost and data analysis will enable the Outline Business Case developed during Tranche 1 (identifying

expected benefits) to be developed into a Full Business Case describing the benefits that should/will be delivered.

It will not be possible to determine the projects or phasing of changes until the end of Tranche 1 as projects will need to be prioritised based on benefit, when required enabling infrastructure (technology) can be in place and synergies between different opportunities.

6.4.1. Housing Service New Operating Model

The Housing Service will form part of phase one of the Service Innovation High Level Design work. However, the Homeless Reduction Act 2017, due to be introduced by Central Government on 1 April 2018, means that the organisation cannot delay the implementation of changes to the Housing Service until the commencement of the rest of tranche 2 of the programme. This project therefore commenced in September 2017, immediately following the completion of the Service Innovation High Level Design work.

The project will ensure that the council has planned for and implemented a new operating model to ensure that it can meet the obligations set out by the Homeless Reduction Act 2017. It will also seek to implement the findings from the Service Innovation High Level Design work. Full guidance from Central Government has only recently been released and so there may be a requirement for an interim solution to be in place prior to the conclusion of the project to ensure that the changes introduced by the legislation can be met by 1 April 2018.

6.5. Tranche 3 - Enablers

This tranche, potentially running throughout the life of the programme, will explore and implement all required components to enable delivery of the new operating model.

The initial scope of this tranche at the point of the programmes initiation includes all known required enablers at this point (shown below) and for which there is a valid business case. New projects will be added to the scope as and when the requirement for them is identified through the programme's lifecycle (anticipated to be through both Supporting Strategies and Service Innovations - High-level Design) when there is a valid business case and available funding as approved by the Programme Board.

6.5.1. CSC Refurbishment

This project has recently been completed and closed by the Watford 2020 Programme Board, having assessed the achievement of benefits to customers and the organisation. The council's Customer Service Centre was first opened in 2005 and had not undergone any significant change or refurbishment since this time. There had been a growing need for it to reflect the new ways that customers wished to interact with the organisation to access services and the council's ambition to ensure that services were 'digital by design' necessarily included those queries which are initially submitted via the Customer Service Centre.

This project saw the introduction of the Q-matic system, a new reception pod, additional self-service tablets and computers and has encouraged self-serving to reduce the levels of queues in the Customer Service Centre and allow existing staff to support those who do not feel confident interacting digitally with the organisation. The project has also provided a very visual indication of the step change within the organisation and, as such, has been important in presenting a very practical and visible aspect of the programme's vision.

6.5.2. Customer Management System Replacement

The Lagan Customer Relationship Management System (CRM) has been in operation in the Customer Service Centre since it opened in 2005. Lagan provides a platform through which services can be delivered to customers through defined scripted processes, knowledge management, case logging, integrations with back office systems and workflow between the customer service centre and back office services for picking up and dealing with the administration of customer enquiries.

At the time Lagan was a leading edge system; however the system has not been upgraded since 2007. The current version does not support the delivery of services in the way customers now expect and does not enable the council to deliver more cost effective end to end digital services. Lagan and the associated eform package supplied by Ebase have reached the end of their contract terms and are now running on annual contract renewals.

With this in mind, this project seeks to procure and implement a new Customer Management System for the council which will deliver better digital and efficient ways of working, with the first stage of the project including the tender and procurement of this new system.

The objectives of the project are to deliver:

- A replacement Customer Management System for managing and tracking customer enquiries/service requests that is easy to configure, links seamlessly with the council website and can be used by customers to self-serve online and by council officers to offer supported and mediated self-service.

- A system that can integrate seamlessly and cost effectively into other core case management systems used across the council to provide end to end digital services

- A new CMS platform with the 70 plus transactions currently delivered through Lagan transferred into the new product

The delivery of this project will provide a fit-for-purpose and modern system upon which to grow our front-end digital services.

6.5.3. ICT Infrastructure Transformation

The ICT Infrastructure Transformation will be delivered by July 2018 and is concerned with ensuring ICT platforms, will be stable, secure, supported, sustainable and simple. As such the projects objectives are to:

- Increase network stability through the reduction and simplification of network domains and the upgrade of two data centres

- Remove and replace all aged and non-supported network devices

- Remove and replace two aged and non-supported storage (SAN) devices

- Remove all XP desktops from the estate

- Remove all 2000 and 2003 server operating systems from the estate or implement sufficient and appropriate security methods

- Consolidate and rationalise server hardware e.g. servers decommissioned

- Migrate all possible physical hardware servers to virtual servers

- Provide resilient and recoverable systems with a Disaster Recovery plan in place

6.5.4. Unified Communications

The current council telephony and voice communications system is extremely basic and outdated and does not allow staff to work in the more flexible way envisaged by Watford 2020 or take advantage of some of the opportunities offered by modern technology such as video-conferencing. This project will therefore:

- Develop and agree a set of business and technical requirements for the future provision of voice communications technology

- Procure and contract with a provider who can deliver these requirements offering the best value solution

- Build and implement the selected solution

This project will enable (in conjunction with other initiatives) staff to work in a mobile and flexible way, accommodation to be rationalised and new working practices to be developed and supported.

6.5.5. Idox Optimisation

In November 2016 the council moved to a hosted option for Uniform, which is used by a number of services, including Environmental Health, Licensing, Planning and Building Control with Idox contracted to deliver this requirement. A number of the requirements outlined in the contract have yet to be implemented and this project seeks to provide a collaborative council approach, which cuts across services, to fully implement the digital by design system. Most of the services offered by the Idox contract, such as automatic integration with bespoke industry software and workflow management are key to ensuring that services are fully digital and running as efficiently as possible and are therefore critical to the Watford 2020 objectives.

The failure of Idox to deliver the full contracted package is having a tangible negative impact on the services affected and it is believed that providing governance and structure to the work required in a project environment and under the umbrella of Watford 2020 will provide the momentum and accountability to ensure that the capabilities are delivered within agreed timescales. This will be particularly important to ensure that the Service Innovation – High-level design can establish a future operating model which is able to fully utilise all the enabling technologies available to ensure that they are as efficient as possible.

This project will be made up of two phases:

- Phase One – a gap analysis of the Idox contract to confirm exactly which capabilities are currently missing and development of a detailed plan for their implementation.

- Phase Two – the delivery of additional capabilities offered by Idox, but which do not currently form part of the hosted service and are reliant on the successful implementation of phase one

6.5.6. File Management

Storing, sharing and using relevant business information can be used to continuously improve the customer experience and council efficiency, therefore making a valuable contribution to achieving the expected benefits of the Watford 2020 programme. Whilst the council's network configuration

has been in place for well over a decade and there are pockets of good practice within service areas in terms of file management, the council has never agreed an approach to this area of work or applied any guidelines consistently across the organisation. As a result, this project has the following objectives:

- Deletion of the former public drive (G drive) to relieve pressure on the council's server and free up storage space and creation of a new public drive, which enables staff to share files, data and information efficiently

- An agreed archive policy for emails and deletion of emails over three years

- Approved guidance for office clearance based on the 'scrap, store, scan' principle

- Establish a Contract Documentation Repository (CDR) on the new public drive for storing all final versions of documentation relating to the council's contracts and agree and document the process for using and maintaining the CDR eg folder structures, naming protocols, etc.

- Introduce guidance for the use of personal drives and review and manage all shared drives in line with the council's retention policies

6.5.7. WBC Estate WiFi

With the roll out of mobile devices, the need for staff and members to access documents and information from locations throughout the WBC estate is operationally essential. The council has therefore committed to introducing WiFi throughout the Town Hall, and satellite sites such as Wiggenhall Depot and the Museum to allow staff to work in the more flexible and efficient way envisaged by the programme's vision and design principles. The purpose of the project is to introduce high quality wireless internet connections across these council buildings which in turn will decrease the organisation's reliance on paper and hard documentation.

6.6. Tranche 4 - Supporting Strategies

This work will include the development of three key organisational strategies (People, ICT, Commercial), which will articulate in detail key components of the future organisation to ensure that the new operating model can be delivered and the benefits realised. It is anticipated that through the development of these strategies more enabling requirements will be identified and that therefore more enabling projects will need to be initiated.

6.6.1. People Strategy

If Watford in 2020 is to be a customer-focused, digitally-enabled and commercially-minded organisation, the staff and managers may need to work in radically different ways. This may require a fundamental shift in the mind-set and capabilities of the workforce and therefore the transformation requires a step change in organisational culture. Additionally critical to enabling this is a fit-for-purpose HR "infrastructure" both to support the organisation of the future and to enable the change to happen through the 2020 Programme. As a result, the People Strategy describes how this change can be delivered and articulates:

- Detailed description of the organisational culture in 2020 (and beyond) developed from the 2020 programme's vision and design principles

- Outline description of the HR infrastructure required to deliver this culture and the 2020 Programme

- Gap analysis between the current situation and the 2020 "design"

- Programme of work to move to the to-be organisational culture and HR infrastructure

The People Strategy is scheduled to be reviewed by Cabinet on 4 December 2017.

6.6.2.   ICT Strategy

During 2017/18 the ICT Service is delivering a complex programme of work to ensure that by July 2018, ICT services and platforms will be stable, secure, supported, sustainable and simple. This programme of work will provide a solid foundation on which to build the ICT Strategy for 2018-20. A core component of the Watford 2020 vision is that the Council should be digitally-enabled - ICT is fundamental to enabling this aspect of the vision and therefore the implementation of a robust and ambitious ICT Strategy cognisant of and in line with industry leading practice is crucial to enabling successful delivery of the programme.

The ICT Strategy – 2018-20 articulates:

- Vision for ICT developed from the 2020 programme's vision and design principles

- Enterprise Architecture for 2020 to deliver the ICT vision

- Gap analysis between the baseline (end 2017/18) and 2020

- Programme of work to move to the to-be Enterprise Architecture

The ICT Strategy is scheduled to be review by Cabinet on 22 January 2018

6.6.3.   Commercial Strategy

It has been acknowledged that the council will have a significant financial shortfall by 2020 if no action is taken over the next three years. It has been equally recognised; however, that this deficit need not necessarily be addressed through savings and the council has the option to increase revenue by exploiting available business opportunities. To that end, the Managing Director has set a revenue target of £250k to be achieved from commercial activity in 2020. This project delivers a strategy to enable the council to meet these aspirations and a policy that guides decisions as to the trading and commercial activities that will be considered acceptable.

The objectives for the Commercial Strategy are as follows:-

- A strategy outlining the governance, expected culture and how overall delivery of the commercial related activities will be achieved. It is expected this strategy will be reviewed after development and embedding of the commercial programme.

- An opportunities framework within which WBC will trade and the criteria that will be considered when determining business cases.

The Commercial Strategy was approved by Cabinet on 6 November 2017.

6.7.   Tranche 5 - People

This tranche, running from the approval of the People Strategy, will include a variety of activity to deliver the desired organisational culture and supporting HR infrastructure. This Tranche will run for the lifecycle of the programme. The People Strategy will be reported to the December Cabinet in

support of the change programme.

7.0   Implications

7.1.   Financial

7.1.1.   The Shared Director of Finance comments that there is a budget allocated to the Watford 2020 programme in the current year. Any additional costs identified through the process will need to come for approval either through the annual budget setting process or supplementary budget requests.

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

7.2.1.   The Head of Democracy and Governance comments that there are no specific legal implications at this stage of the programme.

7.3.   **Equalities / Human Rights**

7.3.1.   Having regard to the council's obligations under s149, it is considered that at this time no Equalities Impact Assessment is required because as yet there are no specific proposals relating to service delivery changes arising from the Watford 2020 Programme.

7.3.2.   A full Equalities Impact Assessment of all proposed service delivery changes will be presented to Cabinet with the Operating Model and Outline Business Case in March 2018 with further evolution of the Equalities Impact Assessment for each individual service change in advance of implementation.

7.4.   **Staffing**

7.4.1.   The staffing implications of the Watford 2020 programme are not yet known; however it is anticipated there will be an impact on staffing once the design of the future organisation has been established. Any changes to staffing will be conducted in accordance with the organisation's approved change management policy and processes.

7.5.   **Accommodation**

7.5.1.   Any accommodation implications of the Watford 2020 programme will be identified within the New Operating Model and Outline Business Case in March 2018.

Appendices

- Watford 2020 Programme Status Report – November 2017

Background Papers

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

- None

Completed by:	Liam Hornsby	Period from:	23 October 2017
Date completed:	6 November 2017	Period to:	6 November 2017

Current Programme Status

R

R/A

A/G

G

Trend since last report

Worse

Same

Better
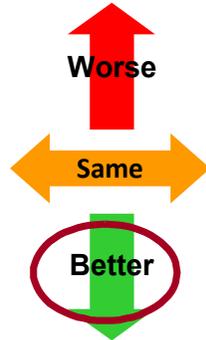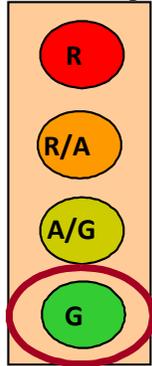
Programme Headlines

- Phase 1 of the Service Innovations now completed. Report back to Head of Service by 11 November 2017 with final outputs.

- Outputs for Development Management, Building Control, Parking and Transport & Infrastructure shared with Programme Board on 17 October. Outputs for Culture & Events, Planning Policy, Parks & Open Spaces and Property to be shared with Programme Board on 11 November 2017

- Service Innovations for all services in phase 2 and 3 have commenced and are scheduled to be complete by 22 December 2017

- LT Creative session scheduled for 8 November 2017 to discuss LT role in relation to Watford 2020

Project Headlines

- Customer Relationship Management system tender closed. Evaluations, shortlisting and supplier demos complete.

- Core infrastructure build complete. Remainder of ICT Infrastructure Transformation project running to schedule

- Pre-scoping of Unified Communications project underway - Project Brief to Programme Board on 11 December

- Delay to final implementation of DMS in EH&L due to omission of two modules. Issue resolved and implementation to be undertaken by Idox at no extra charge – awaiting confirmation of final completion date

- Extension to File Management project remit to include Shared Drive and M Drive review approved by Programme Board on 17 October 2017. New milestone dates included in report. Delay to dissemination of clear desk guidance following comments from LT but no risk to final project completion date

- WBC Estate WiFi in place in Town Hall Annexe building

- Housing Service work stream milestones confirmed. Delay to completion of IT procurement but contract due to be signed week commencing 6 November 2017 now legal work complete and Three Rivers requirements confirmed

- Commercial Strategy approved by Cabinet on 6 November 2017

- ICT Strategy reviewed by ITSG. On schedule for final sign-off by Cabinet on 22 January 2018

- People Strategy design work complete and on track for Cabinet on 4 December.

Schedule	Budget	HR	Communications	Resource

Key activities for next period

- Visits to CRM reference sites to be completed. CRM System tender to be awarded
- WBC server room move and core/server switch configuration to be completed for ICT Infrastructure Transformation
- Idox to confirm date for implementation of final two Environmental Health/Licensing DMS modules. Solution for implementing Public Access in EH&L to be identified
- Clear Desk guidance to be disseminated following feedback from LT. IT to continue work to rationalise shared drives and M drives
- People Strategy for final sign-off by Cabinet on 4 December 2017. Strategy delivery plan to Programme Board on 11 December 2017
- Commercial Strategy delivery plan to be produced
- ICT Strategy to be presented to ICT Strategy Board on 4 December , in advance of Cabinet sign-off on 22 January 2018
- Service Innovation High Level Design work to continue with ideas generation sessions in Environment & Licensing and Leisure & Community and continued baselining in Revenues & Benefits, Facilities Management, Print & Postage, Committee Services, Procurement, Finance, Elections
- Housing Service implementation plan, with mitigation contingency plans, to be finalised and ICT software procurement to be completed. New operating model to be produced.

Project RAG Statuses

CSC Refurbishment				Customer Management System Replacement				ICT Infrastructure Transformation				Unified Communications				Idox Optimisation			
			(white)				(green)				(green)				(white)				(green)
Closed				**Scoping**				**Implementation**				**Not yet started**				**Implementation**			
Sch	£	C	Res	Sch	£	C	Res	Sch	£	C	Res	Sch	£	C	Res	Sch	£	C	Res
(white)	(white)	(white)	(white)	(green)	(green)	(green)	(green)	(green)	(green)	(green)	(green)	(white)	(white)	(white)	(white)	(amber)	(green)	(green)	(green)
Project completed and closure report approved by Programme Board on 17 October 2017				Tender closed on 26 September 2017 and evaluations underway. On track to award contract by 1 December 2017				ICT Infrastructure Transformation project running to schedule				Project Brief to be presented to Programme Board on 11 December 2017.				Some delay to the full implementation of the DMS in Environmental Health due to exclusion of 2 modules. These will be implemented by Idox at no additional charge.			

File Management				WBC Estate WiFi				Service Innovations (High Level Design)					People Strategy					ICT Strategy			
(amber)				(green)				(green)					(green)					(green)			
Implementation				**Implementation**				**Design**					**Design**					**Design**			
Sch	£	C	Res	Sch	£	C	Res	Sch	£	HR	C	Res	Sch	£	HR	C	Res	Sch	£	C	Res
(amber)	(green)	(amber)	(green)	(green)	(green)	(green)	(green)	(green)	(green)	(green)	(green)	(green)	(green)	(green)	(green)	(green)	(green)	(green)	(green)	(green)	(green)
Change request for shared drives and M drive reviews approved by Programme Board on 17 October 2017. Some delay to milestones relating to Clear Desk Policy following feedback from LT but no risk to end date of project				WiFi installation in Annexe building now complete				Phase 1 complete. Phases 2 and 3 underway and on schedule for completion by 22 December 2017					On track for Cabinet on 4 December 2017.					Draft ICT Strategy presented at ITSG .To ICT Strategy Board on 4 December 2017and Cabinet for final approval on 22 January 2018			

Commercial Strategy				Housing Service Implementation			
Design				Scoping			
Sch	£	C	Res	Sch	£	C	Res
Approved by Cabinet on 6 November 2017.				Project Initiation Document approved by Programme Board on 19 September 2017. Project governance now in place and draft operating model to Programme Board on 11 December 2017. Homeless Reduction Act to be introduced on 1 April 2018.			

Benefits

Ref	Benefit Type	Benefit Description	Benefit Owner	RAG	Comment	Gross Saving	Duration
B1	Financial	£1m revenue savings by 2018/19	Andrew Cox		Savings to be identified by December 2017 with implementation as tranche 2 of the programme commencing February 2018	£1m	18 months

Highlighted Risks

Ref	Risk	Cause	Consequence	Response	Original Risk Assessment			Action agreed to respond / mitigate / control	Status	Date Raised	Raised by	Risk Owner	Current Risk Assessment		
					Likelihood 1-4	Severity 1-4	Risk Score						Likelihood 1-4	Severity 1-4	Risk Score
PR14	Existing council ICT providers will not be able to integrate with the new CRM system within the timescales outlined in the Project PID	To ensure that the CRM delivers the council's ambition for services to be end-to-end digital by design, existing back office systems must fully integrate with the new CRM. If the Project Manager does not understand these requirements, it will be difficult to accurate project plan	CRM system will not be able to provide the capability anticipated across the organisation. Lagan and Ebase will not be able to be retired when anticipated resulting in additional costs to the organisation	Treat	3	4	12	31.08.2017 - Project Manager to establish resource requirements and interactions between CRM and existing ICT suppliers. To be actioned following conclusion of procurement process.	Open	10.08.17	ML	LH	2	4	8
PR15	Current resource will not be sufficient for the delivery of phases 2 and 3	AC and LH carrying out Business Analyst role in addition to other tasks	High-Level design will not be completed to the required level within the anticipated timescales	Treat	3	4	12	06.09.2017 – MM to provide additional support to Transformation Team for phases 2 and 3 27.09.2017 - Additional Business Transformation PM to resource Veolia and Finance Service Innovations 06.11.2017 – Service Innovations commenced in all services on schedule	Open	24.08.17	LH	AC	1	4	4
PR18	New Heads of Service in HR and Revenues & Benefits will not support the implementation of the new operating model	Heads of HR and Revenues & Benefits will no longer be with the organisation upon implementation of the new operating model	Loss of benefit and a risk that some work will have to be undertaken on a second occasion. High-Level design will not be radical and will not provide the anticipated benefits	Tolerate	3	3	9	17.10.2017 - relay risk to Programme Board for Leadership support	Open	27.09.17	LH	ML	2	3	6
PR19	That tranche 1 data gathering will not be completed by 22 December 2017 as anticipated	Level of resource required to extract data following the commencement of work in some services	Either a delay in producing the proposed future operating model for the council or a reduction in the quality of the output	Treat	2	4	8	17.10.2017 - risk highlighted to Programme Board for discussion 25.10.2017 – change to resourcing for High Level Design work has mitigated risk. 06.11.2017 – Service Innovations commenced in all services on schedule	Open	10.10.2017	KM	AC	1	4	4

Report to: Overview and Scrutiny Committee

Title: End of Quarter 2 (September) 2017 /18 Key Performance Indicator (KPI) Report

Date of meeting   23 November 2017

Report of: Head of Corporate Strategy and Communications

1.0   **SUMMARY**

1.1   Watford BC's Corporate Plan sets out the council's priorities and corporate work programme over a four year period. Underpinning the plan is a suite of key performance indicators. These measures support the delivery of good quality services (both internal and external) by highlighting areas of good performance and, more importantly, under performance.

1.2   The attached report shows the results for the key performance indicators at the end of Quarter 2 (September) 2017/18 for the service areas which remain within the council's direct management, rather than those that are delivered by external service providers or through the shared service / lead authority model. The report shows:
   o   The result for Quarter 2 for quarterly indicators or the September 2017 results for indicators if these results are more appropriate
   o   The results for the same period in 2016/17 if available
   o   The result for the previous period – end of Quarter 1 / September 2017/18
   o   The target that was set for 2017/18
   o   Whether the indicator result is above or below target
   o   Benchmarking information, where available, against Hertfordshire authorities or all England authorities

1.3   The results for some of the customer services indicators are not available for reporting as the Lagan reporting system is not working. The council is procuring a new Customer Relationship Management (CRM) system, which will provide a more reliable reporting tool.

1.4   Performance remains strong across a number of indicators, with significantly more performing above target than below.
            Of note this quarter, are:
   •   the change to the most common reason for homelessness (indicator 14). For the first time since 2012/13 this was parental eviction
   •   the improvement to the numbers in temporary accommodation (indicator 15), which is at its lowest since December 2014
   •   continued strong planning performance

2.0   **DECISION REQUIRED**

2.1   Overview and Scrutiny Committee is asked to note the key performance indicator results for Quarter 2 2017/18.

Contact Officer:

For further information please contact:
Kathryn Robson, Head of Corporate Strategy & Communications - ext.: 8077 or
kathryn.robson@watford.gov.uk

Appendix

KEY PERFORMANCE INDICATORS: 2017/18

MONTHLY INDICATORS: SEPTEMBER 2017 / QUARTERLY INDICATORS: QUARTER 2

I.   CUSTOMER FIRST INDICATORS

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)
	PLANNING:				
1.	Processing of planning applications: 'major' applications - % determined within 13 weeks **A high result is good for this indicator**	Place Shaping & Corporate Performance Nick Fenwick	Quarterly	RESULT: 100% **Major applications determined in 13 weeks** Q2 16/17: 100% Q1 17/18: 67% Q2 17/18: 100% TARGET: 90%	**Above target:** **Target for Q2: 90% Target for 2017/18: 90%** There were 3 applications in this category with all 3 determined within 13 weeks. **Benchmarking:** Herts, England & Shire Districts performance: Q1 2017/18

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)
2.	Process of planning applications: 'minor' applications - % determined within 8 weeks **A high result is good for this indicator**	Place Shaping & Corporate Performance Nick Fenwick	Quarterly	**RESULT: 96%** **Minor applications determined in 8 weeks** 	**Above target:** ⬆ **Target for Q2: 90% Target for 2017/18: 90%** There were 70 applications in this category, with 67 determined within 8 weeks. **Benchmarking:** Herts, England & Shire Districts performance: Q1 2017/18

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)
3.	Process of planning applications: 'other' applications - % determined within 8 weeks **A high result is good for this indicator**	Place Shaping & Corporate Performance Nick Fenwick	Quarterly	**RESULT: 98%** 	**Above target:** **Target for Q2: 90% Target for 2017/18: 90%** There were 142 applications in this category, with 139 determined within 8 weeks. **Benchmarking:** Herts, England & Shire Districts performance: Q1 2017/18

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)
4.	CSC service levels – 85% calls answered in 20 seconds (Revenues and Benefits calls are not included) **A high result is good for this indicator**	Service Transf'tion Andrew Cox	Monthly	**RESULT: 73%** **CSC service levels – 85% call answered in 20 secs** 	**Below target:** **Target for Q2: 85% Target for 2017/18: 85%**
5.	Long wait calls received to CSC Long wait = calls not answered within 2 minutes (Revenues and Benefits calls are not included) **A low result is good for this indicator**	Service Transf'tion Andrew Cox	Monthly	**RESULT: 13%** **CSC service levels: long wait calls (not answered in 2 mins)** 	**Below target: Below target:** **Target for Q2: 3% Target for 2017/18: 3%**

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)
6.	CSC service levels 95% all calls answered	Service Transf'tion Andrew Cox		**Report not available.**	**Target for Q2: 95% Target for 2017/18: 95%**
7.	Calls resolved at first point of contact	Service Transf'tion Andrew Cox		**Report not available.**	**Target for Q2: 3% Target for 2017/18: 3%**
8.	Complaints resolved at stage one	Service Transf'tion Andrew Cox		**Report not available.**	**Target for Q2: 90% Target for 2017/18: 90%**
9.	% of stage 1 complaints resolved within 10 days	Service Transf'tion Andrew Cox		**Report not available.**	**Target for Q2: 80% Target for 2017/18: 80%**

II.   QUALITY OF LIFE INDICATORS

	Indicator	Service area	Reporting frequency	Results (Quarter 2)					Comments & Benchmarking (where available)
	HOUSING:								
10.	Affordable homes completions, including social / affordable rent, affordable sales and starter homes. *(Starter homes do not contribute to reduction in homeless households on the waiting list or in temporary accom.)* **A high result is good for this indicator**	Place Shaping & Corporate Performance Nick Fenwick	Biannually	Size of home	Social Rented	Affordable Rented	LCHO	Total	**Target for 2017/18: 32** Handovers have exceeded the target of 32 so far this year.

The results table detail:

Size of home	Social Rented	Affordable Rented	LCHO	Total
1 bed	2	10	2	14
2 bed	7	11	2	20
3 bed	0	0	0	0
Total	9	21	4	34

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)
11.	Number of statutory homeless **A low result is good for this indicator**	Place Shaping & Corporate Performance Nick Fenwick	Quarterly	**RESULT: 32** **Number of statutory homeless (new cases)** Q2 16/17: 39 Q1 17/18: 38 Q2 17/18: 32	**No target set.** **Benchmarking:** Herts and England performance: Q1 2017/18
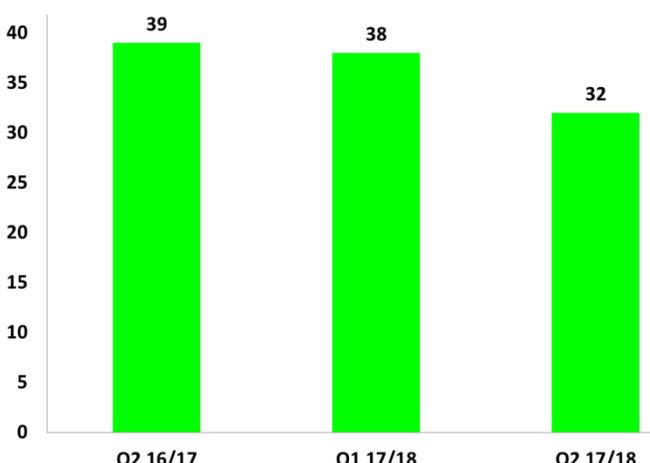
Number of statutory homeless (new cases)

	39	38	32
	Q2 16/17	Q1 17/18	Q2 17/18

Numbers accepted as being homeless and in priority need		
	Total	**Number per 1,000 households**
Broxbourne	66	1.65
Dacorum	50	0.77
East Herts	13	0.21
Hertsmere	51	1.21
North Herts	32	0.24
St Albans	22	0.37
Stevenage	19	0.51
Three Rivers	12	0.32
Watford	38	0.94
Welwyn Hatfield	38	0.79
England		0.61
London		1.11
England exc. London		0.52

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)
12.	Reasons for homelessness **Narrative indicator**	Place Shaping & Corporate Performance Nick Fenwick	Quarterly	See below	

No target set.

Watford BC: Homeless acceptances - top main reasons for loss of last settled home	Q1 Apr - Jun
Loss of private sector tenancy	4 (13%)
Parental eviction	12 (39%)
Family or friend eviction	5 (16%)
Other	1 (3%)
Relationship break non-violent	4 (13%)
Left hospital/institution/care	2 (6%)
Left prison/on remand	1 (3%)
Relationship breakdown - violent	2 (6%)
Total Homeless Acceptances	**31**
Homeless applications	43

For the first time since 2012/13, parental evictions this last quarter exceeded the loss of a private sector tenancy

Benchmark against England and London (Q1 2017/18)

Homeless acceptances Top main reasons for loss of last settled home	England	London	England exc London
Relatives/friends no longer able or willing to provide accommodation (parents)	15%	15%	14%
Relatives/friends no longer able or willing to provide accommodation (other)	12%	15%	10%
Relationship breakdown with partner (violent)	17%	6%	14%
Relationship breakdown with partner (other)	7%	2%	7%
Mortgage arrears (repossession or other loss of home)	6%	0%	1%
Rent arrears	3%	3%	3%
End of assured shorthold tenancy	29%	34%	28%
Loss of other rented or tied housing	8%	7%	5%
Other reasons	18%	18%	17%

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)
13.	Number of households living in temporary accommodation *Snap-shot at quarter end* **A low result is good for this indicator**	Place Shaping & Corporate Performance Nick Fenwick	Quarterly	**RESULT: 196**	**Above target:** ⬆

RESULT: 196

Households in temporary accommodation

Bar chart values:
- Q2 16/17: 216
- Q1 17/18: 212
- Q2 17/18: 196
- TARGET: 200

Above target:

Target for Q2: 200   Target for 2017/18: 200

This is the first time since December 2014 that the number of households in TA was below 200

Benchmarking: Herts and England performance: Q1 June 2017

Number of households in temporary accommodation	Total	Number per 1,000 households
Broxbourne	495	12.37
Dacorum	84	1.30
East Herts	20	0.32
Hertsmere	176	4.17
North Herts	80	1.39
St Albans	111	1.86
Stevenage	98	2.62
Three Rivers	83	2.21
Watford	212	5.22
Welwyn Hatfield	75	1.57
England		3.33
London		14.84
England exc. London		1.21

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)
14.	Number of households living in temporary accommodation with children *Snap-shot at quarter end* **A low result is good for this indicator**	Place Shaping & Corporate Performance Nick Fenwick	Quarterly	**RESULT: 177** **Households in temporary accommodation with children** 	**No target set for this indicator.** This is the P1E return figure to government. it includes pregnant women with no other dependents These households had a total of 381 children including expected children. In September 2016, the equivalent figure was 185 households with 364 children including expected.
15.	Number of households living in temporary accommodation without children *Snap-shot at quarter end* **A low result is good for this indicator**	Place Shaping & Corporate Performance Nick Fenwick	Quarterly	**RESULT: 19** **Households in temporary accommodation without children** 	**No target set for this indicator.** The table below shows a breakdown by gender and age range of the 19 households.

Chart 14 data: Q2 16/17 = 185, Q1 17/18 = 186, Q2 17/18 = 177

Chart 15 data: Q2 16/17 = 27, Q1 17/18 = 26, Q2 17/18 = 19

Age Group	Men	Women	Grand Total
16-17	1		1
18-24	3	2	5
25-44	6	2	8
45-59	2	1	3
60-64	1		1
65-74	1		1
Grand Total	**14**	**5**	**19**

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)
16.	Rough sleepers within the authority area *Snap shot taken on one night in November* **A low result is good for this indicator**	Place Shaping & Corporate Performance Nick Fenwick	Annual	**Not reported for Q2**	**Target for 2017/18: 12** Count held in November 2016: 13 Next count due in November 2017. New Hope continues to deliver the council's Outreach Services contract to work with rough sleepers including through its Rough Sleepers Prevention Service. Feedback from New Hope about rough sleepers they worked with in 2016-17 includes the following: • At least a third of the rough sleepers they have worked with were problematic drug users. The majority of these were known to be involved with begging and various aspects of criminality in the town centre • A large rise in chaotic lifestyles in the rough sleeping population was seen, mostly due to drug use • 17% of rough sleepers worked with during 2016/17 were EEA nationals. Although the service engaged well with this client group it was difficult to find them accommodation due to lack of income and alcohol issues

Executive Decision Progress Report

May 2017 – May 2018

Contact Officer: Sandra Hancock
                              Committee and Scrutiny Officer

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15 November 2017

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

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
To note the business plan associated with Watford Riverwell is being updated and that there will be a number of associated changes relating to the masterplan	Place Shaping and Corporate Performance	Cabinet	June 2017	Part B decision covered by Paragraph 3, Schedule 12A, as it relates to commercially confidential information. Considered by Cabinet at its meeting on 5 June 2017 Not called in
To increase delegation limit of the Portfolio Holder for Property to enable the Property Investment Board to acquire and dispose of property	Place Shaping and Corporate Performance	Cabinet	June 2017	Part B decision covered by Paragraph 3, Schedule 12A, as it relates to commercially confidential information. Considered by Cabinet at its meeting on 5 June 2017 Not called in
To adopt the Cycle Parking Supplementary Planning Document, to supplement policies in the Local Plan Core Strategy	Place Shaping and Corporate Performance	Cabinet	July 2017	Considered by Cabinet at its meeting on 3 July 2017 Not called in

15 November 2017

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Local Plan Part 2 (Site allocations and development management policies) – not to submit Local Plan Part 2 for examination, but to focus on progressing the Local Plan review	Place Shaping and Corporate Performance	Cabinet	September 2017	Considered by Cabinet at its meeting on 11 September 2017 Not called in
Funding for public realm improvements to High Street, Watford	Place Shaping and Corporate Performance	Cabinet and Council	September 2017	Considered by Cabinet at its meeting on 11 September 2017 and Council on 17 October 2017 Call-in not applicable
Construction of a four-storey building and raised deck car park on Town Hall campus	Democracy and Governance	Cabinet	September 2017	Considered by Cabinet at its meeting on 11 September 2017 (Appendices are Part B, covered by Paragraph 3, Schedule 12A, as they relate to commercially confidential information.) Not called in

15 November 2017

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Watford Riverwell	Place Shaping and Corporate Performance	Cabinet	September 2017	Part B decision covered by Paragraph 3, Schedule 12A, as it relates to commercially confidential information. Considered by Cabinet at its meeting on 11 September 2017 Not called in
Business Rates Pilot for 2018	Finance	Mayor Council	October 2017	In accordance with the Access to Information Procedure Rule 15, the Chair of Overview and Scrutiny Committee was notified that the decision was to be considered by the Mayor on 2 October 2017, followed by Council on 17 October 2017. Call-in not applicable

15 November 2017

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
To approve disposal of council interest in a Watford property	Place Shaping and Corporate Performance	Mayor	October 2017	Part B key decision covered by Paragraph 3, Schedule 12A, as it relates to commercially confidential information. 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". Considered by the Mayor on 27 October 2017 Call-in not applicable
To agree to promote a Compulsory Purchase Order at the request of Watford Community Housing Trust for the redevelopment of land on the Meriden Estate	Democracy and Governance	Cabinet	November 2017	Considered by Cabinet at its meeting on 6 November 2017 Not called in
To adopt a Supplementary Planning Document relating to the use of commuted sums for the provision of affordable housing	Place Shaping and Corporate Performance	Cabinet	November 2017	Considered by Cabinet at its meeting on 6 November 2017 Not called in

15 November 2017

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Approval of the commercial strategy for Watford Borough Council	Community and Environmental Services and Service Transformation	Cabinet	November 2017	Considered by Cabinet at its meeting on 6 November 2017 Not called in
To agree to provide a Parent Guarantee to a loan for the Riverwell Development	Finance	Cabinet	November 2017	Part B decision covered by Paragraph 3, Schedule 12A, as it relates to commercially confidential information. In accordance with the Access to Information Procedure Rule 15, the Chair of Overview and Scrutiny Committee was notified that the decision was to be considered by Cabinet at its meeting on 6 November 2017. Not called in
Cassiobury Park car park	Community and Environmental Services	Cabinet	December 2017	Originally due to be considered by Cabinet at its meeting on 9 October 2017, deferred to the meeting on 4 December 2017

15 November 2017

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
To recommend a level of fine under the Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016)	Community and Environmental Services	Cabinet	December 2017	Originally due to be considered by Cabinet at its meeting on 11 September 2017, deferred to meeting on 4 December 2017
Restructure of the ICT Section	Service Transformation	Cabinet	December 2017	Part B decision covered by Paragraph 4, Schedule 12A, as it relates to staffing matters and individual staff employment. Due to be considered by Cabinet at its meeting on 4 December 2017
To appoint a contractor to deliver the new leisure centre management contract to operate the three council owned leisure facilities: Central and Woodside Leisure Centres and Woodside Stadium	Community and Environmental Services	Cabinet	December 2017	Part B decision covered by Paragraph 3, Schedule 12A, due to information being commercially sensitive. Due to be considered by Cabinet at its meeting on 4 December 2017
Amend the council's Housing Nomination Policy to comply with the Homelessness Reduction Act 2017	Place Shaping and Corporate Performance	Cabinet	February 2018	Due to be considered by Cabinet at its meeting on 19 February 2018

15 November 2017

Overview and Scrutiny Committee
Work programme 2017/18

Chair Councillor Kareen Hastrick
Vice-Chair Councillor Ahsan Khan
Councillors Jagtar Singh Dhindsa, Aga Dychton, Amanda Grimston, Asif Khan, Rabi Martins, Darren Walford and Tim Williams

Date of meeting	Item for agenda	Purpose/outcomes	Officer
22 June 2017	Commissioning Framework: Community Centres – Holywell and Meriden	To receive presentations from each of the community centres funded through the Commissioning Framework and information about the work they carry out	Leisure and Community Section Head / Contract Monitoring Officer (Leisure and Community Team)
	Performance indicators: Quarter 4 2016/17	To review the end of year performance indicators	Deferred to July
	New Task Group: Tackling loneliness	To approve new task group – tackling loneliness	Committee and Scrutiny Officer
	Review recommendations: Conservation Areas Task Group	To review the implementation of the Management of Conservation Areas Task Group's recommendations	Committee and Scrutiny Officer
	Review recommendations: Parking Strategy (Year 1 recommendations) Task Group	To review the implementation of the Parking Strategy (Year 1 recommendations) Task Group's recommendations	Committee and Scrutiny Officer

Date of meeting	Item for agenda	Purpose/outcomes	Officer
22 June 2017 (continued)	Community Safety Partnership Task Group: Membership, Chair and Terms of Reference	To approve the membership of the Community Safety Partnership Task Group To agree the task group's chair To agree the updated task group's updated terms of reference	Committee and Scrutiny Officer
	Work Programme 2017/18	To review the work programme for the forthcoming year	Committee and Scrutiny Officer
20 July 2017	Commissioning Framework: Community centres – Orbital (YMCA)	To receive a presentation from one of the community centres funded through the Commissioning Framework and information about the work they carry out	Leisure and Community Section Head
	Performance indicators – overview of PIs	Why does the council have PIs? Can councillors change them, e.g. targets? Are they reported to other organisations, e.g. central government	Head of Corporate Strategy and Communications
	Performance indicators: Quarter 4 2016/17	To review the end of year performance indicators	Head of Corporate Strategy and Communications
	Review: Management of Conservation Areas	Officers to provide a response to the scrutiny committee's questions from the previous meeting, including timeline for implementing recommendations	Urban Design and Conservation Manager

Date of meeting	Item for agenda	Purpose/outcomes	Officer
28 September 2017	Small Grants Fund review – 2016-2017	To review the annual report of the Small Grants Fund	Leisure and Community Section Head
	Commissioning Framework: Community centres – West Watford Community Association	To receive a presentation from one of the community centres funded through the Commissioning Framework and information about the work they carry out	Leisure and Community Section Head
	Performance report: Quarter 1 2017/18	To review the performance indicators for quarter 1 of 2017/18	Head of Corporate Strategy and Communications
	Review: Parking Strategy (Year 1 recommendations)	Officer's to provide a response to the scrutiny committee's questions from the July meeting.	Transport and Infrastructure Section Head / Traffic Engineer
	Scrutiny Proposal: Tall buildings and the council's emergency plan	To consider the proposed task group as discussed at July Council. To agree the task group membership if proposal approved.	Committee and Scrutiny Officer
23 November 2017	Commissioning Framework Year 1 (2016-2017) review report	To review the annual report of the Commissioning Framework	Leisure and Community Section Head
	Performance report: Quarter 2 2017/18	To review the performance indicators for quarter 2 of 2017/18	Head of Corporate Strategy and Communications
	Watford 2020		Head of Service Transformation

Date of meeting	Item for agenda	Purpose/outcomes	Officer
	Future Scrutiny Topic	To discuss a potential topic for scrutiny	Chair of Overview and Scrutiny
	Update on the Tackling Loneliness Task Group	The Task Group's Chair to provide an update on the progress of the task group.	Chair of the Tackling Loneliness Task Group
20 December 2017	Call-in only	To consider any called in executive decisions	Committee and Scrutiny Officer
18 January 2017	Tackling Loneliness Task Group – Final report	To review the task group's recommendations and agree to forward to the relevant council/organisation	Committee and Scrutiny Officer / Chair of the Tackling Loneliness Task Group
8 February 2017	Call-in only	To consider any called in executive decisions	Committee and Scrutiny Officer
8 March 2017	Call-in only	To consider any called in executive decisions	Committee and Scrutiny Officer
22 March 2017	Performance report: Quarter 3 2017/18	To review the performance indicators for quarter 3 of 2017/18	

Standing items to be included on all agendas (except those for call-in only)

- Call-in
- Executive decisions progress report
- Updates from chairs of Outsourced Services Scrutiny Panel; Budget Panel; Community Safety Partnership Task Group; Task Groups
- Update from council's representative on the Health Scrutiny Committee
- Work programme
- Dates of next meetings

Items for consideration

- Council's corporate priorities
  - managing the borough's housing needs
  - providing for the town's vulnerable and disadvantaged community
  further information is available in the council's Corporate Plan
- Customer Service Centre changes (January / March 2018)

Items to be carried forward to 2018/19

- Review of recommendations: Neighbourhood Forum Task Group