OVERVIEW AND SCRUTINY COMMITTEE

8 March 2018

7.00 pm

Town Hall, Watford

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

Publication date: 28 February 2018

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 18 January 2018 to be submitted and signed.

4. **Watford 2020 Update** (Pages 4 - 9)

   Report of the Watford 2020 Programme Manager

5. **Customer Service Centre Refurbishment** (Pages 10 - 13)

   Report of the Customer Service Section Head

6. **End of Quarter 3 (October - December 2017) 2017/18 Key Performance Indicator (KPI) Report** (Pages 14 - 28)

   Report of the Head of Corporate Strategy and Communications

7. **Executive Decision Progress Report** (Pages 29 - 39)

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

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

   The next Health Scrutiny Committee is due to take place on 15 March 2018.

Scrutiny Panels and Task Groups

9.   Tackling Loneliness Task Group - Cabinet response (To Follow)

The scrutiny committee is to receive Cabinet's response to the recommendations of the Tackling Loneliness Task Group. Cabinet is due to consider the task group's report and recommendations on Monday 5 March 2018.

10.   Scrutiny proposal - Watford Community Housing (Pages 40 - 48)

Report of the Committee and Scrutiny Officer

11.   Budget Panel

There have been no Budget Panel meetings since the last Overview and Scrutiny Committee in January.

12.   Outsourced Services Scrutiny Panel

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

- 21 February 2018

The minutes are available on the council's website.

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

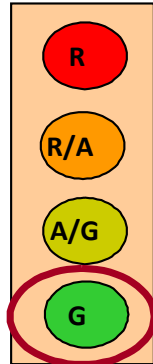**13.   Community Safety Partnership Task Group**

There have been no meetings since the last Overview and Scrutiny Committee in January.
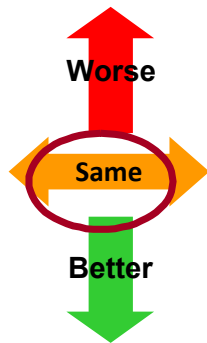
14.   Dates of Next Meetings

- Thursday 22 March 2018 (call-in only)

Completed by:	Liam Hornsby	Period from:	9 January 2018
Date completed:	23 February 2018	Period to:	23 February 2018

Current Programme Status

R

R/A

A/G

G

Trend since last report

Worse

Same

Better

Programme Headlines

- LT and ELT sessions on future operating model held. Decision made to defer final Cabinet report until 4 June 2018 to allow further engagement with staff. Additional LT and ELT sessions to be held to discuss the detail behind the future operating model in more detail.
- Future operating model, business case and implementation plan development underway for completion in draft form at the end of February 2018. Roadmap being produced for discussion with MD, LT and ELT.
- Council of the Future event held on 24 January 2018 to launch supporting strategies and new ways of working

Project Headlines

- Customer Relationship Management system change control approved by Programme Board on 2 February 2018. Project scope will now include implementation of platform with key processes tested and implemented. Remaining processes will be transferred in line with the Service Innovation detailed design and build work.
- Pilot migration underway for ICT Infrastructure. No new issues identified over past week. ICT staff and Watford pilot migration to commence. No impact on project completion date.
- Delays to data transfer works by Idox. Project Team reviewing scope to provide update to Programme Board
- File Management closure report to Programme Board on 13 March 2018.
- WBC Estate WiFi in place in Town Hall Annexe building and WiFi on second floor of Town Hall to be completed in line with the current accommodation works.
- Housing Service IT implementation underway with UAT testing plan defined. Recruitment underway – Senior Property Officer recruited and adverts for all other positions now live.
- Commercial Strategy approved by Cabinet on 6 November 2017. Commercial Strategy workshop held on 6 February 2018. Report to LT scheduled for 27 February 2018. Delivery plan underway.
- People Strategy approved by Cabinet on 4 December 2017. Delivery plan approved by Programme Board on 2 February 2018. Governance now in place and progress to be reported to Programme Board via Our People Status Report
- Unified Communications and Mobile Workforce Project Initiation Document approved by Programme Board on 2 February 2018..

Schedule	Budget	HR	Communications	Resource

Key activities for next period
- CRM Implementation timetable to be completed and approved by Project Board   - Commence WBC pilot migration works. Replacement of switches at CSC, Watersmeet and Annexe and Disaster Recovery test report to be received. Further servers to be decommissioned and relocation of virtual services to new core infrastructure   - Idox Optimisation Project Board actions in relation to Exacom data transfer to be chased. PID to be reviewed and circulated to ensure agreement on scope   - Work to implement WiFi on the second floor of the Town Hall to continue   - Future operating model road map to be agreed and circulated. Wider staff briefings on future operating model to be held.   - Housing recruitment to continue and UAT for IT system underway   - Commercial Strategy delivery plan to be produced and onward governance confirmed   - Unified Communications and Mobile Workforce project market engagement to commence

Project RAG Statuses

CSC Refurbishment				Customer Management System Replacement				ICT Infrastructure Transformation				Idox Optimisation				WBC Estate WiFi			
Closed				Implementation				Implementation				Implementation				Implementation			
Sch	£	C	Res	Sch	£	C	Res	Sch	£	C	Res	Sch	£	C	Res	Sch	£	C	Res
				🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟧	🟩	🟩	🟩	🟩	🟩	🟩	🟩
Project completed and closure report approved by Programme Board on 17 October 2017				New scope approved by Programme Board on 2 February 2018				Active directory pilots underway and no new additional issues over last seven days				Delay to Exacom transfer works which has impacted Development Management back scanning milestone. Progression of public/consultee access in EH&L on hold pending discussion re. delivery options				Work to complete WiFi on second floor of Town Hall underway			

File Management				Service Innovations (High Level Design)				People Strategy				Commercial Strategy				ICT Strategy			
Closing				Design				Closed				Design				Closed			
Sch	£	C	Sch	£	£	HR	C	Res	Sch	£	HR	C	Res	Sch	£	C	Res	Sch	£	C	Res
🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟧	🟩						🟩	🟩	🟩	🟩				
Project Closure report to Programme Board on 13 March 2018				Following ELT engagement session, decision to delay Cabinet report to 4 June 2018. Production of future roadmap underway				Strategy approved by Cabinet and delivery plan PID approved by Programme Board on 2 February. Future reporting via Our People Programme report				Approved by Cabinet on 6 November 2017. Delivery plan underway				Strategy approved by Cabinet on 22 January 2018. Work streams included elsewhere in Programme (Tranche 3 and 6)			

Page 6

Housing Service Implementation				Unified Communications				Our Mobile Workforce					Mobile Working Transition					Kit Rationalisation			
Implementation				Not yet started				Not yet started					Not yet started					Not yet started			
Sch	£	C	Res	Sch	£	C	Res	Sch	£	HR	C	Res	Sch	£	HR	C	Res	Sch	£	C	Res
Proposed operating model approved by Cabinet on 22 January 2018. Recruitment underway ahead of schedule. Some slippage of milestones related to IT implementation but live date remains unchanged.				Project Initiation Document approved by Programme Board on 2 February 2018. Formal project governance now in place.				Project Initiation Document approved by Programme Board on 2 February 2018. Formal project governance now in place.					Tranche 6 approved by Programme Board on 11 December 2017. Flexible Working Transition to be managed alongside Service Innovation implementation					Tranche 6 approved by Programme Board on 11 December 2017			

Benefits

Ref	Benefit Type	Benefit Description	Benefit Owner	RAG	Comment	Gross Saving	Duration
B1	Financial	£1m revenue savings by 2018/19	AC		Savings to be identified by December 2017 with implementation as tranche 2 of the programme commencing March 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
PR3	Heads of Service and Section Heads will not be prepared to agree the fundamental, innovative and radical changes to their services identified by the Service Innovations	Uncomfortable with process and anxious about future	High-Level design will not be radical and will not provide the anticipated benefits	Treat	3	4	12	22.06.2017 - Vision and design principle relayed to all Heads of Service and 1-1 meetings held with Section Heads to explain purpose of Service Innovations and the intention to work collaboratively 26.01.2018 - Engagement with Heads of Service ongoing. LT session scheduled for 1 Feb and ELT session for 8 Feb 08.02.2018 - Cabinet report delayed until 04.06.2018 to allow further engagement with LT and ELT	Open	22.06.17	LH	AC	2	4	8
PR8	The new operating model proposed is not politically acceptable	Politically uncomfortable with radical transformation. Proposed operating to go to first Cabinet of new municipal year	Requirement to undertake high level design for a second time incurring additional, unscheduled costs and anticipated benefits not realised	Treat	2	4	8	22.06.2017 - Tranche 1 methodology requires collaborative working with services to inform a future operating model which continues to deliver necessary services in a way that is acceptable to services 03.08.2017 - Programme has Portfolio Holder overview and will be reviewed by Overview and Scrutiny Committee 17.10.2017 - Additional engagement with Cabinet to be undertaken 23.11.2017 - Programme presented at Overview and Scrutiny Committee and Member's Briefing arranged for 13.12.2017 08.02.2018 - Proposed operating model to now go to first Cabinet of new municipal year	Open	22.06.17	LH	AC	2	4	8

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
PR23	Watford 2020 Programme Board is unable to move from an evaluating body to a delivery board	Scrutiny of programme not effectively directed by Board members and subsequent lack of confidence in executive oversight of the programme	Delay to delivery of the programme and the realisation of benefits	Treat	2	4	8	02.02.2018 - AC and LH to consider role of Board and provide relevant focus at Board meetings	Open	02.02.18	ML	AC	2	3	6
PR24	ELT do not support the future operating model and changes to service delivery, or do not provide ownership/leadership in relation to the changes	ELT not engaged in development of future operating model	Benefits identified in the high level design are not delivered as anticipated. Required culture change is not embedded in all parts of the organisation	Treat	3	3	9	02.02.2018 - Heads of Service to provide briefing to ELT members in advance of ELT session 08.02.2018 - ELT session on new operating model and decision to delay Cabinet report to allow further time for engagement	Open	02.02.18	ML	AC	3	3	9

No issues at the current time

Agenda Item 5

Report to: Overview and Scrutiny Committee

Date of meeting: 8 March 2018

Report of: Danielle Negrello – Customer Service Section Head

Title: Customer Service Centre Refurbishment

1.0 Summary

1.1.   This report provides an overview of the objectives, benefits and outcomes of the Customer Service Centre face to face redesign.

1.2.   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.

1.3.   The project was delivered through the Watford 2020 Programme, within the Enabling projects workstream.

2.0 Potential Risks

2.1.   This project has been closed and therefore there are no outstanding risks.

3.0 Recommendations

3.1.   That the Overview and Scrutiny Committee note the report

Contact Officer:

For further information on this report please contact: Danielle Negrello, Customer Service Section Head

Telephone extension: 01923 278927   email: danielle.negrello@watford.gov.uk

Report approved by Andrew Cox, Head of Service Transformation

4.0 Project Rationale

4.1.   The council's Customer Service Centre was first opened in 2005 and had not undergone any significant change or refurbishment since this time. It had started to show signs of its age with wear and tear to some areas and facilities that no longer reflected the requirements of the customers visiting the Town Hall.

4.2.   There was an increasing need for an area that allowed customers to interact with the council through our online channels, through both enabling access to computers or mobile devices or through face to face support for customers so enable them to apply for service online themselves.

4.3.   The project came together under the Watford 2020 programme and was an amalgamation of a number of service improvement projects either in the pipeline or already in progress.

5.0 Project Objectives

5.1.   The project set out to:

- Deliver the Qmatic customer management system to: improve the customer experience when visiting the Town Hall, realise shorter wait times at reception and improve the experience for staff working on the previous receptions desk where queues formed and sensitive issues were often discussed in a very public area. The system would also enable the pre-booking of customer appointments for duty services.

- Replace the previous large traditional reception desk with a new smaller reception pod to open up the reception area and remove the bottle neck where customers gathered at the main door. The desk was also to encourage staff to proactively meet and greet customers visiting the Town Hall.

- Relocate the customer waiting area so customers had a larger more comfortable waiting space away from the enquiry desks, improving privacy for customers discussing enquiries with officers.

- Deliver additional self-service tablets, computers and telephones to enable customers to access our services online or over the telephone.

- Introduce new ways of working within the Customer Service team to encourage customers to take-up self-service channels. This would reduce the levels of demand on services and allow Customer Service staff the flexibility to offer appropriate levels of support to customers who do not feel confident interacting digitally with the organisation.

6.0 Project Outcomes

6.1.   Overall the project has successfully delivered on its objectives.

6.2.   The implementation of Qmatic had immediate benefits for both staff and customers. Staff are now able to manage the queue on the reception desk more efficiently, management information is available to assist with the planning of resources (across all services who offer a service from the CSC). Customers are able to book themselves in to see services and see their position in the queue as they wait.

6.3.   The removal of the large reception desk opened up the reception area, removing the bottle-neck of customers at the main doors and creating a more open and welcoming environment.

6.4.   Improvements to the self-service facilities, particularly PC's and telephones, have encouraged customers to make use of these facilities either on their own or with assistance from CSC staff.

6.5.   The implementation of Qmatic, new Reception Pod and access to additional self-service PC's have 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.

6.6.   The relocation of the customer waiting area delivered a more spacious seating area. With waiting customers no longer overlooking the enquiry area, there is improved privacy for customers when at the enquiry desks.

7.0 Feedback

7.1.   As each phase of the project was completed customer feedback and satisfaction was monitored to

evaluate customer sentiment. Views were also taken from both CSC and service staff working in the area.

7.2. The feedback received has been overwhelmingly positive with an upswing in customer satisfaction levels recorded over the course of the project, reflecting customers positive view of the changes as they were introduced. The table below shows the trend in customer satisfaction over the course of the project.
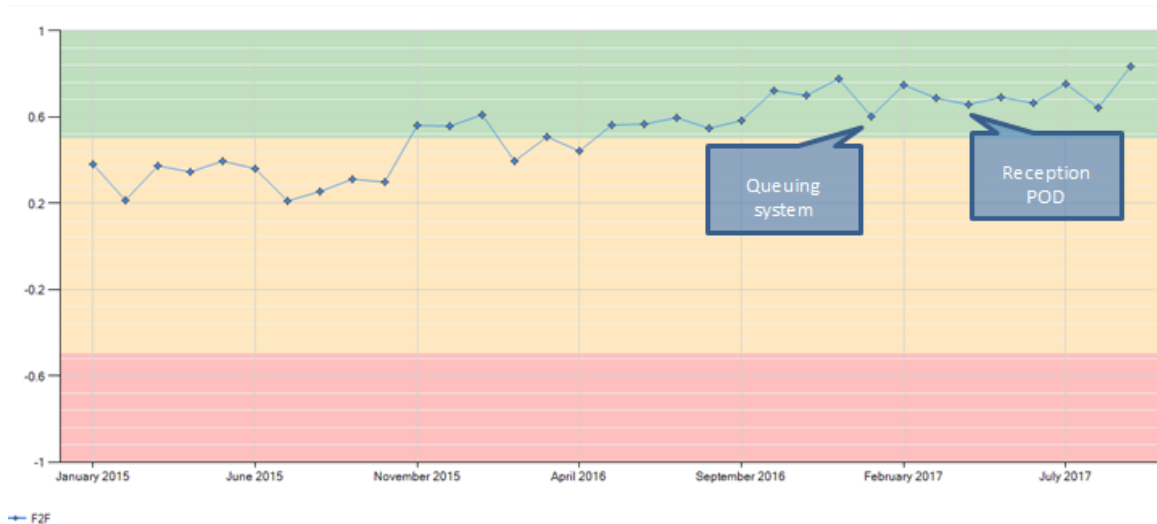
7.3. Examples of customer comments received through the GovMetric Kiosks and given directly to staff included: 'Good new ticket system', 'Good service, phones on table', 'The area looks much more welcoming' and 'The desk looks better there'.

7.4. Although customer comments were positive, a number of CSC staff had initial concerns about not having a physical barrier between themselves and the customers with the introduction of the reception pod. However, with the changes now embedded these concerns have subsided and staff have embraced these new ways of working and continue to look to improve the experience for customers visiting the Town Hall.

8.0 Ongoing Review

8.1. Although the project has been closed, the CSC remains focussed on the continuous improvement of our face to face offer for customers. This has in the main been managed firstly, through an ongoing focus on satisfaction data and working in collaboration with our service colleagues to improve services and secondly a CSC Face to Face improvement team.

8.2. Feedback and satisfaction data is reviewed on a monthly basis and discussed at regular formal service meetings where improvements are identified and actions to take these forward agreed. This has resulted in improvements such as more in depth training for Customer Service Staff on Housing, the introduction of an appointment booking system for Planning duty and an on call system in the Benefits service where Qmatic is used to monitor numbers of customers in their queue with additional resource allocated to the face to face area when more than two customers are in the queue.

8.3. The Face to Face Improvement Team, made up of a number of Customer Service Advisers has been brought together to review working practices on face to face and to develop a best practice framework to ensure the best experience for customers who visit the council.

8.4. Initial improvements identified by the working group are:

- Repositioning of the Reception Pod to make it more obvious for customers

- Introducing a back-up meet and greet officer to be on hand to ensure the pod is staffed at all times and improve the availability of support to customers to access services online

- Arrange improved signage for tablets to increase uptake

- Development of a service delivery/model customer journey framework for roll out to the team. Future staff performance monitoring will be measured against this framework

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

Agenda Item 6

Report to: Overview and Scrutiny Committee

Title: End of Quarter 3 (October – December 2017) 2017 /18 Key Performance Indicator (KPI) Report

Date of meeting 8 March 2018

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. Leadership Team has approved a review of these indicators during 2017/18 so that they align more closely with the council's priorities and support decision-making and improvement.

1.2 The attached report shows the results for these key performance indicators at the end of Quarter 3 (October – December) 2017/18. This means that both quarterly and monthly results are included – the report shows which are collected and reported quarterly and which monthly. The report also shows:
   o The result for Quarter 3
   o The results for the same period in 2016/17 if available
   o The result for the previous period – end of Quarter 2 (July – 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. As this collates national information, it lags behind that collected by the council and so, in most cases is Q2.

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 has procured 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 most common reason for homelessness (indicator 14) is once again private sector eviction. In Quarter 2, for the first time since 2012/13 parental eviction was the main reason but, from the results for Quarter 3, this was clearly not a trend
   • the improvement to the numbers in temporary accommodation (indicator 15), which has continued to fall in Quarter 3

- 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 3 2017/18.

Contact Officer:

For further information please contact:
Kathryn Robson, Head of Corporate Strategy & Communications - ext.: 8077 or
kathryn.robson@watford.gov.uk
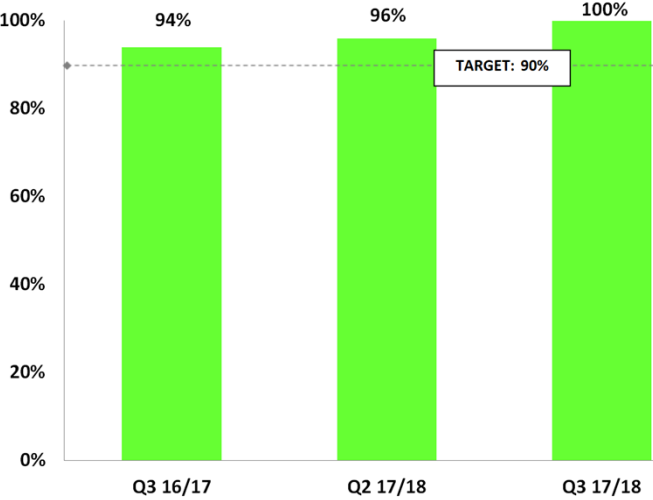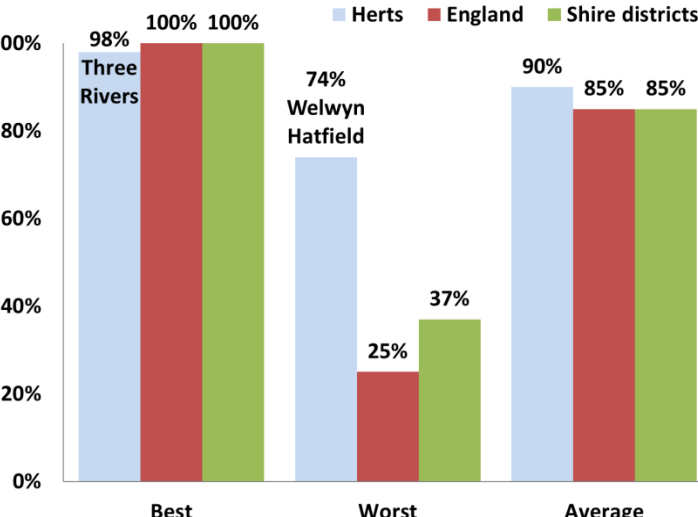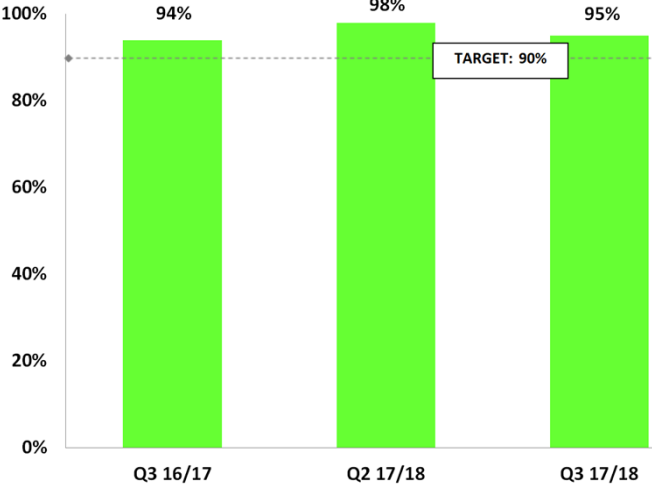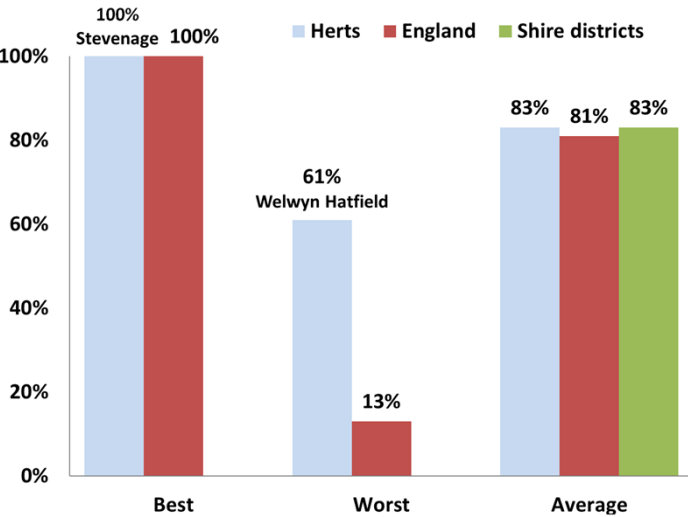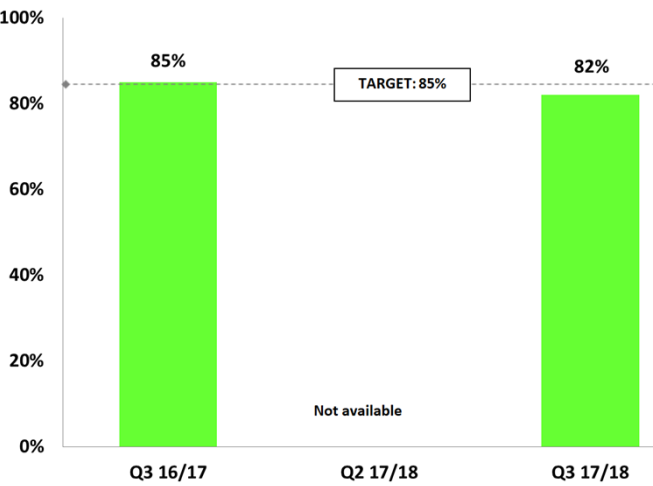
QUARTERLY INDICATORS - QUARTER 3
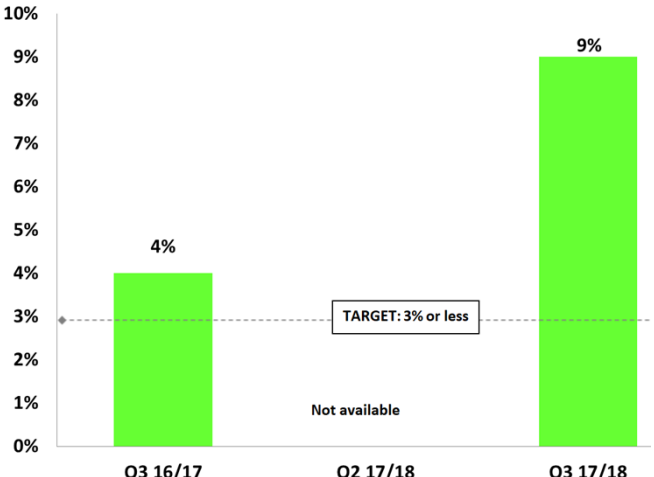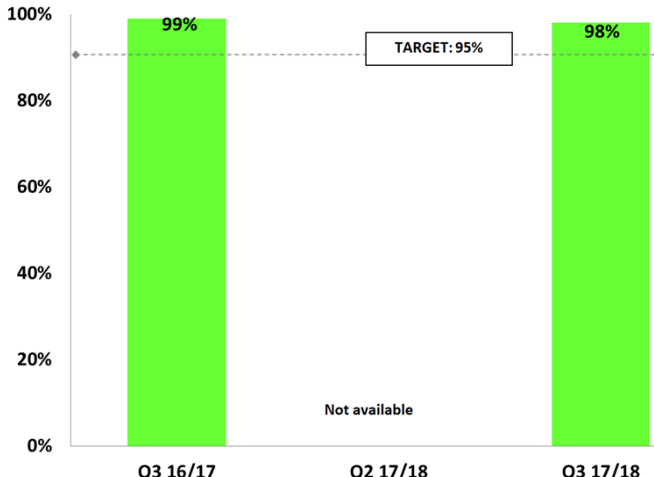
I.   **CUSTOMER FIRST INDICATORS**

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)
	PLANNING:				
3.	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** Q3 16/17: 100% Q2 17/18: 100% Q3 17/18: 100% TARGET: 90%	**Above target:** **Target for Q3: 90% Target for 2017/18: 90%** There were 6 applications in this category with all 6 determined within 13 weeks. **Benchmarking:** Herts, England & Shire Districts performance: Q2 2017/18 (July – September) Best: Herts 100% (Dacorum, North Herts, St Albans, Three Rivers, Watford), England 100% Worst: Herts 60% (East Herts), England 25% Average: Herts 88%, England 81%, Shire districts 76%

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)
4.	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: 100%** **Minor applications determined in 8 weeks** Q3 16/17: 94% Q2 17/18: 96% Q3 17/18: 100% TARGET: 90%	**Above target:** ⬆ **Target for Q3: 90% Target for 2017/18: 90%** There were 48 applications in this category, with all 48 determined within 8 weeks. **Benchmarking:** Herts, England & Shire Districts performance: Q2 2017/18 (July – September) Best: Three Rivers 98% (Herts), England 100%, Shire districts 100% Worst: Welwyn Hatfield 74% (Herts), England 25%, Shire districts 37% Average: Herts 90%, England 85%, Shire districts 85%

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)
5.	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: 95%** **Other applications determined in 8 weeks** 	**Above target:** **Target for Q2: 90% Target for 2017/18: 90%** There were 120 applications in this category, with 114 determined within 8 weeks. **Benchmarking:** Herts, England & Shire Districts performance: Q2 2017/18

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)
6.	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: 82%**	**Below target:** **Target for Q3: 85%** **Target for 2017/18: 85%** 8% improvement from last quarter due to the increase staffing levels in November. This will improve further once new staff are fully trained on all services`.

Chart data: Q3 16/17: 85%, Q2 17/18: Not available, Q3 17/18: 82%, TARGET: 85%

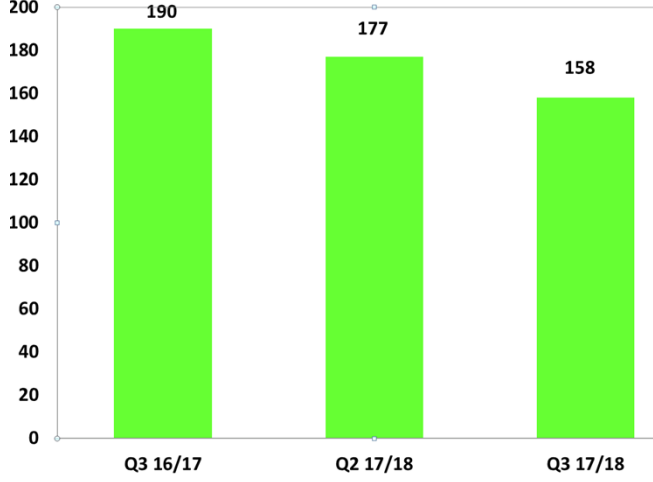|	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)
7.	Long wait calls received to CSC Long wait = calls not answered within 2 minutes (Revenues and Benefits calls are not included) **A low result is good for this indicator**	Service Transf'tion Andrew Cox	Monthly	**RESULT: 9%** *[Bar chart showing: Q3 16/17: 4%, Q2 17/18: Not available, Q3 17/18: 9%; TARGET: 3% or less]*	**Below target:** ⬇️ **Target for Q3: 3% or less** **Target for 2017/18: 3% or less**
8.	CSC service levels 95% all calls answered **A high result is good for this indicator**	Service Transf'tion Andrew Cox		**RESULT: 98%** *[Bar chart showing: Q3 16/17: 99%, Q2 17/18: Not available, Q3 17/18: 98%; TARGET: 95%]*	**Above target:** ⬆️ **Target for Q2: 95% Target for 2017/18: 95%**

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)
9.	Calls resolved at first point of contact **A high result is good for this indicator**	Service Transf'tion Andrew Cox		**RESULT: NOT AVAILABLE** **Reporting within Lagan is not available**	
10.	Complaints resolved at stage one **A high result is good for this indicator**	Service Transf'tion Andrew Cox		**RESULT: 58%** TARGET: 90% 100% 80% 60% — 58% 43% 40% 20% Not available 0% Q3 16/17 Q2 17/18 Q3 17/18	**Below target:** **Target for Q3: 90% Target for 2017/18: 90%** At the end of Q3: Revs & Bens had 3 outstanding complaints Housing had 1 outstanding complaint EH had 1 outstanding complaint

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)
11.	% of stage 1 complaints resolved within 10 days **A high result is good for this indicator**	Service Transf'tion Andrew Cox		**RESULT: 58%** 100% TARGET: 90% 80% 60% — 58% 43% 40% 20% Not available 0% Q3 16/17 Q2 17/18 Q3 17/18	**Below target:** **Target for Q3: 90% Target for 2017/18: 90%** At the end of Q3: Revs & Bens had 3 outstanding complaints Housing had 1 outstanding complaint EH had 1 outstanding complaint

II.

II.   QUALITY OF LIFE INDICATORS
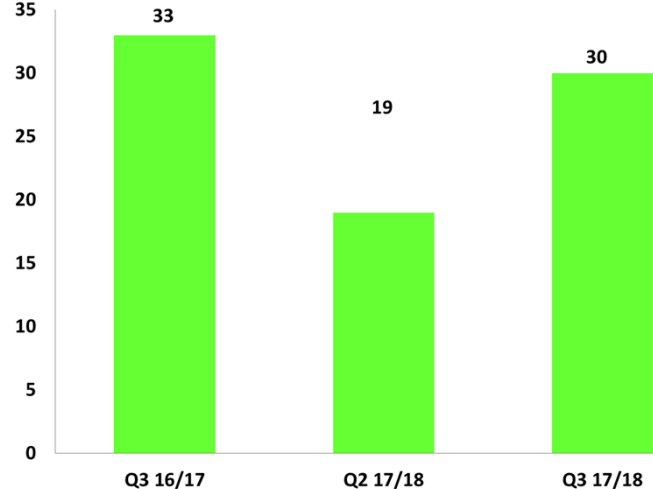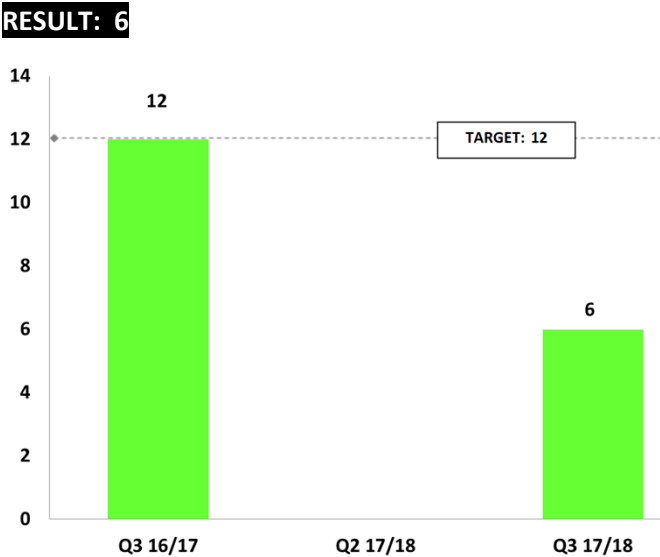
	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)
	HOUSING:				
12.	Affordable homes completions, including social / affordable rent, affordable sales and starter homes. *(Starter homes do not contribute to reduction in homeless households on the waiting list or in temporary accom.)* **A high result is good for this indicator**	Place Shaping & Corporate Performance Nick Fenwick	Biannually	Not reported in Q2 (32 achieved up to end of Q2).	
13.	Number of statutory homeless **A low result is good for this indicator**	Place Shaping & Corporate Performance Nick Fenwick	Quarterly	**RESULT: 24** **Number of statutory homeless (new cases)** Q3 16/17: 55 Q2 17/18: 32 Q3 17/18: 24	**No target set.** **Benchmarking:** Herts and England performance: Q2 2017/18 (see table below)

Benchmarking table for Indicator 13:

Numbers accepted as being homeless and in priority need	Total	Number per 1,000 households
Broxbourne	74	1.85
Dacorum	22	0.34
East Herts	22	0.36
Hertsmere	28	0.66
North Herts	13	0.23
St Albans	33	0.37
Stevenage	17	0.55
Three Rivers	13	0.35
Watford	32	0.79
Welwyn Hatfield	38	1.11
England		0.65
London		1.21
England exc. London		0.55

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)
14.	Reasons for homelessness **Narrative indicator**	Place Shaping & Corporate Performance Nick Fenwick	Quarterly	**No target set**	.

No target set

Watford BC: Homeless acceptances - top main reasons for loss of last settled home	Q3 Sept - Dec
Loss of private sector tenancy	10 (42%)
Family or friend eviction	3 (12.5%)
Relationship breakdown – violent	3 (12.5%)
Left hospital/institution/care	2 (8%)
Loss other rented	2 (8%)
Other	1 (4%)
Parental evictions	1 (4%)
Relationship break non-violent	1 (4%)
Rental arrears (private)	1 (4%)
Total Homeless Acceptances	**24**
Homeless applications	34

The biggest reason for homelessness during the last quarter was loss of a private sector tenancy. This is a return to the trend seen over the last few years, following last quarter when family or friend eviction was the main reason.

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)

Benchmark against England and London (Q2 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%	15%
Relatives/friends no longer able or willing to provide accommodation (other)	12%	15%	11%
Relationship breakdown with partner (violent)	12%	6%	14%
Relationship breakdown with partner (other)	5%	2%	7%
Mortgage arrears (repossession or other loss of home)	1%	0%	1%
Rent arrears	3%	3%	3%
End of assured shorthold tenancy	28%	31%	26%
Loss of other rented or tied housing	6%	7%	5%
Other reasons	19%	22%	18%

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)
15.	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: 188** **Households in temporary accommodation** 223 196 188 TARGET: 200 Q3 16/17 Q2 17/18 Q3 17/18	**Above target:** ⬆ **Target for Q3: 200** **Target for 2017/18: 200** In the quarter October to December 2917, there were only 3 weeks when the number of households in TA exceeded 200. Presentations of homeless households were lower than the previous quarter and more households left TA than the previous quarter. **Benchmarking:** Herts and England performance: Q2 September 2017

Number of households in temporary accommodation	Total	Number per 1,000 households
Broxbourne	452	11.3
Dacorum	85	1.32
East Herts	19	0.31
Hertsmere	166	3.93
North Herts	76	1.32
St Albans	119	1.99
Stevenage	78	2.09
Three Rivers	72	1.92
Watford	196	4.83
Welwyn Hatfield	75	1.57
England		**3.37**

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)
16.	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: 158** Households in temporary accommodation with children — 190 (Q3 16/17), 177 (Q2 17/18), 158 (Q3 17/18)	**No target set for this indicator.** This is the P1E return figure to government. it includes pregnant women with no other dependents At end of December 2017: 158 households were living in temporary accommodation with children including pregnant women with no other dependent children. These households had a total of 359 children including expected children. (December 2016, the equivalent figure was 190 households with 391 children including ones expected).
17.	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: 30** Households in temporary accommodation without children — 33 (Q3 16/17), 19 (Q2 17/18), 30 (Q3 17/18)	**No target set for this indicator.**

	Indicator	Service area	Reporting frequency	Results (Quarter 3)	Comments & Benchmarking (where available)
18.	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	**RESULT: 6** Q3 16/17: 12, Q2 17/18: —, Q3 17/18: 6 TARGET: 12	**Target for 2017/18: 12** 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
Telephone:	01923 278377
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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

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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

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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

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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

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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

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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 Considered by Cabinet at its meeting on 4 December 2017 Not called in
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. Considered by Cabinet at its meeting on 4 December 2017 Not called in
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. Considered by Cabinet at its meeting on 4 December 2017 Not called in

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Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Award of parking enforcement contract				Part B decision covered by Paragraph 3, Schedule 12A, due to the report containing information which related to the financial or business affairs of the council. 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 4 December 2017 Not called in
Award of parking ICT contracts	Place Shaping and Corporate Performance	Cabinet	December 2017	Part B decision covered by Paragraph 3, Schedule 12A, due to the report containing information which related to the financial or business affairs of the council. 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 4 December 2017 Not called in

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Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Homelessness Reviews Framework Agreement	Place Shaping and Corporate Performance	Cabinet	January 2018	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 22 January 2018. Not called in
Customer Relationship Management System – contract appointment	Service Transformation	Head of Service Transformation	January 2018	Part B key decision covered by Paragraph 3, Schedule 12A, as it related 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". Agreed by Head of Service Transformation on 24 January 2018 Call-in not applicable

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Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Update to the Private Sector Renewal Policy	Place Shaping and Corporate Performance	Cabinet	March 2018	Originally due to have been considered by Cabinet at its meeting on 19 February 2018, prior to it being cancelled. Due to be considered by Cabinet at its meeting on 5 March 2018.
Watford Borough Council's Corporate Plan 2020	Place Shaping and Corporate Performance	Cabinet, Council	March 2018	Originally due to have been considered by Cabinet at its meeting on 19 February 2018, prior to it being cancelled. Due to be considered by Cabinet at its meeting on 5 March 2018. Call-in not applicable. Due to be considered by Council at its meeting on 13 March 2018.
Watford Business Park Compulsory Purchase Order	Place Shaping and Corporate Performance	Cabinet	March 2018	Due to be considered by Cabinet at its meeting on 5 March 2018.
Joint working on SW Herts strategic plan	Place Shaping and Corporate Performance	Cabinet	March 2018	Due to be considered by Cabinet at its meeting on 5 March 2018.

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Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Cassiobury Park car park	Community and Environmental Services	Cabinet	June 2018	Originally due to be considered by Cabinet at its meeting on 9 October 2017, following deferral from the meeting on 4 December 2017, it is due to be considered at the meeting on 4 June 2018.

28 February 2018

Agenda Item 10

PART A

Report to:	Overview and Scrutiny Committee
Date of meeting:	8 March 2018
Report of:	Committee and Scrutiny Officer
Title:	Scrutiny proposal – Watford Community Housing

1.0 Summary

1.1 This report provides details of a new task group which has been proposed by Councillors Asif Khan and Kareen Hastrick, following contact from a member of the public.

1.2 The scrutiny committee needs to consider the proposal to review certain aspects of Watford Community Housing, attached as Appendix 1 to this report. It is proposed that the task group will commence in the new municipal year and membership will be agreed at the first meeting of Overview and Scrutiny Committee after Annual Council.

2.0 Risks

2.1

Nature of Risk	Consequence	Suggested Control Measures	Response *(Treat, tolerate, terminate, transfer)*	Risk Rating (the combination of severity and likelihood)
Watford Community Housing does not provide information to the task group	The task group would have limited information about performance measures the organisation may have about the work of contractors.	The Committee and Scrutiny Officer to arrange a meeting with the relevant representatives of the organisation to discuss the task group and the information that may be useful.	1	2

3.0   **Recommendations**

3.1   that Overview and Scrutiny Committee considers the scrutiny proposal submitted by Councillors Asif Khan and Kareen Hastrick and decides whether to establish a new task group.

3.2   that, if the task group is agreed, it will commence in the new municipal year.

> **Contact Officer:**
> For further information on this report please contact: Sandra Hancock, Committee and Scrutiny Officer
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> email: legalanddemocratic@watford.gov.uk
>
> **Report approved by:** Carol Chen, Head of Democracy and Governance

4.0   **Detailed proposal**

4.1   In November 2017 the chair invited a local resident to speak to Overview and Scrutiny Committee about his experience with Watford Community Housing and the reason he had contacted her about scrutinising the organisation. He had two main concerns which were 'value for money' and the performance of companies contracted to carry out work on behalf of Watford Community Housing, particularly garden maintenance and the legionella check in the tanks located in the blocks of flats.

4.2   It was agreed that a scrutiny proposal would be developed by Councillors Asif Khan and Kareen Hastrick, supported by the Committee and Scrutiny Officer.

4.3   The first draft of the scrutiny proposal was written by Councillor Asif Khan and then reviewed by Councillor Hastrick and the Committee and Scrutiny Officer. A revised proposal was circulated to the councillors for final agreement. The final version is attached as Appendix 1 to this report.

4.4   It is suggested that, should the committee be minded to agree to the scrutiny proposal, as local elections are due to take place in May, there would be very little time to start a review prior to purdah, which begins on 19 March 2018. The Committee and Scrutiny Officer therefore will email all non-executive councillors after 4 May 2018 and invite expressions of interest to join the task group. The task group's membership will be reported to the first Overview and Scrutiny Committee in the new municipal year for approval.

4.5   The Committee and Scrutiny Officer will contact Watford Community Housing's Chief Executive to advise her of the potential scrutiny and arrange a meeting to discuss how the two organisations can work together to support the proposed task group.

4.6   Overview and Scrutiny Committee is asked to review the attached proposal and confirm the establishment of the task group.

5.0   **Implications**

5.1   **Financial**

5.1.1   The Head of Finance comments that there are no direct financial implications from the recommendations in this report.

5.2   **Legal Issues** (Monitoring Officer)

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

5.3   **Equalities/Human Rights**

5.3.1   Having regard to the council's obligations under s149 of the Equality Act, the task group will consider if there are any implications that may need to be addressed as they make their recommendations to Watford Community Housing.

5.4   **Staffing**

5.4.1   The administration for the task group will be carried out by Democratic Services. There are no direct staffing implications for the council.

Appendices

Appendix 1 – Scrutiny proposal form

Background Papers

Overview and Scrutiny Committee minutes 23 November 2017

File Reference

None

Suggestions for topics to be scrutinised – evaluation table

A Member, Officer or member of the public suggesting a topic for scrutiny must complete Section1 as fully as possible. Completed tables will be presented to Overview & Scrutiny for consideration.

Section 1 – Scrutiny Suggestion	
Proposer: Councillor/Officer/Member of public	
Topic recommended for scrutiny: *Please include as much detail as is available about the specific such as;* • *areas which should be <u>included</u> in the review.* • *areas which should be <u>excluded</u> from the review.* • *Whether the focus should be on past performance, future policy or both.*	**Included in the review** Review the service provided by Watford Community Housing (WCH) to local residents. Look at the key issues raised by residents to councillors; Service Charges Performance of repairs conducted by contractors. Value for money for local residents.
Why have you recommended this topic for scrutiny?	The scrutiny was proposed due to numerous complaints and feedback raised by local residents.

What are the specific outcomes you wish to see from the review?	Look at the way in which WCH deals with repairs?
Examples might include:	Are residents getting the full service package they expect?
• *To identify what is being done and what the potential barriers are;*	Are contractors providing value for money for the services they provide?
• *To review relevant performance indicators;*	Are the service charges residents payfor, the actual service they are getting?
• *To compare our policies with those of a similar authority;*	
• *To assess the environmental/social impacts;*	
• *To Benchmark current service provision;*	
• *To find out community perceptions and experience;*	
• *To identify the gap between provision and need*	

How do you think evidence might be obtained? *Examples might include* - *Questionnaires/Surveys* - *Site visits* - *Interviewing witnesses* - *Research* - *Performance data* - *Public hearings* - *Comparisons with other local authorities*	Surveys from residents Survey to residents associations Consultation workshops with residents Comment from WCH Performance data from WCH Questionnaire / survey to other social housing providers Survey ward councillors
Does the proposed item meet the following criteria?	
It must affect a group or community of people	This scrutiny is relevant to all residents of Watford who live in property managed by Watford Community Housing.
It must relate to a service, event or issue in which the council has a significant stake	Relevant to Watford residents.

It must not have been a topic of scrutiny within the last 12 months *There will be exceptions to this arising from notified changing circumstances. Scrutiny will also maintain an interest in the progress of recommendations and issues arising from past reports.*	Not in the last 12 months.
It must not be an issue, such as planning or licensing, which is dealt with by another council committee	This is not dealt with by another committee.
Does the topic meet the council's priorities?	1. Identify ways to manage the borough's housing needs 2. Champion smart growth and economic prosperity 3. Provide for our vulnerable and disadvantaged communities 4. Deliver a digital Watford to empower our community 5. Secure our own financial future Reviewing service to Watford residents, which includes members of the community who are vulnerable or disadvantaged.

Are you aware of any limitations of time, other constraints or risks which need to be taken into account? *Factors to consider are:* • *forthcoming milestones, demands on the relevant service area and member availability:* • *imminent policy changes either locally, regionally or nationally within the area under review.*	Needs to be carried out in a timely manner in the new municipal year.
Does the topic involve a Council partner or other outside body?	Watford Community Housing Residents Associations

Are there likely to be any Equality implications which will need to be considered? *Protected characteristics under the Equality Act 2010 are:* • *Age* • *Disability* • *Gender reassignment* • *Pregnancy or maternity* • *Race* • *Religion or belief* • *Sex* • *Sexual orientation* • *Marriage or civil partnership (only in respect of the requirement to have due regard to the need to eliminate discrimination)*	All will be covered.

Sign off *(It is expected that any Councillor proposing a topic agreed by Overview and Scrutiny Committee will participate in the Task Group)*	
Councillor/Officer *Asif Khan and Kareen Hastrick*	**Date** **18/01/18**