



**WATFORD
BOROUGH
COUNCIL**

COUNCIL MEETING

19 March 2019

7.30 pm

Town Hall, Watford

Contact

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11 March 2019

Councillor

You are hereby summoned to attend a meeting of the Council of the Borough of Watford to be held on Tuesday, 19 March 2019 starting at 7.30 pm at the Town Hall, Watford to take into consideration and determine upon the following subjects, namely: -

- 1. Apologies for Absence**
- 2. Disclosure of Interests**
- 3. Minutes**

The [minutes](#) of the meeting held on 29 January 2019 to be submitted and signed. Also the minutes of the Extraordinary Council meeting held on 23 January 2019 to be submitted and signed.

- 4. Official Announcements**
- 5. Mayor's Report (Pages 6 - 12)**
- 6. Questions by Members of the Council under Council Procedure Rule 10.0**
- 7. Questions by Members of the Public under Council Procedure Rule 11.0**
- 8. Petitions presented under Council Procedure Rule 12.0**
- 9. Business especially brought forward by the Chairman or the Head of Paid Service which in the opinion of the Chairman should be considered as a matter of urgency.**
- 10. Corporate Plan 2019/2020 including revised corporate priorities (Pages 13 - 57)**

A report of the Managing Director
- 11. Council Tax - Changes to long term empty homes premium (Pages 58 - 62)**

A report of the Revenues Manager

12. Council Pay Policy Statement (Pages 63 - 87)

Report of the Head of Human Resources

13. Local Development Scheme: Timetable for the Watford Local Plan Review 2018-2021 (Pages 88 - 109)

Report of Spatial Planning Manager

14. Constitution Review (Pages 110 - 157)

Report of the Democratic Services Manager following a review of the Constitution by Councillor Bolton.

15. Motions submitted under Council Procedure Rule 13.0

1. The following motion has been proposed by Councillor Asif Khan and seconded by Councillor Karen Collett

“Charter Against Modern Slavery

This council believes that modern slavery is one of the great evils of our time and that it needs to be stamped out. In order to do this, and reflect the views of the people of the town, we will sign the charter against modern slavery as mentioned below.

Watford Borough Council will:

- 1. Train its corporate procurement team to understand modern slavery through the Chartered Institute of Procurement and Supply’s (CIPS) online course on Ethical Procurement and Supply.*
- 2. Require its contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for noncompliance.*
- 3. Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery.*
- 4. Highlight to its suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one.*
- 5. Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.*
- 6. Require its tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.*
- 7. Review its contractual spending regularly to identify any potential issues with modern slavery.*
- 8. Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.*
- 9. Refer for investigation via the National Crime Agency’s national referral mechanism any of its contractors identified as a cause for concern*

*regarding
modern slavery.*

10. Report publicly on the implementation of this policy annually.”

2. The following motion has been proposed by Councillor Turmaine

“The Windrush generation of migrants came to the United Kingdom on the Empire Windrush between 1948 and 1971. Hundreds of thousands of people have made their homes here to build a better life and contribute to our country.

In 1971 they were granted indefinite leave to remain. However, as a result of government legislation in 2012, children who had come to the UK but had no documentation were subject to administrative chaos and considered to be appropriate for deportation.

The injustice that some of the Windrush generation have been subject to, through no fault of their own, has come to the fore again with the recent deporting of people and the Commons Public Accounts Committee accusing the government of complacency in dealing with this issue and that it had “failed to take ownership.”

Immigration into the UK and specifically from the Windrush generation, has brought massive benefits to our National Health Service, public services and the economy in general.

This council agrees to write to the Home Secretary via the Elected Mayor to:

Oppose the criminalisation of Windrush families.

Introduce support for the Celebrate Windrush Day.

Call on government to hold a public enquiry into the treatment of Windrush victims.

Offer support and signposting to any Watford residents impacted by the crisis.”

3. The following motion has been proposed by Councillor Sharpe and seconded by the Mayor

“Watford Borough Council:

Welcomes the recent announcement by West Hertfordshire Hospitals Trust reiterating its position in favour of retaining acute and emergency services at Watford General Hospital and potentially providing new and improved clinical facilities at the hospital, benefitting NHS patients in Watford and across West Hertfordshire.

Reiterates its view that Watford General Hospital is the best, most accessible and sustainable location available in West Hertfordshire for providing these services, with good public and private transport links and located within an urban area.

Opposes continued attempts to promote an alternative site for these services,

believing that this fruitless quest will merely delay much-needed improvements, inevitably involve relocation to a less-accessible site and mean the decline of Watford General Hospital.

Recognises that its past co-operation with the hospital has played a significant part in retaining acute and emergency services at Watford General Hospital, including:

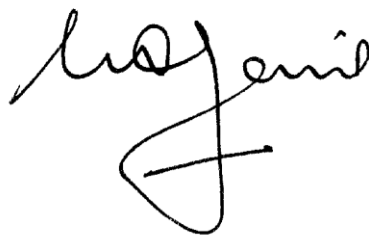
- *Construction of Thomas Sawyer Way, which has improved emergency response times and ensured the hospital is more accessible to patients and staff living outside Watford.*
- *Use of council land to enable hospital improvements – leading to the recent grant of planning permission for a new car park serving the hospital, which in turn enables the existing car park land to be used for improved hospital facilities.*

Without such decisions the retention of an acute and emergency hospital in Watford would have been in jeopardy.

Reiterates its commitment to working with West Hertfordshire Hospitals Trust and other relevant NHS bodies to enable to provision of better healthcare facilities at Watford General Hospital.

Notes the £350 million cap on new investment across West Hertfordshire but believes this should be increased to provide the level of improvements needed by local NHS patients.

Calls upon Watford's MP and the government to find ways of providing additional investment to ensure there are lasting, high-quality services at Watford General Hospital."

A handwritten signature in black ink, appearing to read 'Manny Lewis', with a stylized flourish at the end.

Manny Lewis, Managing Director

Agenda Item 5

Elected Mayor's Report- March 2019

I'd like to welcome you to my March Mayor's Report. It's been a busy few months. Since being elected, I've helped nearly 1600 local residents with their issues and visited some of our many community groups. I've also been implementing my key manifesto commitments, such as improving our public transport, making Watford a more Dementia Friendly Town and improving our parks and leisure centres.

Partnership Work

Everyone Active

I'm pleased that we've been able to deliver fantastic new leisure facilities at both Central and Woodside Leisure Centres, which have benefited from a £1.8 million cash injection. This has provided new toning suites, saunas and extended gym spaces, among many other improvements.

I'm also pleased that Everyone Active is supporting my new Dementia Friendly Town initiative. They have recently extended their Dementia Friends training programme to cover more staff in both their Central and Woodside Leisure Centres.

Veolia

We continue to work well with Veolia. This includes working with them to introduce more water fountains across our parks to cut down the use of harmful single-use plastics. I'm also in discussions with London Overground to potential introduce new water fountains to Bushey Station.

One of my key manifesto commitments at the last election was to work to increase the number of green flag parks we have in our town. At the moment, we've worked hard to make sure we have the highest number of green flag parks in the County; Watford has 12 green flag parks and open spaces, a great achievement for one of the smallest geographic council areas outside of London. I'm looking to bring this number up to 16. Work on this is progressing well, with Cllr Amanda Grimston and our parks teams working on improvements to Garston Park, including new plant bedding, a wild meadow, new play equipment in the park and a new Friends of Garston Park group being set up. These improvements are on track for submission to Green Flag judges in 2020/21.

We will be partnering with Veolia again to help run our free compost giveaway later this year.

Community Events

Over the last few months I've been to many different community events. I'm always struck by the dedication of people in Watford who do things big and small to make our town an even better place to live and work.

I visited the fantastic local Prince Michael of Kent Court to see their wonderful facilities and find out more about the very generous donation they have received to build a new orangery at the care home.

I visited the local Watford Croquet Club in Cassiobury Park to help find out more about what they do and support their plans to build a new pavilion. The Croquet Club are one of the biggest in the region and have an active membership of over 100 people.

I was lucky enough to welcome members of the Ascot Road Primary School to the Town Hall to test out their debating skills and get grilled about my role as Mayor. I also welcomed the Friends of Watford Museum with Cllr Jackie Connal for a reception in my office and to talk to them more about the history of the building.

I joined local Central ward councillors and the local police at their regular Central Ward Forum. I answered residents' questions about my recent budget and my plans for the town.

I joined Cllr Rabi Martins in helping to open Home Start's newly refurbished shop on Lord Street. Home Start are a wonderful charity who do so much to help those children and families in our town who need it the most. Do get along to their shop and grab yourself a bargain!

I celebrated Chinese New Year with staff, families and residents of Greenbanks Care Home. There was great food on offer and a really welcoming atmosphere.

I joined volunteers and staff at Watford General Hospital for the relaunching of their West Herts Hospital Multicultural Staff Network, supporting staff members across the Trust from a BME background. I'm really proud of the work the hospital does and the role our BME community play in our town.

I met with staff at Camelot, the organisation who administers the National Lottery, at their West Watford head office. I also met with one of our biggest local employers, TJX, to discuss how we can support them more as a council. It's great that organisations like Camelot

choose Watford so often to be their national headquarters, helping to support our local economy and provide local jobs.

I joined local Care Provider, Home Instead to help promote their Caring week; nationally, there's a shortage of carers, and I'm keen to help encourage more to get involved with the profession that can make such a difference to so many vulnerable people's lives. I also opened a new branch of the care provider, Helping Hands on Market Street.

I joined councillors, local voluntary organisations and community heroes at Chairman Cllr Rabi Martin's Chairman's Dinner at Watford Football Club. The evening was a great success and raised much needed funds for local charities.

I joined Cllr Aga Dychton and the New Europeans Association to help host a Brexit information evening for local EU Citizens. Watford has one of the largest communities of EU nationals in Hertfordshire and its important they understand what exiting the European Union may mean for them and their families. They play a huge part in our town and I'm looking to do more work in the future helping them understand what Brexit may mean for them.

I'm keen to work with others across our town to help support our elderly community. That's why I was pleased that we hosted our first ever Pensioners Forum at the Town Hall, on conjunction with W3RT. This was a chance to bring pensioners together and hear their concerns about how we may be able to help them as a local council.

Delivering my Manifesto and Working for the Town

Standing up for our local hospital

I welcome the news that once again the West Herts Hospital Trust have reaffirmed their commitment to investing in Watford General with plans for a £350 million investment. Once again, the idea of building a new hospital out of the town has been rejected on cost and feasibility grounds. I am also delighted that after a long campaign, a much needed multi-storey car park has been given planning permission by this council. The new hospital option may sound attractive but has been ruled out time and time again by experts and if built would result in the loss of services in our town and the slow death of Watford General.

I could not be clearer. The time for arguing and debate is over. We must now all work in the interests of our residents to deliver the first class hospital facilities we know patients and staff deserve. I will be doing all I can to make sure this can happen.

Cycle Hire Scheme

We are due to be launching the cycle hire scheme for the town in September/October and are on schedule to launch it for this date. We are looking at different models of this scheme across the country. We are in discussions with local train operators about having pick up spots for the bikes based at local stations.

More widely, we are making good progress with improving cycling provision across the town. We are in discussions with TfL about doubling the cycling parking at Watford Metropolitan Station, something a number of residents have been calling for. I have held my first ever Cycle Forum in December and will be holding my next one on the 26th March. This is a chance to bring together cycling groups from across our town to share their thoughts on current cycling provision and what could be improved. This will be held at West Herts College.

On Demand Bus Service

This is also due to be launched later this year, to coincide with College students and others going back to work. Capital funds were allocated to this scheme in our budget passed in January, despite opposition from some. At the moment, we are still running a procurement process to find a suitable provider to run the scheme and are examining how this has worked in other parts of the country.

More widely, I have had a significant number of concerns from residents about the reliability of Arriva bus services in the town, in particularly regarding the Number 10 service. If you have had similar complaints, please do pass them through to my office. I am arranging a meeting with Arriva to raise some of these issues with them directly. I would like to welcome the news that the temporary replacement to the Meriden Estate Service will now become permanent as the route returns to being run commercially.

Other Transport Improvements

When I was elected, I promised to deliver not just a new Bike Hire Scheme and On Demand Bus Service but to work to try and improve all our public transport in Watford.

I have been working to extend our E-Car Club for local residents. Watford has the highest usage of electric vehicles in the County and I want it to be easier and cheaper for people to use electric cars in our town. We have got new cars for hire that are only £6 an hour and can travel for over 200 miles on one charge. The cars can be booked from <https://ecarclub.co.uk/> and are available from the Avenue and Town Hall Car Park. I am also working with the County Council to get more on street electric car charging points in Watford.

I recently met with management from London Overground to discuss improvements at Bushey Station with Cllr Maggie Parker. These included improving the frequency of services, improving shelters on the platforms, improving planting at the station, inviting community adoption in Bushey and getting more facilities at the station. London Overground are also supporting my Dementia Friendly Town campaign by providing training to their staff in both Bushey and Watford High Street station. I also used the opportunity to raise the concerns noted by thousands of residents and this council about the closure of ticket offices in some Watford stations.

I meet regularly with London NorthWestern to discuss long term improvements at Watford Junction. A frequent issue that has been raised with me is the issues there have been for some residents exiting the long stay car park at Watford Junction, with some passengers being stuck for a number of hours during road works on Clarendon Road. I've raised as a matter of urgency with Network Rail and the County Council the prospect of opening the St Albans Road exit to the long stay car park to try and ease congestion in the car park area. Watford Junction is a key gateway to our town and I will do all I can to work for improvements to the site. This will start with the opening of extended platforms at the station to accommodate more 12 carriage trains. This new timetable will come into place in May.

A number of residents have expressed their concerns about potential expansion to Heathrow Airport. Out of four options of new flight paths, one of them includes up to 50 flights an hour over our town, with the potential over increase noise and night flights. These plans are concerning and I'm encouraging residents to get involved with the consultation about the changes [here](#). Heathrow must provide more information about what this means for our town, and in particular more information regarding night flights over Watford.

Finally, a number of residents living in Leggatts ward have contacted me about their concerns relating to speeding and other traffic issues on their roads in the Cherry Tree area. I'm concerned about near misses and other issues that have been reported in that area. I've been talking with residents to get their views about how they'd like to see the problem resolved.

Building new social housing

We're making good progress with the Hart Homes scheme. Residents have already moved into accommodation at Croxley View, with more local families moving in over the course of May. We have finished an engagement around the Centrepoint site, and we are looking to expand the community space available for residents in the plans. This will provide a

permanent home for 17 local families. I'll be working with Watford Community Housing to find more sites for local people.

In the last year, Watford has seen a reduction in those in temporary accommodation by a third, bucking the trend of many other councils in London and the South East. I would like to take this opportunity to thank our fantastic local housing team, who work hard to make sure that residents can avoid going into temporary accommodation and can find a housing solution that works for them. I want to make sure that Watford is a town for everyone.

Oxhey Park North Update

We have been making good progress on delivering major improvements to Oxhey Park. This will include a new riverside café, a new play area and facilities for BMX bikes, skateboarding, scooters and rollerblading.

Work will start on this in April this year and should be open for residents to use in 2020. This should be a first class facility and I'm looking forward to seeing how the work progresses.

St Albans Road Scheme

I am really pleased that we have been able to commit £400,000 to improvements to St Albans Road in my budget in January. Plans here are progressing well. We have launched a website, www.stalbansroad.co.uk. It includes a full timeline featured for the improvements, a mailing list and it gives an opportunity for residents and businesses to give us their views about what they would like to see changes. Planned changes include new trees, new parking bays and better provision for cyclists.

I would like to take this opportunity to thank the Callowland team of councillors, particularly Cllr Ian Stotesbury who I know has been working hard to make this project a reality.

Dementia Friendly Town

This is a project that has been progressing well during the first year of my Mayoralty. I held my first Dementia Action Group meeting, made up of local community organisations, businesses and carers, in January and we're due to meet again at the end of March. Watford Football Club, Transport for London, London Northwestern Railway, London Overground staff in Watford and Herts Police have all received Dementia Friends training.

Last month, over 60 Watford council staff became Dementia Friends, myself included, and I would like to see these training sessions extended to other key groups in the town. We have worked with the Chamber of Commerce to set up a reception for Carers at Watford Football

Club in April and we will be running an engagement with those living with Dementia and their carers about how we can improve things for them in the town.

Watford Market

We have been working with our new market operator, MAM, to engage with traders and begin to make improvements at this site. We have introduced a transparent and fair fees system for our traders, making sure our fees system is standardised for all traders. We have a large waiting list of traders wanting to operate at the market and we have given approval for changes to the lighting in the market. We will be working on other changes to the decor over the coming months.

Tackling Rough Sleeping

Tackling rough sleeping in our town is one of my key priorities as Mayor.

Watford is now one of 42 local authorities to have become eligible for funding from the government's new fund to tackle rough sleeping. This has gone towards funding five new full time support and outreach workers for our fantastic local homeless charity New Hope. These workers will work direct with some of the most vulnerable people in our town to make sure they get the support they need to transform their lives.

We take all cases of anti-social behaviour across Watford seriously. As part of this, I've brought together the Police, New Hope, the BID and other partners to form a Town Centre Task Group. This is designed to see what we can do to make our High Street a safer and more welcoming place for everyone. I was pleased that after speaking with Herts Police that five new dedicated police officers have been appointed to our Town Centre.

Report to Council – 19 March 2019

Report of Cabinet 11 February 2019

Cabinet met on 11 February 2019. The minutes are published on the Council's website.

The following Members were present at the meeting:

Present:

Mayor Taylor (Chair)
Councillor Collett (Deputy Mayor and Portfolio Holder for Community)
Councillor S Johnson (Portfolio Holder for Property and Housing)
Councillor Sharpe (Portfolio Holder for Regeneration and Development)
Councillor Watkin (Portfolio Holder for Resources and Customer Service)
Councillor Williams (Portfolio Holder for Client Services)
Councillor Bolton (Cabinet member without Portfolio)

Officers: Managing Director
Deputy Managing Director and Director of Place Shaping and Corporate Performance
Director of Finance
Head of Democracy and Governance
Urban Design and Conservation Manager
Mayor's Political Assistant
Democratic Services Manager

The following was a recommendation to Council:

64. Corporate Plan 2019/2020 including revised corporate priorities

The Mayor introduced the report and explained that housing was still the council's top priority. Councillor Collett commented that the corporate plan identified areas for improvement and that she was involved in meetings and working with officers on equalities and disability. The report was welcomed as being positive.

The Mayor thanked officers for their work on the corporate plan and Cabinet commented that the council had a solid financial base from which to deliver the priorities.

RESOLVED

Cabinet agrees to:

1. Note and approve the proposals for new Watford Borough Council priorities for 2019/20 and going forward.
2. Note the revised draft Corporate Plan 2019/20 (appendix 1 to the report) and propose any amendments.
3. Note that an Equality Impact Analysis has been developed to support the Corporate Plan (appendix 2 to the report).
4. Note that the work programme within the plan will underpin service plans and staff's individual work programme as set out in their annual performance development reviews.
5. Recommend the draft Corporate Plan 2019/20 (subject to any amendments) to Council.

PART A

Report to:	Cabinet
Date of meeting:	11 February 2019
Report of:	Managing Director
Title:	Corporate Plan 2019/2020 including revised corporate priorities

1.0 **Summary**

- 1.1 The council's Corporate Plan sets out the direction for the council and how it will achieve its ambitions, vision and priorities. From the areas of work identified in the Corporate Plan, the organisation develops its service plans, work programmes for service teams and individual staff objectives (as currently identified within PDRs).
- 1.2 The council's current vision and priorities were approved in 2016. Three years on, and with the election of a new Mayor, it is timely to have tested both the vision and priorities. This is to ensure they still reflect the council's purpose and direction and provide a clear statement about the organisation's ambitions and aspirations. The priorities, in particular, should demonstrate what is important to the town, and the organisation, and clearly show what needs to be achieved over the medium term. This review has resulted in a revised set of corporate priorities for 2019/20 (see 4.3.1)
- 1.3 The council's corporate work programme as set out in the Corporate Plan is underpinned by a number of considerations. These comprise:
- The Elected Mayor's manifesto and ambitions
 - The council's vision, priorities, values and supporting themes
 - The town and the council's challenges and opportunities
 - The council's budget and Medium Term Financial Strategy

For 2019/20, a number of new areas for inclusion in the corporate work programme have been identified and are reflected in the draft Corporate Plan 2019/20 – attached at Appendix 1.

2.0 Risks

2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Failure to agree the Corporate Plan	Lack of clear direction for the organisation and staff and failure to set clear expectations for delivery	Clear timetable and sign off processes	Treat	4 (severity) x 1 (likelihood) = 4
Failure to identify key areas of work in Corporate Plan	As above. Resources not allocated / risk to delivery Ongoing review of plan through the year	Sufficient discussions and opportunities for feedback	Treat	3 (severity) x 1 (likelihood) = 3
Failure to link the Corporate Plan and the council's Medium Term Financial Strategy effectively.	Might result in insufficient financial resourcing for areas of work identified or failure to meet financial targets	Early engagement and discussions so the linkages are established and agreed	Treat	3 (severity) x 1 (likelihood) = 3
Failure to identify dependencies effectively	Risk to delivery / slippage	Sufficient discussions and opportunities for feedback	Treat	3 (severity) x 2 (likelihood) = 6
Slippage and failure to deliver commitments in the Corporate Plan without robust project and programme management.	Risk to delivery	robust project and programme management Ongoing monitoring	Treat	3 (severity) x 2 (likelihood) = 6

3.0 **Recommendations**

Cabinet is asked to:

- 3.1 To note and approve the proposals for new Watford Borough Council priorities for 2019/20 and going forward – see 4.3.1
- 3.2 To note the revised draft Corporate Plan 2019/20 (Appendix 1) and propose any amendments.
- 3.3 To note that an Equality Impact Analysis has been developed to support the Corporate Plan (Appendix 2).
- 3.4 To note that the work programme within the plan will underpin service plans and staff's individual work programmes as set out in their annual performance development reviews.
- 3.5 To recommend the draft Corporate Plan 2019/20 (subject to any amendments) to Council

Contact Officer:

For further information on this report please contact: Kathryn Robson

telephone extension: 8077

e-mail: kathryn.robson@watford.gov.uk

Report approved by:

Manny Lewis, Managing Director

4.0 Detailed Proposal

4.1 As part of its business planning cycle, the council undertakes an annual review of its corporate planning framework (its vision, priorities and values) and the Corporate Plan. Through this process the organisation reviews and agrees what is important for the town and the council over the medium term and where it should focus resources to deliver good quality services to our community and real improvements to the borough.

4.2 The Corporate Plan is, therefore, the council's key planning document, which underpins its programme of work and by which it can measure its achievements. From the plan the council develops its service plans which, in turn, inform the work programme of each team within the council and the individual objectives of each member of staff, identified through our annual performance development review process.

4.3 Corporate Plan – reviewed for 2019/20

4.3.1 Vision, values and priorities

A revised council vision, priorities and values were agreed in 2016. Each year, as part of the annual review of the Corporate Plan, the council tests this vision and the priorities and values to ensure they still effectively reflect its ambitions and future direction.

For 2019/20, the review concluded that, whilst the vision and values (see below) remain relevant to the council's current agenda, the five priorities were less reflective of the council's ambitions and the areas of delivery it has identified as critical for success.

The table below outlines proposed changes to the priorities:

	Current	Proposal
Vision	<i>To create a bold and progressive future for Watford</i>	No change
Values	<i>Bold</i> <i>Progressive</i>	No change
Priorities	<ol style="list-style-type: none"><i>1. Identify ways to manage the borough's housing needs</i><i>2. Champion smart growth and economic prosperity</i><i>3. Provide for our vulnerable and disadvantaged communities</i><i>4. Deliver a digital Watford to empower our community</i><i>5. Secure our own financial future</i>	<ol style="list-style-type: none">1. Manage the borough's housing needs2. Enable a thriving local economy3. Enable a sustainable town and council4. Celebrate and support our communities

4.3.2 **Changes to the priorities**

Priorities 1 and 2 remain focused on housing and the local economy respectively but have been refined to more clearly reflect the ambitions they are delivering.

A new priority 3 has been developed, with both an external and internal focus. It sets out the Elected Mayor's ambitions relating to sustainability including areas such as transport and the need to ensure that the borough's new homes are matched by the infrastructure that contribute to making somewhere a successful places to live. The priority also incorporates the work we are doing to secure the council's future, which goes beyond sound and well-managed finances, includes our Watford 2020 programme and the importance of a motivated, well skilled workforce.

Priority 4 has expanded on the previous priority relating to our community by broadening the council's commitment to encompass all our communities. Whilst this may well still retain a focus on those identified as vulnerable or disadvantaged, it does allow for the council to celebrate and support all of our residents who add so much to the vibrancy and success of our town.

4.4 **Corporate work programme**

4.4.1 The draft corporate work programme is included within the plan and has been developed to reflect the proposed new priorities and through consideration of:

- what has been achieved over the last year / what will be achieved by 31 March 2019 (and can, therefore, be removed from the corporate work programme)
- work that is still in progress and needs to be carried forward (with appropriate updates to reflect the milestones achieved during the past 12 months)
- new areas of work, based on the emerging challenges and opportunities

4.4.2 Each service area is responsible for ensuring its service plan incorporates the areas of work within the Corporate Plan where they are identified as the lead service area. They are then accountable for delivery and for meeting any performance measures associated with their work areas.

5.0 **Implications**

5.1 **Financial**

5.1.1 The importance of securing the council's financial future is a priority within the Corporate Plan and work to achieve this is outlined under the 'enable a sustainable town and council' priority, including the council's drive to develop a more commercial approach and to maximise returns on its property investments. The council has developed a Medium Term Financial Strategy, which supports the synergy between its financial and corporate planning and identifies how the council will make sure it links its financial decisions to the delivery of the Corporate Plan.

5.2 **Legal Issues** (Monitoring Officer)

- 5.2.1 The Head of Democracy and Governance comments that the Corporate Plan is one of the policy framework documents listed in the constitution that has to be approved by Council. The current plan will be presented to Council in March.

5.3 **Equalities**

- 5.3.1 The Corporate Plan is informed by the Watford context, including an understanding of the demographic make-up of the borough's community and feedback from local people on the issues that are important to them. An overall equality impact analysis has been undertaken on the corporate plan (Appendix 2) and impact analyses will be undertaken on specific projects/programmes where relevant.

5.4 **Staffing**

- 5.5.1 The Corporate Plan is a key document for staff and provides an important part of the council's performance framework that supports services to develop their own delivery plans, which in turn inform individual staff objectives and outcomes. The corporate values, which form part of the corporate planning framework, provide staff with clear expectations on the way we work and the behaviours we expect. A communications campaign will be undertaken with staff to highlight the new corporate priorities and the plan itself.

5.5 **Community Safety/Crime and Disorder**

- 5.5.1 Section 17 of the Crime and Disorder Act 1998 requires the council to give due regard to the likely effect of the exercise of its functions on crime and disorder in its area and to do all it reasonably can to prevent these. Priority 4: Celebrate and support our communities underpins the work the council does in partnership to ensure the town is safe for residents, businesses and visitors. Within the corporate work programme a project has been identified with particular regard to the town centre.

5.6 **Sustainability**

- 5.6.1 A new priority – priority 3: Enable a sustainable town and council – has been proposed for the council to reflect the commitment to delivering a suite of projects relating to this area both externally and internally.

6.0 **Appendices**

Appendix 1: Draft Corporate Plan 2019/20

Appendix 2: Corporate Plan 2019/20 – Equality Impact Analysis

7.0 **Background papers**

Watford Borough Council: [Corporate Plan 2018/20](#)

Watford Borough Council: [Budget papers / financial planning 2019/20 – 2021/22](#)



CHAMPIONING WATFORD
- a great town for everyone

Watford Borough Council's Corporate Plan 2019/2020

Foreword

I would like to take the opportunity to welcome you to my first Corporate Plan for Watford Borough Council as Elected Mayor. It is an incredible honour to have been elected Mayor of a forward thinking, bold and progressive council. Watford Borough Council has a proud reputation of delivering first class services and strives for the best for our residents. I hope that you will agree with me that this is reflected in this plan. In the coming years, I want to continue to build on that record whilst helping to guide this council through new challenges and opportunities.

It is an exciting year ahead for Watford Borough Council but also a challenging one. We have been asked by central government to triple the rate at which we build new homes. Although we welcome the fact that more and more people are choosing to make Watford their home, this clearly comes with its challenges. We need to make sure we manage that growth. That means getting the right homes in the right places for those who need them the most. I am really pleased that we are due to be delivering new council homes via Hart Homes, our joint venture with Watford Community Housing. These new homes will be for people currently living in temporary accommodation and will mean that some of the most vulnerable people in Watford will have a permanent roof over their heads.

I am also keen to make sure that Watford is a more sustainable town. The increase in growth in Watford will inevitably put strain on our town's infrastructure and it is important that we improve our transport infrastructure. In 2019 I will be delivering new rapid transport schemes in Watford, including a new cycle hire scheme and on demand bus services. Not only that, we will be working on the new Watford Junction Masterplan, which will help to improve the entrance to the town and provide better station facilities for the 9 million people who pass through this station every year.

It is so important the Watford Borough Council continues to support and listen to our community. That means regularly engaging with residents, listening to their views and celebrating the diverse and welcoming place that Watford is. I am really pleased that in my first few months of being Mayor we are already working to make Watford a more Dementia Friendly Town. We have held a Forum and set up a new Action Group and over the coming year we will be working with organisations and individuals across the town to see how we can support people living with Dementia and their carers.

If you have any comments on the Corporate Plan, our plans, major projects or the council, then email me on themayor@watford.gov.uk or call 01923 226400 and ask for the Mayor's office.



A handwritten signature in black ink that reads "P. Taylor". The signature is written in a cursive, slightly stylized font.

Peter Taylor – Elected Mayor of Watford

Shaping our Corporate Plan

Background

Our Corporate Plan sets out our ambitions for Watford and how we will deliver these commitments by 2020. It is underpinned by the Elected Mayor's priorities for the town as well as our corporate vision, values and objectives.

For 2019/20 we have agreed an overall direction for the council based on our corporate vision and our drive to be a 'bold' and 'progressive' organisation that delivers outstanding services and positive outcomes for our residents and town. This Plan has been developed through:

- reviewing the commitments we made in last year's Plan – including our achievements and those areas of work still to be completed
- identifying new and emerging projects and areas of work that support our ambitions including those set out by our elected Mayor
- considering feedback from our local community about what is important to them and the town
- reflecting on what we know about Watford and its population so that we can feel confident that our Plan is forward thinking and working towards a successful and sustainable future for the borough

Through our planning across the organisation we remain committed to some key principles in shaping what we do. These are important as they ensure we effectively manage our challenges and maximise opportunities as they arise. We need to:

- focus on ensuring our residents and customers are at the heart of what we do
- improve access to our services by delivering more digitally and online
- be more commercial and entrepreneurial to meet our financial challenges and opportunities
- retain our ambitious approach as we cannot afford to allow the town's success to recede
- be more creative, innovative and resilient if we want to continue to be successful as we go forward
- retain the drive and commitment of our staff and members

The council's vision, priorities and values

OUR VISION: To create a bold and progressive future for Watford

Our vision reflects our approach to the current challenges and opportunities facing the council and the town as a place to live, work, visit and study. We want to champion our town so that it is a place where all our communities thrive and prosper, benefitting from strong economic growth and good quality local services and facilities. This will require the council to be innovative, explore new ways of working and champion initiatives that will transform the town and the organisation.

More of the same isn't going to secure the future we want for Watford, which is why **bold** and **progressive** lie at the heart of our ambitions.

OUR FOUR PRIORITIES:

Over the last year, we have reviewed our four priorities, which will ensure we remain focused on what is important to our town and residents and where we know we need to direct our resources, such as staff time and budgets.

In 2018, Watford elected a new mayor, Peter Taylor, and so this review included making sure our priorities aligned with the commitments within his manifesto.

Our priorities are, therefore, to:

Manage the
borough's
housing
needs

Enable a
thriving local
economy

Enable a
sustainable
town and
council

Celebrate
and support
our
communities

In addition, our core, day to day business underpins everything we do, and all of our work and effort contribute to our success along with our major projects and the work outlined in this plan. In particular, we recognise the importance of two core objectives which at all times makes us a more effective organisation, in touch with our residents and delivering in the areas and in a way that they expect. These are:

Effective two-way engagement and communication

Sound management and high performance

OUR VALUES

Our corporate values reflect the behaviour we expect our staff to demonstrate in their work and clearly establish how they contribute to delivering our vision and new priorities.

1. **BOLD:** We work as a team and we make things happen
2. **PROGRESSIVE:** We are ambitious, we are innovative and we are welcoming

OUR CULTURE

We strive towards a **DYNAMIC CULTURE**, that is :

Ambitious - having a “can-do” attitude to making things happen. Challenging ourselves to deliver excellent services and inspiring others to deliver results in a business-like way

Innovative – embracing creative and entrepreneurial approaches and championing new ways of working that will transform Watford and deliver our ambitions

Welcoming – engaging our residents and partners and providing an excellent customer experience

Empowering - enabling our staff to take ownership and be accountable for their own performance, actions and decisions. Valuing diversity and listening to and understanding the views of others

and

Open to Change - being adaptable and agile in order to support the needs of the business – working collaboratively and supporting colleagues

How our vision, priorities, values and culture work together, along with the Elected Mayor’s priorities, to achieve our ambition. Below is an overview of our corporate framework.

OUR VISION

To create a bold and progressive future for Watford

OUR PRIORITIES

Manage the borough's housing needs

Enable a thriving local economy

Enable a sustainable town and council

Celebrate and support our communities

OUR DAY TO DAY BUSINESS

Effective two-way engagement and communication

Sound management and high performance

OUR VALUES

BOLD
We work as a team and make things happen

PROGRESSIVE
We are ambitious, we are innovative and we are welcoming

OUR CULTURE

Ambitious Innovative Welcoming Empowering Open to change

Watford today

Watford is a successful town, and as a council, we plan to keep it that way. We value our clean streets, well-kept parks, and places for children to play, the vibrant high street and diverse range of activities and facilities across our borough. We have a diverse and cohesive community who add to the vibrancy of our town and our residents are generally satisfied with the council and their local services. Understanding our town and our community helps us to identify what shapes Watford and the challenges and opportunities we face as a council to champion our town.



Population: 96,700 over an area of **8.5 sq. miles**

Young population: average age **36.46** years

Diverse population: **38%** BME

39,793 households

Average household size: **2.48** people

High proportion of single person households: **31%**

High number of households in rental accommodation: **37%**



High growth in house prices and demand:

Most in demand place to live on the tube map (2015)

12 Green Flag award winning parks – the highest in Hertfordshire with one new award in 2018



Career Builders: Singles and couples in their 20s and 30s progressing in their field of work from commutable properties. Watford's most common MOSAIC group: **12%**



5th best connected borough in UK - M1, M25, West Coast Mainline, Overground, Underground

Direct services to London Euston in **16** mins



5,840 active businesses

99,000 jobs

Low unemployment / high level of qualifications

9% self-employment rate

£640 resident full-time weekly wage

£580 workplace weekly wage

77% of residents are satisfied with the way Watford BC runs things & **74%** of residents are satisfied with Watford as a place to live (Community Survey 2017)

The council today

Our finances

We need our finances to not only support our day to day activities and provide our services (through our revenue budget) but also to deliver the major, transformational projects that make such a difference to our town and local neighbourhoods (through our capital budget).

Our **Medium Term Financial Strategy 2019/20** includes a three year forecast that sets out our budget and looks at factors likely to impact on our expenditure.

For 2019/20 our budget is:

Gross budget: **£74.3 million**

Net budget: **£12.696 million**

Our Cabinet

The Cabinet makes decisions which are in line with the Council's overall policies and Budget. It is chaired by the Mayor and includes the Portfolio Holders appointed by him

Our staff

229 members of staff

January 2019



Our councillors

37 councillors

**Liberal Democrat – 26 councillors +
Directly Elected Mayor**

Labour – 10 councillors

Elected Mayor of Watford, Peter Taylor



Provides political direction for the council.

Responsibilities include:

- strategic partnerships
- external relationships

Deputy Mayor, Councillor Karen Collett



Portfolio Holder for Community

Councillor Stephen Bolton



Councillor Stephen Johnson

Portfolio Holder for Housing & Property



Councillor Iain Sharpe

Portfolio Holder for Regeneration & Development



Councillor Mark Watkin

Portfolio Holder for Resources & Customer Service



Councillor Tim Williams

Portfolio Holder for Client Services



How we will deliver our priorities

PRIORITY 1: Manage the borough's housing needs

Why housing is a priority

Watford is a popular place to live. Its location close to London, great road and rail links, good schools and employment opportunities have seen demand for homes in the town increase significantly over recent years. However, it has also meant rising house prices and rental costs, which has put strain on affordability for local people. It can also mean issues in the rental sector as some landlords can charge higher and higher rents without necessarily maintaining or improving the standards of these homes.

At the same time, the country is experiencing a national housing crisis because other areas have not been building new homes at the rate that is needed. As part of its approach to tackling the crisis, government has set housing targets for every local authority in the country. Watford is being asked to deliver a greater number of new homes over the next decade than many areas that have a lot more space that is suitable for new homes. Through our Local Plan we are working to understand what these targets mean for Watford and how we can deliver the new homes Watford needs in a way that is best for the town. We want new housing to be supported by good quality infrastructure such as better transport links, schools, doctors' surgeries and neighbourhood shops and facilities. These are areas where we have to work closely with partners such as Hertfordshire County Council and health providers.

What we are doing to achieve this priority

We have already started innovative work to tackle the supply of housing available, particularly both affordable housing and additional temporary accommodation for those in urgent need. This includes:

- setting up a joint venture with Watford Community Housing (called Hart Homes) to deliver new affordable homes. This has already delivered 76 temporary homes for local people and 17 social rented family homes are planned on Radlett Road
- working with developers on our major projects to shape how new homes are delivered within the schemes, including affordable housing (Watford Riverwell's first residential zone will deliver 29 affordable homes in 2019, Watford Junction will deliver 3,000 new homes overall, with a target of 35% affordable)
- negotiating with developers on other key sites to ensure either the delivery of affordable homes or a sufficient commuted sum. These commuted sums will allow us to deliver appropriate affordable homes on other sites
- being robust with developers to also ensure schemes are high quality and create vibrant and successful communities
- working with neighbouring authorities to identify where we can work co-operate to build new homes to meet housing demand

Manage the borough's housing needs:

OUR PLANS FOR 2019/20

CP1	Set the strategic direction for housing in the borough by developing and delivering a new Housing & Homelessness Strategy
CP2	Develop a Housing Growth Strategy to meet growing needs through a positive managed, sustainable approach
CP3	Develop a revised Affordable Housing Policy for Watford
CP4	Manage <u>our</u> assets to deliver new homes including: <ul style="list-style-type: none">• Social rented homes on identified sites• Watford Riverwell• Hart Homes• Ascot Road• Watford Junction• Garage sites• Commuted sums

PRIORITY 2: Enable a thriving local economy

Why the economy is a priority

A successful local economy is critical to all our plans for Watford. It underpins our ambitions for Watford and is vital for local jobs and keeping the town vibrant. Over the last ten years, the council has been an important catalyst for economic growth, which has attracted new businesses, built the right environment for our current businesses to thrive and secured job opportunities. We recognise that we cannot take this success for granted and so need to plan for future prosperity, continuing to make sure that Watford is 'open for business'.

What we are doing to achieve this priority

- secured new employment space across our major project areas including Trade City at Watford Riverwell, new industrial units in Watford Business Park, new office accommodation at Watford Junction
- supported the transformation of Clarendon Road which will deliver:
 - A new international HQ building for TJX Europe which will provide a landmark building for the Watford Junction end of Clarendon Road – 12 storey office block, high level footbridge to link offices and public realm improvements plus securing 3,000 jobs in Watford – work on site started in 2018
 - The redevelopment of Gresham House which will provide B1 office accommodation, a coffee bar and 59 homes, around 20 of which will be affordable
 - A new primary school (St John's) with roof top play area – opened 2018
 - A further landmark building comprising mixed office and residential in an iconic 23-storey building at the town centre end of Clarendon Road creating 11,180 square metres of Class B1 office space for around 1,000 jobs, 154 new homes, café, gym and rooftop café plus providing a minimum of £1.4 million commuted sum for affordable homes in the borough – work on site will start in 2019
- delivered an outstanding refurbishment of the High Street to complement the redevelopment of the intu centre, which opened in 2018. This has created a more attractive, pedestrian friendly town centre and supported a range of new shops and restaurants for residents and visitors to enjoy

- Developed and agreed a new Cultural Strategy for Watford
- Invested in a new approach to marketing Watford to raise people’s awareness of its outstanding offer for business and for visitors

Enable a thriving economy:

OUR PLANS FOR 2019/20

CP5	Take forward commercial development to enhance the quality and range of business premises within the borough
CP6	Progress the development and transformation of Watford Junction
CP7	Develop a new vision for Watford town centre to ensure it remains attractive and welcoming to all
CP8	Deliver Clarendon Road improvements Phase 2 & 3
CP9	Take forward the recommendations of the Cultural Strategy for Watford with our partners to enhance the town’s cultural offer and boost its impact on our economy and on the vibrancy of the town
CP10	Take forward the recommendations of the Destination Management Plan for Watford, including establishing a Destination Management Service
CP11	Take forward the Inward Investment Strategy for Watford to retain and attract business to the town
CP12	Undertake effective networking to drive business to business growth
CP13	Support a digital community so that our businesses and residents can make the most of new technologies and opportunities

PRIORITY 3: Enable a sustainable town and council

Why sustainability is a priority

We want to ensure that we put in place the right foundations to ensure both our town and the council can continue to flourish in the future.

For our town, this means exploring ways we can protect and enhance our local environment, reducing our environmental impact through practical measures. These include: offering alternatives to the car to get around the borough, increasing recycling and reducing waste and enhancing our parks and open spaces.

For the council it means securing our financial future so that we can protect services and deliver on our promises to our residents. This has never been more challenging with the council facing the loss of around £2.5 million revenue support grant by 2020 and a total saving requirement of £3 million. However, this also brings the drive to innovate and look for ways to do things differently that will deliver savings or generate additional income. It also provides the council with the opportunity to establish a sound financial basis into the future, which is not dependent on changes in government priorities or policy.

We are also committed to making sure we equip our staff with the skills and resources they need to perform to a high standard and to play their part in delivering this plan and our ambitions.

What we are doing to achieve this priority

In our town

We are exploring an exciting range of new transport options for Watford. These will lessen people's reliance on the car, reduce traffic congestion and improve the health and well-being of our local communities. This includes an 'on-demand bus' and a bike hire scheme – similar to the ones found in London and other towns around the country. Our plans also include an innovative transport app, which will let people find the best choice for their journey quickly and simply.

We are continuing to deliver outstanding leisure facilities in our parks and open spaces. Our plans for Oxhey Activity Park, an exciting skateboarding, cycling and BMX facility, have been approved and work will start on site this year, with an opening date set for spring 2020. We have also started planning significant improvements to Woodside Recreation Ground, which has great potential as a great venue for a range of leisure activities and facilities for people of all ages and interests.

What we are doing to achieve this priority

In the council

We recognise that, in order to achieve on our ambitions for Watford and deliver on our promises, we need to make sure that the council remains a high performing organisation that has a sound grip on its budgets, is planning effectively for the future and has a committed and motivated workforce that is making the most of technological advancements to enhance our customer experience.

We have tackled our financial challenges through a considered but bold approach, looking to reduce the cost of our services through improved use of technology, exploring commercial opportunities and ensuring we are making the most of our property portfolio so that we are achieving the best returns possible.

Our **Property Investment Board (PIB)** champions our approach to property investment and applies the appropriate scrutiny and due diligence to opportunities as they arise.

The success of PIB in diversifying the council's portfolio and responding quickly to opportunities was a factor behind the council's recent acquisition of Croxley Park. This was a major property deal which not only secures the council an annual income of circa £1.5 million but also enables us to secure local jobs and encourage greater investment to the area.

Our Watford 2020 transformation programme



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

The Watford 2020 programme is driving the transformation we need to meet the challenges, and opportunities, of the future. It recognises that we cannot be the 'bold and progressive', forward looking organisation we want to be without fundamental change and that this needs to cut across everything we do. Whilst we are looking to transform as a council, we remain committed to keeping our residents and customers at the heart of what we do and to continue to deliver the high quality services they value. However, we recognise their needs and expectations are changing, which is why a major part of the programme has been our 'Service Innovations'. These have looked at how we do things from a customer perspective to see where we could improve and work in a smarter, more joined up way. Through the findings from the 'Service Innovations', we will be able to develop a new operating model that will deliver a customer focussed, digitally enabled and more commercial council.

Watford 2020 will enable delivery of all of the corporate priorities but will particularly help to achieve the priority: **Enable a sustainable town and council** - the programme has a £1 million savings target by 2020 and key commercial income targets, particularly through property investment)

During 2017/18 we laid the groundwork for the programme, achieving a number of key milestones that have set us up for delivery by 2020.

Enable a sustainable town and council:

OUR PLANS FOR 2019/20

Enable a sustainable town and council:

OUR PLANS FOR 2019/20

CP14	<p>Deliver the Sustainable Transport programme to offer alternative and innovative ways for people to get into and around Watford</p> <ul style="list-style-type: none">• Bike share• Demand responsive transport: including on demand bus service• Electric charging points network: extending the town's network• Post MLX transport solutions: safeguarding the route for alternative transport uses• Cycle hub refurbishment• Review of 20 mph zones; extension of zones across the town• Parking sensors• Transport app
CP15	<p>Improve the sustainable transport links across the town</p> <ul style="list-style-type: none">• Promoting car clubs town wide• Improving walking routes• Improving cycle lanes and cycle networks
CP16	<p>Review environmental services delivery model with Veolia</p>
CP17	<p>Deliver the next phase of the Sports Facilities Strategy</p> <ul style="list-style-type: none">• Oxhey Activity Park and community hub: completion and opening• Woodside: masterplan approved• Cassiobury Croquet Club improvements
CP18	<p>Develop a River Colne improvement strategy to enhance the river and its surrounds as a green asset for Watford</p>
CP19	<p>Ensure our Watford 2020 programme delivers the identified £1 million saving / income generation</p>
CP20	<p>Take forward the council's Commercial Strategy and commercial proposals</p>

Enable a sustainable town and council:

OUR PLANS FOR 2019/20

CP21	Manage our property portfolio to stimulate growth, generate returns and meet changing service needs
CP22	Develop an Investment Strategy to support the council secure its financial future
CP23	Deliver our People Strategy so that our staff development meets our ambitions

PRIORITY 4: Celebrate and support our communities

Why our communities are a priority

Our communities are what makes Watford the vibrant and welcoming place it is. We are fortunate that, whether they are made up of residents, businesses, schools or local organisations and groups, Watford's communities work together to really make a difference in the town. This is not something that we take for granted and so recognise that the council has a role to play in doing what we can to support what our communities are trying to achieve.

We are fortunate in Watford that the majority of our population enjoy a high standard of wellbeing and healthy lives and are able to access help when they may need it. We recognise that this is not the case for everyone and people's circumstances can change. We need to understand where these pressure points are for our town, and for individuals, and ensure that we are working with our partners to minimise the issues vulnerability can bring.

What we are doing to achieve this priority

Since coming into office in May 2018, Elected Mayor, Peter Taylor, has championed a number of community-related initiatives. He has launched the town's commitment to becoming more dementia friendly; this will be taken forward by the key partners working in this area, with the support of the council and leadership of the Mayor. He has also set up a Town Centre Task Group, which will focus on how all key partners can join forces to tackle issues and build the town centre's reputation as a great place to visit and enjoy.

We are also committed to working with our sports community to build on the exceptional range of sports and leisure facilities we have in Watford and that play such an important part in local people's health and wellbeing. Our revised Sports Development Framework sets out how we will do this.

We will continue to support our more vulnerable residents by taking steps to ensure they claim the benefits they are entitled to and are exploring options for new cemetery provision, which we know is an important facility for many of our communities.

Celebrate and support our communities:

OUR PLANS FOR 2019/20

CP24	Make our town centre safer and even more welcoming for those who live, work and visit
CP25	Undertake a review of the role of the third sector
CP26	Work with partners and our communities to make Watford more dementia friendly
CP27	Explore options to meet the needs of our residents for cemetery provision
CP28	Deliver the Sports Development Framework action plan to engage local people in healthy sports and leisure activities
CP29	Review and refresh the Big Events programme to ensure it remains vibrant and appealing
CP30	Make it easier for our communities to access and claim benefits to which they are entitled
CP31	Consider proposals for the council tax scheme and the impact of Universal Credit

Monitoring the Plan

Ensuring we deliver our Corporate Plan is critical to our success as an organisation and builds our residents confidence that we keep our promises.

We ensure delivery is on track through:

- Making sure all our Corporate Plan areas of work are reflected in service plans, work programmes and individual performance development review objectives, building the 'golden thread' through the organisation
- Identifying the key milestones for our work and holding ourselves to account for delivery – this will include regular updates to our Cabinet, Programme Management Board and Leadership Team
- Establishing a robust set of performance measures that are regularly monitored by Leadership Team, Portfolio Holders and our Scrutiny Committees. These measures extend to our outsourced services
- Providing challenge and assurance through robust governance including: Programme Management Board for our major projects, Property Investment Board for our property related work, Finance Review Board for our finances and Digital Watford Board for our 2020 transformation agenda



How do I find out more?

www.watford.gov.uk/councilplan



Equality Impact Analysis

Title of policy, function or service	Corporate Plan 2019/ 20
Lead officer	Manny Lewis – Managing Director
Person completing the EIA	Kathryn Robson
Type of policy, function or service:	Existing (reviewed) <input checked="" type="checkbox"/> New/Proposed
Version	v.01- 28 January 2019

1. Background

Corporate Plan 2020: update 2018/19

Each year, the council undertakes a corporate planning process in order to review and agree the organisation's strategic direction in the medium-term and to detail how it hopes to achieve its vision and priorities over the next four to five years. This is then articulated through the council's Corporate Plan and through service plans, which in turn help inform team work programmes and individual objectives for each staff member, identified through their annual performance development reviews. In line with good practice, the council adopts a medium-term perspective to corporate planning and ensures that the process is informed and influenced by a number of key drivers. These include: resident and community consultation and feedback, an analysis and understanding of the local area, external issues (such as government requirements and legislation) and financial resources, including capital investment. The ultimate aim of effective corporate planning is to make sure the organisation is clear about what it has promised to deliver, has a shared understanding of what work needs to be completed in the short and medium-term, the milestones that will measure progress and the outcomes that will measure its success.

The council's Corporate Plan, therefore, sets out the direction for the council to 2020. It is our key improvement and planning document, which identifies where we are focusing our efforts and resources both over the next year and for the medium term. The Corporate Plan is the highest level document that covers the whole of the council's work.

It links with other council strategies and plans, such as the Local Plan, Sports Facilities Strategy, Cultural Strategy as well as our transformational Watford 2020 programme. It is reviewed and updated annually to reflect any changes to the national, regional or local environment as well as the council's opportunities and challenges.

As our key strategic planning document, the plan's impact on the town and community is fundamental to ensuring it also provides effective linkage to the council's commitment to equalities and diversity and that it meets its duties under the Equality Act 2010.

2. Focus of the Equality Impact Analysis

This EIA, therefore, considers the potential equality related impacts, both positive and negative of the Corporate Plan 2019/20 - on the people in the groups or with the characteristics protected in the Equalities Act 2010, should Council approve the plan in March 2019.

These are:

1. Age
2. Disability
3. Gender Reassignment
4. Pregnancy and maternity
5. Race
6. Religion or belief
7. Sex (gender)
8. Sexual Orientation
9. Marriage and Civil Partnership.

3. What we know about the Watford population

Population

The current population of Watford is 96,700 (mid 2017 estimate) and is estimated to grow by 16% by 2026. Population growth estimates stated that they expected Watford to reach 100,000 by the end of 2017.

In terms of gender breakdown, there are estimated to be fractionally more female than male residents but the difference is not significant.

The population density for Watford is circa 4,500 people per square kilometre. This makes it the most densely populated district area in England and Wales. However, in comparison with some metropolitan boroughs, particularly those in and around the outskirts of London, the density is relatively low.

Ward level populations

Mid 2017 year population estimates show Central has the highest population of any ward in Watford and Tudor the lowest at 6,059.

	2016
Callowland	8,075
Central	9,201
Holywell	8,542
Leggatts	7,864
Meriden	7,944
Nascot	8,779
Oxhey	6,734
Park	8,731
St anborough	7,488
Tudor	6,894
Vicarage	8,777
Woodside	7,646

This is ONS experimental data (Ward Level Mid-Year Population Estimates (experimental), Mid-2017)

Population projections

The ONS interim 2014-based subnational population projections are an indication of the future trends in population to 2024.

- Watford's population is projected to be 109,600 by 2022 with the population reaching 100,000 in 2017 (we will know if this was accurate with the release of 2017 population estimates)
- The bulk of the estimated 14.8% increase for Watford over the ten years from 2014 to 2024 is expected to stem from natural change of 8.8% (more births than deaths), net migration within the UK of 5.2% and net international migration of 0.7%. The level of natural change can be attributed to the relatively young age structure of the current population, with a high proportion of child bearing age.

Households

The average household size in Watford is currently 2.45. This is average for the region.

Number of households

The ONS data, based on the census, says that there were 36,681 households in Watford at the time of the Census; as of 31 January 2019 the figure was **39,052**.

Household size

The 2014 projections estimate that, between 2014 and 2039:

- Watford's average household size will decrease from 2.45 to 2.33
- Hertfordshire's average household size will decrease from 2.42 to 2.29
- England's average household size will decrease from 2.35 to 2.21

Household Composition

From the 2011 projections, one person households see the biggest increase in household growth in Watford, representing 44% of the total household growth.

However, households with dependent children see the next biggest rise, with 35% of household growth; couples with other adults make up 9%; other (multi-person adult) households make up 7% and couple households (without children or other adults) make up the remaining 6% of all estimated growth.

Ethnicity

Watford has a very diverse population, more so than the rest of Hertfordshire.

For Watford, the Census 2011 shows the following breakdown in terms of ethnicity: White British (61.9%), White other (7.7%), Pakistani (6.7%), British Indian (5.5%) and British other Asian 4.4%).

Census information is now nearly 10 years old and it is likely that the ethnic profile of the borough has changed during this time. For example, it would not have captured the more recent EU arrivals to the borough (EU2 countries – Romania and Bulgaria, who were given residency rights in 2014).

National insurance registration: Census information is now nearly 10 years old and it is likely that the ethnic profile of the borough has changed during this time. For example, it would not have captured the more recent EU arrivals to the borough (EU2 countries – Romania and Bulgaria, who were given residency rights in 2014). We know from other data such as National Insurance Registration that Watford has experienced a relatively high increase in nationals from the EU2 countries applying for National Insurance registrations as Watford residents. This follows a period of a high number from EU8 countries (including Poland, Latvia, Lithuania) who were given freedom of movement to the UK from 2004. Throughout the period the arrival of new residents from south Asia (e.g. Pakistan / India) has remained relatively constant.

Language spoken at home: Other data sources, including school language survey on the languages spoken by Watford school children at home, endorse the National Insurance findings with English still the predominant language (at around 60%) followed by (in order of selection): Urdu, Polish, Tamil,

Romanian, Gujarati, Pahari, Gujarati and Hindi.

Births and origin of parents: In 2017, nearly 60% (59.6%) of children born to Watford based parents, had one or both parents born outside of the UK, with 41.7% having both parents born outside of the UK. 52.2% of new mothers in Watford were born outside of the UK (1439 births in total, with 688 to mothers born in the UK and 751 born outside of the UK. Of these 267 mothers had been born in the Middle East and Asia and 247 in the 'new' EU countries – those that had joined since 2004).

Electorate: The electorate on the electoral register (as published on 1 December 2018 was 70,544, with a further 3,642 identified as potential electors. The main ethnicity groups have been identified as:

Ethnicity	2018/19
British	58,329
Romanian	1,842
Polish	1,560
Rep of Ireland	1,289
Indian	1,062
Italian	805
Portuguese	703
Pakistani	652
Sri Lankan	418
Spanish	364
French	337
Bulgarian	215

Numerous other nationalities with electorates totalling 1 or more but less than 200.

Age

The largest populations by age band in Watford are:

- 25-44 (31,700)
- 45-59 (18,100)

The numbers in each successive age-band fall progressively until there are estimated to be 6,000 who are 75+. We know that around 74,000 residents are of voting age in Watford and that the borough has a younger profile than the rest of England and Wales.

WATFORD

96,675 people in 2017

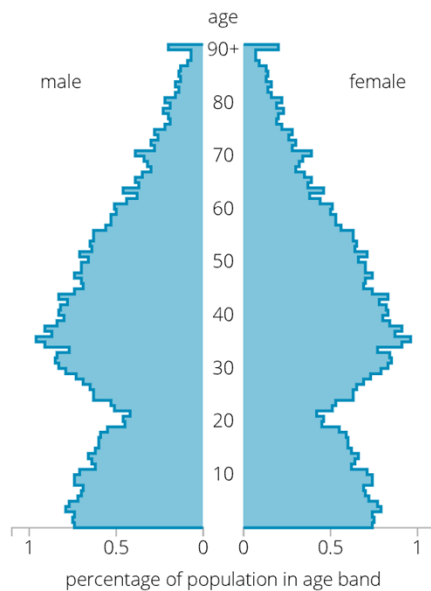
All ages

47,894 males

48,781 females

49.5%

50.5%



ENGLAND & WALES

58,744,595 people in 2017

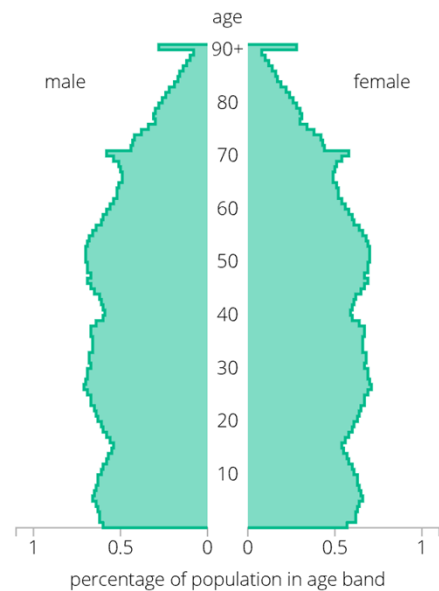
All ages

29,021,253 males

29,723,342 females

49.4%

50.6%



Disability / Health

Around 85% of the population of Watford state that they have 'good health' and just under 14% record a disability. We do not have details as to what these disabilities are but they will include a wide range of physical and mental health disabilities or impairment.

The 2018 NHS Health Profile's summary conclusion is that the health of people in Watford is 'varied' compared with the England average. About 12% (2,300) of children live in low income families – this is an improvement on 2016 (14% / 2,700). Life expectancy for both men and women is similar to the England average, although life expectancy is 6.6 years lower for men and 3.4 years lower for women in the most deprived areas of Watford than in the least deprived areas.

The profile also shows that physically active adults (19 years +) is 68% for Watford compared to the England average of 66%. There has been a decrease from the 2017 profile in the percentage of adults classified as overweight / having excess weight from 60% to 55%, which is better than the England average of 61%. The percentage of obese children in Year 6 (aged 10-11) at 21% is significantly worse than in the 2017 Health Profile; the England average is 20%. This is an area that the borough will need to track over the next year.

Religion / belief

The religious breakdown in the Census 2011 of the main religions in Watford was: Christian (54.1%), Muslim (9.8%), Hindu (4.8%), with no religion stated at 21.4%.

Sexual orientation / Transgender

Watford has no specific data on the transgender community within the borough

Education and skills

A skilled workforce supports the economic development and employment aspirations for Watford. There has been a mostly increasing trend in educational attainment in Watford over the last few years. Watford's working age population has the fifth highest percentage (42.1%) in Hertfordshire of those with qualifications at NVQ 4 and above (St. Albans is the highest with 57%, Three Rivers the second highest at 52%, East Herts third highest with 51% and North Hertfordshire the fourth at 44%); this is close to the Hertfordshire average of 42% average but higher than the Great Britain average of 38%.

63.6% of Watford young people achieved 5 A*-C including English & Maths at the end of key stage 4. This is the better than the England average of 57.8% (2016-17)

Homelessness

Whilst this is not a protected characteristic under the Equality Act 2010, the council recognises that the particular circumstances of people without their own home might be a factor in their taking an active role in our community. We currently have 25 statutory homeless (September 2018) and 129 households in temporary accommodation (January 2019).

Deprivation

The English Indices of Deprivation 2015 was published by the Government in September 2015, and updates the previous 2010 Indices, published in March 2011.

The Indices of Multiple Deprivation (IMD) 2015 uses 37 separate indicators, grouped into seven domains (three of which contain sub-domains); the domains are Income; Employment; Health and Disability; Education, Skills and Training; Crime; Barriers to Housing and Services; and Living Environment. In addition to the domains and their sub-domains there are two supplementary income deprivation Indices: Income Deprivation Affecting Children Index (IDACI) and Income Deprivation Affecting Older People Index (IDAOPI).

In the IMD 2015, Watford is ranked 189 out of 326 authorities, putting it in the 6th decile nationally. This means that, overall, Watford is less deprived than half the authorities in England.

Watford is the third most deprived authority in Hertfordshire. (Stevenage and Broxbourne are the most deprived.) However, three Hertfordshire authorities are among the 10% least deprived authorities in England (Three Rivers, East Herts and St Albans).

Overall, Watford is not an area with significant deprivation issues and the majority of the LSOAs within the town are in the bottom 50% of LSOAs nationally for deprivation; the borough's position has improved relative to that of 2010.

The combined deprivation index, which weights income and employment more heavily than the other domains, obscures the more deprived areas in Watford, which are affected by crime, living environment deprivation and education, skills and training deprivation in particular. This is, at least in part, because income and employment deprivation are less of an issue for Watford.

The ten most deprived LSOAs in Watford, as ranked in the IMD 2010, are as follows:

Watford rank	Ward	LSOA code	Hertfordshire		England	
			Rank	Decile in Herts (1st = most deprived)	Rank	Decile (1st = most deprived)
1 (2)	Central	E01023860	5 (5)	1st (1st)	5005 (7683)	2nd (3rd)
2 (1)	Meriden	E01023876	19 (7)	1st (1st)	7590 (7539)	3rd (3rd)
3 (5)	Holywell	E01023865	22 (32)	1st (1st)	7800 (9818)	3rd (4th)
4 (7)	Holywell	E01023866	30 (40)	1st (1st)	9203 (10445)	3rd (4th)
5 (4)	Stanborough	E01023891	31 (21)	1st (1st)	9377 (9075)	3rd (3rd)
6 (11)	Meriden	E01023873	33 (57)	1st (1st)	9628 (11634)	3rd (4th)
7 (9)	Woodside	E01023906	41 (46)	1st (1st)	10062 (10768)	4th (4th)
8 (3)	Central	E01023861	45 (15)	1st (1st)	10469 (8354)	4th (3rd)
9 (8)	Central	E01023859	47 (45)	1st (1st)	10609 (10705)	4th (4th)
10 (6)	Oxhey	E01023883	49 (34)	1st (1st)	10710 (10014)	4th (4th)

MOSAIC profile

Our MOSAIC profiling of the borough enhances our understanding of our population and provides valuable context for our decision-making as well as underpinning our communications and engagement.

	Mosaic Code	Name	Description	Number of Household	2017 Watford %	2016 Watford %	Difference	Trend	Rank (last year)
1	J40	Career Builders	Singles and couples in their 20s and 30s progressing in their field of work from commutable properties	4,045	12.5%	11.9%	0.6%	▲	1
2	I36	Cultural Comfort	Thriving families with good incomes in multi-cultural urban communities	3,321	10.3%	8.7%	1.6%	▲	2
3	D14	Cafes and Catchments	Affluent families with growing children living in upmarket housing in city environs	2,499	7.7%	8.0%	-0.3%	▼	3
4	D17	Thriving Independence	Well-qualified older singles with incomes from successful professional careers living in good quality housing	2,422	7.5%	5.4%	2.1%	▲	7
5	M56	Solid Economy	Stable families with children renting better quality homes from social landlords	2,172	6.7%	6.4%	0.3%	▲	6
6	J44	Flexible Workforce	Young renters ready to move to follow worthwhile incomes from service sector jobs	1,954	6.0%	7.0%	-1.0%	▼	4
7	H35	Primary Ambitions	Forward-thinking younger families who sought affordable homes in good suburbs which they may now be out-growing	1,550	4.8%	6.8%	-2.0%	▼	5
8	B08	Premium Fortunes	Influential families with substantial income established in large, distinctive homes in wealthy enclaves	1,237	3.8%	3.2%	0.6%	▲	10
9	I37	Community Elders	Established older households owning city homes in diverse neighbourhoods	1,128	3.5%	4.1%	-0.6%	▼	8
10	I39	Ageing Access	Older residents owning small inner suburban properties with good access to amenities	1,099	3.4%	3.4%	0.0%	◊	9

4. What local people have said is important to them

Our regular Community Survey is one way we test what we are doing and our future plans. The Community Survey 2017 received over 1,100 responses, which indicates the level of interest our residents have in the town and its future.

COMMUNITY SURVEY 2017: HEADLINE RESULTS

Views on the council

- 77% of respondents are satisfied with the way the council runs things
- 80% agree the council is working to make Watford a better place to live
- 82% think we provide value for money and the same percentage are satisfied with the way we spend our proportion of your council tax
- 85% agree we are working to make Watford economically successful

Top council services

These are the services that local residents think we do really well:

- Waste and recycling
- Parks and open spaces
- Sports and leisure facilities

Views on Watford

- 74% of respondents are satisfied with Watford as a place to live
- 80% are proud to be a Watford resident
- 84% think that where they live people from different backgrounds get on well together
- 91% agree Watford is a safe town

Top five things that respondents said make somewhere a good place to live

- Feeling safe in my home and the local area
- Good quality hospital and health services
- Cleanliness and tidiness of the town
- Good access to public transport
- Rubbish collected on a regular and reliable basis

Where we need to do even better

- Ensuring that new homes are supported by good infrastructure such as school places, GP surgeries, better transport links
- Keep local people informed about decisions
- Provide more opportunities for people to find out what is going on and share their views
- Explaining why well-planned growth is important to the town
- Explaining housing targets and the need for new homes

Priorities for the borough

The survey also asked people about their priorities for the borough.

The top choices were:

Ensuring a vibrant and prosperous local economy that offers a range of jobs and opportunities for local people	48.5%
Keeping the town clean and our streets free from litter	38.6%
Working with community safety partners to tackle issues and make Watford even safer for our communities	38.0%
Creating a well-connected borough with good infrastructure such as better transport links	37.4%
Supporting our more vulnerable residents so that they can live independent lives	35.5%
Protecting and enhancing our parks and open spaces	31.5%
Helping to provide a range of new homes that meet local needs, including more affordable homes	30.2%

Total responses: 1,095

Residents were also able to provide their views on other priority areas for Watford not identified within the answer choices. Of the comments received, the most commonly cited issues were parking and congestion.

5. How will the council ensure equality is promoted through the Corporate Plan 2019/20

Under the Equality Act 2010, three areas need to be considered when analysing the equality impact of the Corporate Plan:

1. **eliminate** discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
2. **advance** equality of opportunity between people who share a relevant protected characteristic and people who do not share it
3. **foster** good relations between people who share a relevant protected characteristic and people who do not

Watford's vision is: **To create a bold and progressive future for Watford**

To deliver this vision, the council has reviewed its priorities for 2019/20 and developed four new ones, which reflect its ambitions as well as the elected mayor's manifesto.



These are then underpinned by areas which we believe are well embedded in Watford and which we would want to see maintained: high performance and sound management and effective two-way communications and engagement.

Through the Corporate Plan, specific projects and areas of work are identified that set the corporate work programme and demonstrate how we will deliver against the four priority areas and the vision to 2020.

All of the priorities, and the work set out to deliver them, impact on our communities to some extent. Indeed, the underlying driver for the plan is to ensure we are working in a way that benefits all our communities; we seek to identify where the council can contribute to improving the borough and its own services and make a difference to issues that matter to local people.

EIA commitment

As part of its commitment to the Equality Act 2010, Watford BC expects EIAs to be undertaken on all new strategies and policies and where a strategy or policy has been reviewed and significantly revised. Therefore, there are a number of areas of work identified in the Corporate Plan programme where separate EIAs will be carried out. The councils Corporate Equalities Working Group oversees this area of activity to ensure EIAs are undertaken and equalities impacts considered.

How our priorities will support our public sector equalities duties under the Equality Act 2010 is described below, with some of the individual projects /areas of work identified:

1. Manage the borough's housing needs

This priority looks to address the significant issues arising from the growing demand for homes in Watford, including affordable homes. Many of those needing permanent accommodation are young people and people with families and so we need to understand the impact of our housing policies in terms of the age profile of both people presenting themselves in housing need and, more generally, on the types of home needed in the borough to meet the requirements of its population – particularly given that we know that we have a younger population than many areas and high numbers of children under 5. However, we also know that our population is aging, with people living longer and this also impacts on housing requirements.

Another area where we understand that our profile means we require focus is private rented accommodation, where an extremely high proportion of our residents live. Whilst this is the right solution for many local people we know that the role of the private landlord in the town is critical to our communities and population. A significant amount of the rental sector is accessed by those aged 20 -35 years and so the work we do with the town's landlords has an important impact on this age group.

Therefore, through our Corporate Plan we seek to address both the supply and demand for housing within our borough, including affordable housing. Through our major projects we have already achieved significant progress towards meeting housing targets – indeed in 2017 we have facilitated the delivery of Watford's first purpose built retirement community through Watford Riverwell.

2. Enable a thriving local economy

Ensuring the town remains prosperous is a key priority for the council. A prosperous economy provides jobs for those of working age across a range of occupations.

Our Local Plan provides the spatial planning for the borough and identifies how land is used, determining what will be built where. It provides the framework for development in the borough and has to be underpinned by a sound evidence base, including an understanding of our local communities and its various needs. A separate EIA is undertaken on the Local Plan to ensure it is meeting the council's equality duties and our own equality objectives. Other key strategies will also be expected to undertake robust EIAs to be presented to our members

2. Enable a sustainable town and council

Planning for smart growth means that issues such as transport and other infrastructure (e.g. schools) are considered as plans take shape for the borough. Areas like good public transport links are important to all the community but particularly for those too young to drive or with a disability or age-related impairment that means driving is not an option.

This priority also focuses on making sure the council has well-thought and tested financial plans in place to ensure it has a secure future financially following the ending of government funding by 2020, it also challenges us to make sure our services can meet increasing demand and to be more innovative in the way we do things. We need to ensure that as we take this forward, we keep in mind the impact of our financial decisions on our communities.

3. Celebrate and support our communities

This priority recognises that whilst most people who live in the borough enjoy a good quality of life and are able to make the most of what the town offers, we do need to understand where others might need some extra help or support. As a district council not responsible for some of the major 'support' service areas such as adult social care and children's services, we work with our partners to ensure these services are meeting the needs of our residents and we ensure those services we are responsible for are responsive to our communities. This covers areas such as our public health work, providing health and fitness opportunities across the town and free activities for our children and young people.

A. Positive impacts

Potential positive effects

The work programme articulated in the council's Corporate Plan 2019/2020 is designed to improve the town and the quality of life of our residents. Through all the priorities identified for the council, there are areas of work and projects that will require additional consideration in terms of the council's equality duty and this will be delivered through a programme of equality impact analyses.

Some of the positive impacts include:

- All equality groups should benefit from activities to strengthen the local economy through attracting and supporting local businesses, which supports job opportunities and ensures local businesses thrive
- The work to deliver new homes will have a positive impact on young adults and families. Work to increase the number of affordable homes will have a positive impact on many BME groups in the town as there is a higher rate of people in social housing from a BME background compared to the Watford population overall
- The Green Spaces Strategy and related projects, including Oxhey Activity Park and Woodside, will provide a positive impact for families in particular, although not exclusively as other protected characteristics benefit from the town's green spaces
- The council is currently reviewing its community assets to ascertain usage and determine a strategy for the future. It is anticipated that this review will highlight how the council can work more effectively with the community to make best use of its assets which should deliver an overall positive effect on communities
- The review of how we address mental health issues and the commitment to a dementia friendly town will impact positively on those with either mental health issues or age-related issues such as dementia
- Fostering good relations within the community will be achieved through a number of our areas of work including the Green Spaces Strategy, the Cultural Strategy and the Sports Development Framework action plan.

The plan highlights the importance of equalities to the organisation (see priority 4). This commitment will ensure that, where appropriate, the equalities impact of new policies and strategies and changes to service provision are considered in advance of decision making through the equality impact analysis

process. This is monitored through the Corporate Equalities Working Group.

Recommendation 1: Ensure EIAs are undertaken on all relevant Corporate Plan areas of work (to both ensure the delivery of positive benefits and to mitigate potential negative impacts – see below).

Recommendation 2: Continue to build a comprehensive picture of the Watford community through feedback from consultations and updating the Watford context on a regular basis.

Recommendation 3: Ensure consultation and engagement continues to collect relevant equalities data so that there is an understanding of who is accessing facilities and services and understanding is built in relation to the views of our communities

B. Negative impacts

Potential negative effects

These would arise if equalities and the requirements of the Equality Act 2010 are not considered through the delivery of the corporate work programme.

The main ways of mitigating these potential negative effects:

- Training and communication – an online training programme is offered to all staff; this addresses both the requirements of the Equality Act 2010 and the council’s own commitment to equalities and diversity. Face to face training is provided for staff who have regular interactions with the public and for councillors.
- Corporate Equalities Working Group – provides critical friend support for EIAs and advice on equalities overall
- Leadership Team to receives reports on equalities to inform of progress and any issues
- Committee reports – the guidance to members has been revised to ensure members are fully informed of any equalities implications of any decisions they are required to make
- Our website has a Browsealoud facility which translates information into a range of languages and provides audio services too

Recommendation 4: Ensure staff undertake the mandatory online equalities training and appropriate staff undertake face to face training

Recommendation 5: The need to conduct EIAs has been outlined in Recommendation 1 above – the council needs to ensure staff are confident to undertake robust EIAs and it is recommended that additional training be undertaken to support staff in this area

Recommendation 6: Ensure the council’s project and programme management frameworks identify equalities as an area for consideration to highlight where necessary

Recommendation 7: Develop an ‘at a glance’ guide to the Corporate Plan to make the messages clear and the commitments in terms of what will be delivered

Recommendation 8: Promote the council’s website Browsealoud facility both internally and externally

6. Overall conclusion

Meeting the Public Sector Equality Duty

This EIA has taken into account the council’s public sector equality duty under s149 of the Equality Act 2010 and is intended to assist the council in meeting its duty.

The information within this report and an assessment of both the positive and negative impacts together indicate that the Corporate Plan will, overall, deliver positive impacts for the Watford community.

This is because, through the corporate work programme, it seeks to improve the town and services and facilities available to local people. The council’s commitment to equalities is identified within this corporate work programme and, through this commitment, it demonstrates its expectation that equalities is considered and addressed as part of its delivery.

EIAs are expected on individual projects and areas of work where equality issues will be considered and impacts identified.

Summary of potential positive impacts and ways in which they can be ensured

Positive Impact	Protected characteristics	Ways to ensure the positive impact
<p>Delivery of the corporate work programme will deliver a range of benefits across all equality groups.</p>	<p>All</p>	<ul style="list-style-type: none"> • Continue to build a comprehensive picture of the Watford community through feedback from consultations and updating the Watford context on a regular basis • Embed understanding of equalities and impact on those with protected characteristics of new policies, plans and changes to service delivery • Ensure EIAs are carried out and are effective and support decision making • Work with outsourced service providers to ensure equalities duty is understood, embedded and reflected in service delivery (including equality monitoring where appropriate) • Continue to identify equality issues within committee reports and highlight where EIAs have been completed
<p>Through consultation and engagement encourage feedback from our communities to understand take up of facilities and services and overall satisfaction with the town and council</p>	<p>All</p>	<ul style="list-style-type: none"> • Ensure consultations seek feedback from our communities in terms of their demographics and protected characteristics, where relevant • Ensure feedback is considered in decision making where relevant and appropriate

Summary of potential negative impacts and ways in which they can be removed or mitigated

Negative Impact	Protected characteristics	Ways to mitigate the negative impact
Potential if individual areas of work do not fully consider equality impacts as part of planning and delivery	All	<ul style="list-style-type: none"> • Effective training • Corporate Equality Working Group to provide leadership and direction
Potential negative impacts for some equality groups from the work programme – as yet not identified	All (potentially)	<ul style="list-style-type: none"> • Continue to build a comprehensive picture of the Watford community through feedback from consultations and updating the Watford context on a regular basis • Embed understanding of equalities and impact on those with protected characteristics of new policies, plans and changes to service delivery • Ensure EIAs are carried out and are effective and support decision making • Work with outsourced service providers to ensure equalities duty is understood, embedded and reflected in service delivery (including equality monitoring where appropriate)

This EIA has been developed by:

Kathryn Robson

..... **Date22.02.18**

Agenda Item 11

Report to Council – 19 March 2019

Report of Cabinet 11 February 2019

Cabinet met on 11 February 2019. The minutes are published on the Council's website.

The following Members were present at the meeting:

Present:

Mayor Taylor (Chair)
Councillor Collett (Deputy Mayor and Portfolio Holder for Community)
Councillor S Johnson (Portfolio Holder for Property and Housing)
Councillor Sharpe (Portfolio Holder for Regeneration and Development)
Councillor Watkin (Portfolio Holder for Resources and Customer Service)
Councillor Williams (Portfolio Holder for Client Services)
Councillor Bolton (Cabinet member without Portfolio)

Officers: Managing Director
Deputy Managing Director and Director of Place Shaping and Corporate Performance
Director of Finance
Head of Democracy and Governance
Urban Design and Conservation Manager
Mayor's Political Assistant
Democratic Services Manager

The following was a recommendation to Council:

66. Council tax – changes to long term empty homes premium

Councillor Watkin introduced the report and explained that recent legislation allowed the council to invoke a greater premium on empty properties within the borough. There were 63 properties listed in the report which had been empty for over two years. The premiums which could be charged would increase from 100% in April 2019 to 200% after 5 years, and 300% after 10 years if they remained empty.

The Director of Finance commented that the council would check whether the property was inhabited. If the property came back into use then the council would receive a New Homes Bonus. However, this was not affecting a large number of properties within the borough.

RESOLVED

That Cabinet agrees to recommend to Council the adoption of proposed changes with effect from 1 April 2019.

Part A

Report to: Cabinet

Date of meeting: 11 February 2019

Report author: Nick Smith Revenues Manager

Title: Council Tax - Changes to long term empty homes premium

1.0 Summary

1.1 This report sets out the proposed changes to the Authority's treatment of a property empty over 2 years, due to recent changes in Council Tax legislation.

2.0 Risks

2.1 None

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Collecting additional Council Tax premium levy		Minimal due to number of properties empty over 2 years	Tolerate	2

3.0 Recommendations

3.1 Cabinet is requested to recommend to Council the adoption of proposed changes with effect from 1 April 2019.

Further information:

Nick Smith
nick.smith@watford.gov.uk
01923 278134

Report approved by: Jane Walker, Head of Revenues & Benefits

4.0 Detailed proposal

- 4.1 Since 2013, local authorities in England have had the power to charge a council tax premium of up to 50% on 'long-term empty dwellings' – that is, homes that have been unoccupied and substantially unfurnished for two years or more. This premium is in addition to the usual council tax charge that applies to that property.
- 4.2 To help reduce the number of long-term empty properties further, at the November 2017 Budget, the Chancellor announced the Government's intention to legislate to bring the maximum in England up to 200%. The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 has brought in this power with effect from the 2019-20 financial year, this amends section 11B of the Local Government Finance Act 2012. This now gives local authorities the tools to increase council tax on long-term empty homes, and the incentive for owners of such properties to bring them back into use.
- 4.3 As at 7 January, 2019, Watford Borough Council has 63 properties that have been empty over 2 years, breakdown of properties against individual Bands is as follows;

Band	A	B	C	D	E	F	G	H
No. of Properties Empty over 2 years	0	10	21	21	3	1	7	0

- 4.4 Watford Borough Council currently applies an additional 50% premium on properties that have been continuously empty and unfurnished for more than 2 years, as agreed at Full Council meeting on 30 January, 2013. With effect from 1 April 2019, it is proposed to change the charges as follows in line with the provisions of the 2018 Act;
- From April 2019 onwards to charge a 100% premium
 - From April 2020 onwards to increase the premium to 200% for properties that have been empty for more than 5 years.
 - From April 2021 onwards to increase the premium to 300% for properties that have been empty for more than 10 years.
- 4.5 The government's intention behind the decision to provide billing authorities with the power to charge a premium was not to penalise owners of property that is genuinely on the housing market for sale or rent, but to strengthen local authorities attempts to bring empty homes back in to use in order to provide additional housing given the current housing climate.

5.0 **Implications**

5.1 **Financial**

5.1.1 The Shared Director of Finance comments that the impact of these proposals is that any additional income generated will flow through the collection fund, although it is not anticipated that this would be a significant amount.

5.2 **Legal Issues (Monitoring Officer)**

5.2.1 The Head of Democracy and Governance comments that this is a recommendation to Council and must be approved before the start of the new financial year to be effective for 2019/20.

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

5.3.1 An equalities impact assessment will be completed.

5.4 **Staffing**

5.4.1 None specific

5.5 **Accommodation**

5.5.1 None specific

5.6 **Community Safety/Crime and Disorder**

5.6.1 None specific

5.7 **Sustainability**

5.7.1 None specific

Background papers

No background papers were used in the preparation of this report.

Part A

Report to:	Full Council
Date of meeting:	19 March 2019
Report author:	Head of Human Resources
Title:	Council Pay Policy Statement

1.0 Summary

- 1.1 The Council's success relies on the talent and contribution of its workforce enabling and ensuring it meets its objectives. The Council's Pay Policy Statement seeks to ensure the Council is able to attract, recruit, retain and engage the right people in order to achieve this.
- 1.2 The Pay Policy Statement pulls together all the elements that make up the Council's financial reward practices. It provides assurances of our consistency, fairness and transparency and gives clarity to all our stakeholders about how and what our people are rewarded for. It defines the level and elements of remuneration for Chief Officers in accordance with the requirements of section 38(1) of the Localism Act 2011.
- 1.3 The Localism Act 2011 requires the Council to publish its position prior to the 1 April each year for the following financial year in relation to specific areas of chief officers pay as follows: - remuneration levels, all other payments, incremental progression, performance related pay, bonus payments, redundancy, severance/ compensation, and retirement payments, and the Council's policy on the re-engagement of chief officers. This Pay Policy Statement sets out the Council's position in these areas. The report is the same as in previous years with updated staffing and pay rate information.
- 1.4 The recommendation of the Hutton Report into "Fair Pay in the Public Sector" as recognised by the Government in the Code of Recommended Practice for Local Authorities on Data Transparency, was that a pay ratio of the salary of the Chief Executive compared to the median average salary in the organisation should be published. This is set out in Section 19 of the Pay Policy Statement, which shows the ratio to be 1:4.6. The Council does not have a policy on maintaining or reaching a specific pay multiple but is conscious of the need to ensure that the salary of the highest paid employee is not excessive but is consistent with the needs of the Council as expressed in this policy statement.
- 1.5 The Hutton report raised concerns about multiples in the order of 1:20 or higher between the lowest and highest paid employees in local authorities. The Council's current lowest to highest ratio, excluding apprenticeships, is 1.7.5, which, is considerably lower. When taking account of apprenticeship posts this is 1:10.2 and still lower. Excluding apprenticeship posts, the lowest pay in use by Watford Borough Council is within Band 3 paying £9.94 per hour including LW. This is above the national living wage.

2.0 Risks

2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Council does not fulfil requirements of Localism Act 2011 in publishing the pay policy	Localism Act not complied with	The Council Pay Policy Statement is published	treat	2

3.0 Recommendations

3.1 That Council approve the Council Pay Policy Statement.

Further information:

For further information on this report please contact: Terry Baldwin, Head of Human Resources: telephone extension: 8133 email: terry.baldwin@watford.gov.uk

Report approved by: Terry Baldwin

4.0 Implications

4.1 Financial

5.1.1 The Shared Director of Finance comments that there are no new financial implications as a result of this report.

4.2 Legal Issues (Monitoring Officer)

4.2.1 The Head of Democracy and Governance comments that it is a legal requirement that the Council considers and then publishes the Pay Policy Statement for the following financial year prior to that financial year starting.

4.3 Equalities, Human Rights and Data Protection

4.3.1 There are no implications.

Appendices

Council Pay Policy Statement



**WE ARE
WATFORD**

**COUNCIL PAY POLICY STATEMENT
FEBRUARY 2019**



1.0 Introduction

- 1.1 The Council's success relies on the talent and contribution of its workforce enabling and ensuring it meets its objectives. Our Pay Policy seeks to ensure the Council is able to attract, recruit, retain and engage the right people in order to achieve this.
- 1.2 The Pay Policy pulls together all the elements that make up the Council's reward practices. It provides assurances of our consistency, fairness and transparency and gives clarity to all our stakeholders about how and what our people are rewarded for. It defines the level and elements of remuneration for Chief Officers, and all senior staff, in accordance with the requirements of section 38(1) of the Localism Act 2011.
- 1.3 The Localism Act 2011 requires the Council to publish its position in relation to specific areas of chief officers pay as follows : - remuneration levels, all other payments, incremental progression, performance related pay, bonus payments, redundancy, severance/ compensation, and retirement payments, and the Council's policy on the re-engagement of chief officers. This Pay Policy statement sets out the Council's position in these areas.
- 1.4 The Council employs 229 officers, which represents a full time equivalent based on a 37 hour week of 208.61.
- 1.5 The gross salary expenditure for the Council for the financial year 2018/2019 is estimated to be £13,762,738.
- 1.6 Best practice recommends the Council consults a remuneration committee on all proposals relating to pay and reward for Senior Officers thus ensuring openness and accountability. This responsibility is delegated by Full Council to the Chief Officer Pay panel.
- 1.7 This policy will be reviewed and approved annually by Full Council, and may be accessed via the Council's external web site.

2.0 SCOPE OF THE POLICY

- 2.1 The policy applies to all Chief Officers.
- 2.2 The definition of Chief Officers (as set out in section (43(2)) of the Localism Act 2011 is not restricted to Heads of Paid Service and Directors. It also includes all other Senior Managers (statutory and non-statutory officers) who report directly to them and to their direct reports termed as Deputy Chief Officers. That is the Head of Paid Service (Managing Director), Deputy Managing Director, Heads of Service and Section Heads.
- 2.3 The Council's post holders who fall within the definition of Chief Officers are as defined within the Councils Constitution and are shown in the following table:

Head of Paid Service	Managing Director
	Deputy Managing Director – Place Shaping & Corporate Performance
Director of Finance	Director of Finance (Three Rivers District Council)
Heads of Service	Head of Democracy and Governance (Monitoring Officer) Head of Community and Environmental Services Head of Corporate Strategy and Communications Head of Human Resources Head of Service Transformation Head of Finance (Three Rivers District Council) Head of Revenues and Benefits (Three Rivers District Council)
Section Heads/Deputy Chief Officers	Section Heads and other managers that report directly to Officers outlined above.

See organisation structure chart in appendix 1.

2.4 The remuneration of the Managing Director, Deputy Managing Director and Heads of Service was last determined by the Chief Officers' Pay Panel in 2016.

2.5 The Council's Director of Finance/ Section 151 Officer, Head of Finance and Head of Revenue & Benefits are directly employed by Three Rivers District Council and remunerated in accordance with Three Rivers District Council Chief Officer pay rates for Directors/senior managers.

2.6 The remuneration of the Managing Director (MD), Deputy Managing Director and Head of Service posts was subject to an external Pay and Grading review that was conducted by the Local Government Association (LGA), in 2016.

2.7 Pay bands are attached as appendices 2 and 3

3.0 TERMS AND CONDITIONS OF SERVICE

3.1 The Council's Chief Officers, i.e. the MD, Deputy MD, Director of Finance, and Heads of Service are engaged on Joint National Council (JNC) national terms and conditions of service.

3.2 The Council's Heads of Service and Section Heads/ Deputy Chief Officers, i.e. those who report directly to Heads of Service, are engaged on National Joint Council (NJC) national terms and conditions.

3.3 It should be noted that different national negotiating machinery applies across the Senior management team.

4.0 PRINCIPLES

4.1 The Pay Policy reflects the aspirations of the Council's strategic road map and defines the Council's approach to managing reward that is guided by the following principles

4.2 All Council officer jobs are job evaluated using an analytical job evaluation scheme to allocate points to posts and establish relativity between all posts in the organisation.

4.3 The Council reviews appropriate external pay market information to ensure remuneration levels are consistent with Local Government, provide value for money for the taxpayer, and support the Council to remain competitive as an employer in areas of skills shortage.

-
- 4.4 If appropriate, market factors are applied to hard to fill posts. Where applied these supplements are reviewed annually in accordance with the market factor policy.
- 4.5 The MD receives a spot salary the level of which was reviewed in 2013. The Deputy MD also receives a spot salary which was set in 2016.
- 4.6 Cost of living inflation increases for Chief Officer pay scales are awarded in accordance with the Joint National Council for Chief Executives and Chief Officers (JNC). Chief Officers are remunerated according to the pay scale applicable to their job, within a four grade pay model. Each grade has four incremental spinal column points, (see appendix 2). Progression within each grade is time based, subject to satisfactory performance and where appropriate awarded annually to the top of the grade, effective from 1 April.

The independent reviews conducted by LGA of 2013 and 2016 ensured that the pay scales of Chief Officers are comparable to rates of pay for similar jobs in similar sized local authorities in the outer London and Home Counties area.

- 4.7 Deputy Chief Officers, i.e. Section Heads are remunerated within the top three grades of an eleven grade pay model. Each grade has five incremental spinal column points, (see appendix 3).
- 4.8 The remuneration of a Chief Officer or Deputy Chief Officer on appointment will be at a point on the relevant pay scale for the job appropriate to their experience and salary level in the previous job.
- 4.9 It is not the policy of the Council to award bonuses to its Chief Officers.
- 4.10 The Council is committed to the principle of fairness; is clear about what people are being paid for, and is consistent, systematic and transparent when applying reward practices. Pay models have been developed based upon appropriate pay market information and ensure that the ratio of pay levels between the highest paid officer and the median/ mean average/ low paid earnings in the Council remains consistent and is not distorted as a result of pay awards.
- 4.11 The Council's lowest paid employees are those post holders whose jobs are graded in the lowest pay band, which is Band 3 in a 12 band pay model. Jobs are evaluated using the Local Government Job Evaluation scheme.
- 4.12 Resignation. The Chief Officer's last entitlement to pay will be the last day of service, taking into account notice period and any period of pay in lieu of notice.

Redundancy or early termination in the interests of the service and Pension Benefits of Chief Officers will be made in accordance with the Council's Redundancy and Early retirement and early termination compensation policies.

5.0 EQUALITIES

- 5.1 The Council is committed to equality of opportunity. All members of staff will be treated fairly based on ability, performance and contribution irrespective of their employment or contractual status and personal circumstances, i.e. part time, fixed term. The Council monitors equalities data and this policy shall be applied fairly, consistently and equitably for all employees irrespective of race, gender, disability, age, offending past, caring or dependency status, religion or belief, sexual orientation, marital or civil partnership status, pregnancy or maternity or gender identity and it is incumbent on those managing this policy to ensure that this is the case.

6.0 GRADING

6.1 Chief Officers – MD, Deputy MD and Heads of Service

6.2 **Job Evaluation** – posts were job evaluated by the LGA Senior manager job evaluation scheme.

6.3 Deputy Chief Officers - Section Heads

6.4 **Job evaluation** – All posts are job evaluated using the Local Government Job Evaluation Scheme (LGJES). The scheme is used to evaluate all non-Chief Officer posts in the Council, ensuring relativity between all Council posts covered by NJC terms and conditions. The job evaluation policy should be consulted for further information.

6.5 **Pay model** - The pay model is presented in appendix 3

6.6 **Labour market information** - The Croner Reward Job Evaluation system and the Croner Market Pay analysis for Public Services provides the source of comparative pay information for all officer posts in hard to fill and areas of skills shortages within the Council. Market supplements currently apply to the following Deputy Chief Officer roles and are reviewed annually in accordance with the Market Factor policy –

- Head of Housing
- Head of Development Management
- Regeneration & Property Section Head
- Parks, Open Spaces and Projects Section Head

6.7 All other posts in the Council

6.8 All other officer posts are job evaluated using the Local Government Job Evaluation Scheme (LGJES), and graded within one of the pay Bands in the 12 grade pay model in appendix 3. No Council post is graded below Band 3, and minimum pay is £18,795 plus £874 London weighting allowance, (see 8.1 below). Where appropriate posts attract a market supplement and the market forces payments policy should be consulted for further information.

6.9 Market factor supplements apply to the following non Chief Officer posts in the Council

- Senior Solicitor
- Principal Solicitor
- LLPG & GIS Officer
- Property Team Manager

7.0 INCREMENTS

7.1 Posts receive annual time based increments effective on 1 April until remuneration reaches the top of the grade.

7.2 On appointment, all posts will normally be remunerated at the lowest incremental spinal column point within the grade, (unless 4.8 applies above).

7.3 The Council will apply the annual cost of living percentage increment as negotiated by the NJC national agreement to the values of incremental spinal column points as appropriate. A 2% pay increase was awarded on 1 April 2019.

8.0 ADDITIONAL PAYMENTS

- 8.1 London Weighting (LW) – is the inner fringe London Weighting Allowance and is negotiated as part of the national framework. LW is an additional payment that is made to all officers in the Council, and the rate is negotiated nationally by NJC.
- 8.2 Chief Officers' Travel Allowance (TA) - £300 per annum is a local allowance paid to all Chief Officers /Heads of Service. The TA payment is intended as compensation for travel around the Borough of Watford and Three Rivers District for which business mileage may not be claimed.
- 8.3 The Head of Paid Service receives additional payment for duties as Clerk to the West Herts. Crematorium, and fees for Returning Officer duties during elections as and when appropriate.

9.0 PERFORMANCE RELATED PAYMENTS AND BONUSES

- 9.1 The Council does not operate a performance related payments scheme.

10.0 LOCAL GOVERNMENT PENSION SCHEME (LGPS)

- 10.1 All officers are eligible to join and contribute to the Local Government Pension Scheme. Officer contribution rates are a percentage of their earnings. Levels of contribution are stated by the scheme, and are based on the whole time equivalent value of all contractual pay excluding any travel allowance payments. The employer's contribution to the scheme is 19%.
- 10.2 The table below provides the proposed Member contribution table for 2019.

Pay Bands	Contribution Rates
Up to £14,100	5.5%
£14,101 - £22,000	5.8%
£22,001 - £35,700	6.5%
£35,701 - £45,200	6.8%
£45,201 - £63,100	8.5%
£63,101 - £89,400	9.9%
£89,401 - £105,200	10.5%
£105,201 - £157,800	11.4%
Over £157,801	12.5%

- 10.2 The normal retirement age for the LGPS is State Pension Age, or age 65 (whichever is the higher).
- 10.3 With the exception of early retirement for the reason of permanent ill health (to which no age restrictions apply), the earliest age an officer can retire and receive pension benefits is 55.
- 10.4 Early retirement may be granted in the following circumstances:
- Early termination of employment for the reason of redundancy
 - On ill health grounds
 - On compassionate grounds
 - Efficiency of the service
 - Request to go

10.5 The Council's Redundancy, early retirement and early termination compensation, pension discretions should be consulted as appropriate for further information.

11.0 **REDUNDANCY**

11.1 In the event of redundancy, i.e. where a post to be vacated would not be replaced, the Council pays a discretionary redundancy payment by applying a 2.2 multiplier to each week's redundancy pay, thus providing up to a maximum of 66 weeks' pay based on contractual pay.

11.2 Officers aged 55 and above will retire in this circumstance and have access to their accrued pension benefit.

11.2 The Council does not augment additional pension membership; however the Officer may elect to purchase additional LGPS pension membership with the discretionary payment. Full details are specified in the Council's Redundancy policy and this should be accessed for full details.

12.0 **EARLY RETIREMENT FOR THE REASON OF ILL HEALTH**

12.1 To qualify an officer must be confirmed by the Council's Medical Adviser as being permanently unable of discharging the duties of their employment because of ill health or infirmity and have a reduced likelihood of obtaining gainful employment before reaching age 65.

13.0 **EARLY RETIREMENT ON COMPASSIONATE GROUNDS**

13.1 To qualify an officer would have to have a compelling hardship or difficulty that would most usually be due to caring responsibilities.

14.0 **SEVERANCE – EARLY TERMINATION OF EMPLOYMENT IN THE INTEREST OF EFFICIENCY TO THE SERVICE.**

14.1 There may be situations that are initiated by management to facilitate organisational change where a post to be vacated would be replaced. The Early Retirement and Early Termination Compensation policy applies and should be consulted.

14.2 Where appropriate, the Council will make a discretionary severance/ compensation payment by applying a 2.2 multiplier to each week's severance pay, thus providing up to a maximum of 66 weeks' pay based on contractual pay.

14.3 Officers aged 55 and above will retire in this circumstance and have access to their accrued pension benefit.

14.4 The Council does not augment additional pension membership; however the Officer may elect to purchase additional LGPS pension membership with the discretionary payment. Full details are specified in the Council's redundancy policy and this should be accessed for full details.

15.0 **EARLY PAYMENT OF PENSION BENEFITS ON REQUEST TO LEAVE (ASK TO GO)**

15.1 **Criteria**

Initiated by the employee who must be aged 55 or above. Employee submits a written request to the Head of Service stating grounds and case for consideration and first approval.

The Head of Service and Head of Human Resources will then submit a report for approval by the Managing Director.

The rationale for agreement will include Improvement in organisational efficiency e.g. needs of job, new skills required, need to work in different ways, improved productivity.

An assessment of the strain on the pension fund in relation to the benefit obtained by the Council will be conducted. The strain cost would normally need to be recovered within 2 years of the retirement. The post will be replaced

15.3 **Benefits**

Under 55

- Not available

Over 55

- Actuarially reduced accrued pension benefits
- No added years are awarded by the Council

Employees can elect to retire and receive pension benefits from age 60, but there are no added years awarded and accrued pension benefits are actuarially reduced.

The Early Retirement and Early Termination Compensation policy applies and should be consulted.

16.0 **FLEXIBLE RETIREMENT**

16.1 This is subject to agreement by the Council, providing an option for an officer to continue in employment post Local Government Pension Scheme retirement age and to take some or all of their Local Government Pension that is due to them whilst continuing to work on reduced hours or reduced pay. The benefit for the Council is the ability to retain skills, knowledge and experience.

16.2 An abatement of pension will apply if the pay for the new post plus the LGPS pension they receive exceeds the value of the salary for the post from which they retired. London Pension Fund Association (LPFA) should be consulted for advice.

The Early Retirement and Early Termination Compensation policy and flexible retirement policy applies and should be consulted.

17.0 **RE-EMPLOYMENT POST SEVERANCE OR REDUNDANCY**

17.1 The re-employment of officers who were granted early retirement, are receiving their Local Government pension, or have received a severance/ compensation payment, or a redundancy payment is discouraged. The following criteria should be considered. Refer to the Council's policy for early retirement/ early termination compensation for further information.

- What is the nature of the work to be undertaken?
- How similar is the work to that formally undertaken by the individual?
- Is it work that the individual could have been redeployed to?
- The work should be a specific project or task where the skills/ knowledge set required is unique to that individual
- The work should be such that it could not be undertaken by anyone else currently employed in the Council

18.0 OFFICERS WHO HAVE RETIRED AND ARE IN RECEIPT OF PENSION

18.1 If an officer is in receipt of their Local Government Pension and returns to work for the Council an abatement of their pension will apply if the pay for the new post plus the LGPS pension they receive exceeds the value of the salary for the post from which they retired. LPFA should be consulted for advice.

18.2 Flexible retirement subject to agreement by the Council provides an option for an officer to continue in employment post retirement age and to take some or all their pension working on reduced hours or reduced pay. The flexible retirement policy should be accessed for full information.

19.0 PAY RELATIVITY AND LOWER PAID STAFF

19.1 The Council is committed to the principle of fairness when setting pay levels for all officers. All jobs are job evaluated meaning each has an analytical score providing its relative value in the organisation and each job is linked to a defined pay model.

19.2 The Council defines its lowest paid staff as those whose posts are graded on the lowest grade in the pay model. Pay rates are based on whole time equivalent salaries.

19.3 Including apprenticeship posts the mean average earnings in the Council are £33,268 giving a ratio with the highest paid officer of 1:4.3. The median earnings in the Council are £31,371 giving a ratio with the highest paid officer of 1:4.6. Including apprenticeships, the lowest earnings in the Council are £14,238, giving a ratio with the highest paid officer of 1:10.2. Excluding apprenticeship posts, the lowest earnings in the Council are £19,171 giving a ratio with the highest paid officer of 1:7.5.

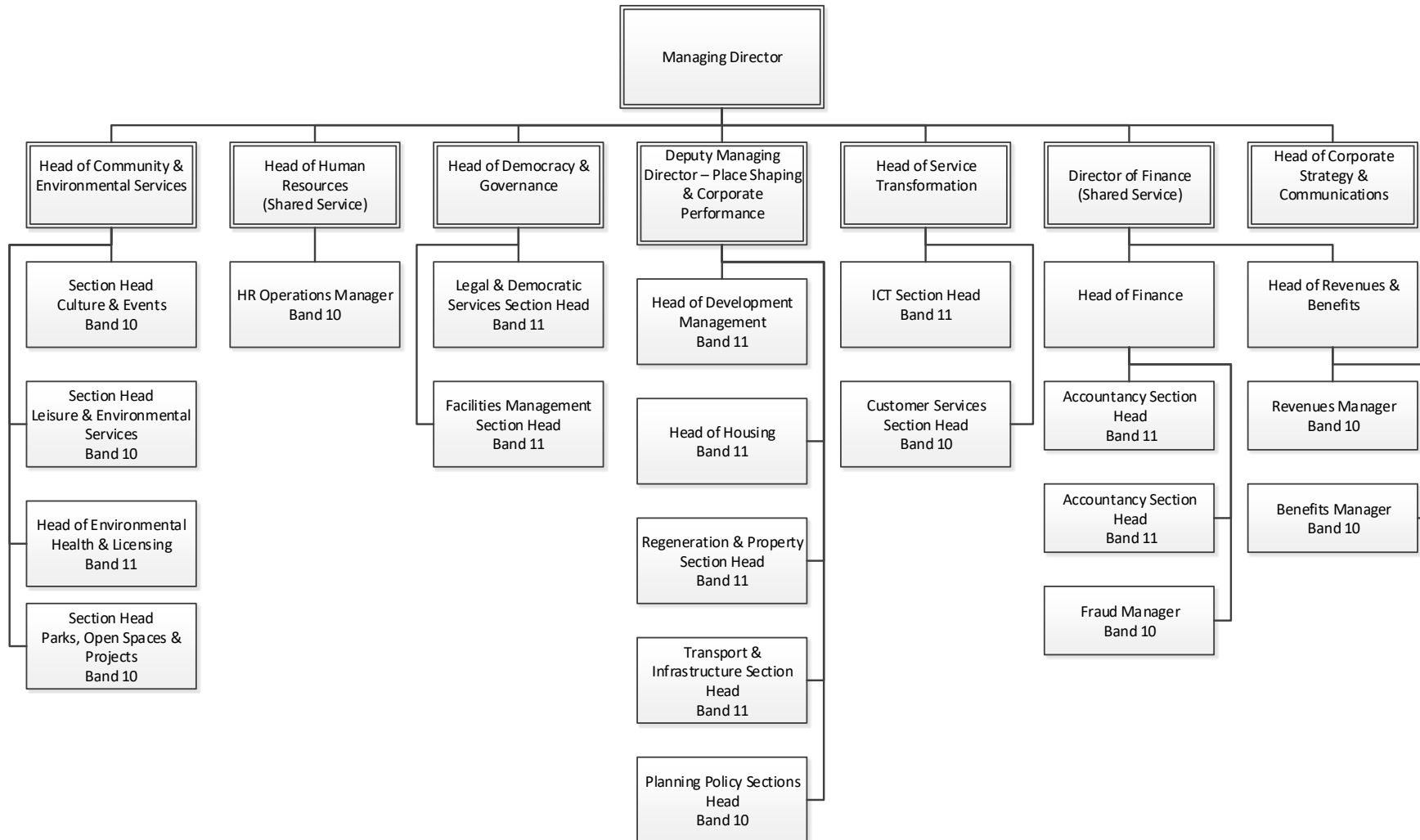
19.4 The lowest pay band on the pay model (Band 1) is not in use by Watford Borough Council whose lowest remunerated post is within band 3 paying £9.94 per hour excluding LW. This is above the national living wage.

19.5 Cost of living pay increases in the Council are awarded consistently in line with those negotiated nationally by NJC. An analysis of pay awards for the previous 5 years is provided at appendix 4.

Appendix 1

Watford Borough Council

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Job Description / Person Specification

Job Title:	Managing Director
Service/ Department:	Corporate Services
Salary band:	Spot salary of £144,823
<p>Purpose of Role:</p> <p>Work with the Elected Mayor to provide effective leadership to the Council, developing and ensuring delivery of the Council's vision and objectives.</p> <p>Take overall responsibility for the effective management of the Council's resources, ensuring efficient, effective and high quality service delivery is provided.</p> <p>Working with the Elected Mayor to lead the Council's strategic partnership working, engaging with stakeholders to support a sustainable, prosperous town.</p> <p>To sustain a bold and progressive culture, embedding a customer focused, digitally enabled, and commercially minded approach across all of the council's function.</p>	
<p>Key Accountabilities:</p> <ul style="list-style-type: none"> • Supporting the delivery of the Mayor's and the council's strategies and policies • Assuring understanding, acceptance and support for the Mayor's Executive role • Transacting the Mayor's, Cabinet and Council decisions • Advising the Mayor and Members • Ensuring the effective delivery of the Council's various projects through Programme Management, objective setting for senior Leadership Team and reviews with key stakeholders. • Managing the Officer/Member/Political interface • Aligning corporate values with Political direction • Aligning strategic direction, corporate planning and resource allocation • Budget strategy and delivery of agreed budget • Leading Structural and Cultural change • Engaging with Strategic Partnerships • Ensuring effective performance management • Ensuring effective personal communication – up, down and outwards. 	
<p>Management:</p> <ul style="list-style-type: none"> • All duties and responsibilities as defined in Section 4 of the Local Government and Housing Act (1989) • Delivering the Mayoral and Cabinet objectives through the Leadership Team • Articulating the Mayor and Cabinet agenda in corporate and service objectives • Providing managerial leadership to the Leadership Team • Alignment of cross-cutting programmes with substantive plans 	

- Management of Deputy MD and Heads of Service – Appraisals/PDRS, Agreement of objectives, Reviewing performance

Personal attributes:

- Able to work constructively and effectively both internally and externally
- Able to lead by example
- Able to promote Watford
- Able to enhance Watford's influence locally, regionally and nationally
- Able to articulate a vision on how the Council's services can be better configured, embracing modern ways of working

Key Relationships:

- The Elected Mayor and Members
- Deputy Managing Director
- Heads of Service and senior leadership team
- External partners and stakeholders
- Peers in other Local Authorities within Hertfordshire, including Hertfordshire County Council and Herts CEO group and also other Local Authorities regionally and nationally

Important Notes Relating to Duties:

In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that s/he:-

- Is familiar with the relevant requirements of the Council's constitution, Contracts procedures, Rules and Financial Procedure Rules, Officer Code of Conduct and other management guidance that may be given from time to time;
- Complies with these formal requirements and related procedures; and
- Seeks advice from the Head of Democracy & Governance or an officer with specialism in the subject area if in any doubt about the proper course of action.

Person Specification

Knowledge/Skills:

- Relevant professional and/or post graduate management qualification
- Detailed knowledge of a number of specialist areas within local government.
- Detailed knowledge of legislation governing local authority activities, including contracts and procurement/tendering
- Ability to develop effective strategic partnerships to enable the council to achieve its objectives
- Ability to influence and persuade a wide range of audiences on complex, sensitive and contentious matters
- Commercial nous to advise on long term investments and major financial deals

Experience

- Senior Local Government experience (minimum of 5 years at Chief Officer or equivalent)
- Extensive experience of public sector service delivery, both directly and via commissioning
- Experience of working with a wide range of partner organisations and professionals to deliver outcomes
- Experience of presenting effectively and persuasively to diverse audiences
- Experience of delivering services through Joint Ventures
- Experience of collaborative working with businesses and the third sector to enhance service delivery

ICT/Technical Expertise

- Strategic understanding of the application of ICT to local government operations
- Good working knowledge of Microsoft Office applications

Personal Qualities

- Personal and professional credibility
- Capacity to build effective relationships with partner organisations and stakeholders
- Political sensitivity
- Capacity to work outside office hours and manage a demanding workload

Politically Restricted Posts

Under the Local Government and Housing Act 1989 (as amended), posts that are either specified under that Act or posts that are defined as sensitive under the Act because the post holder is required to either give advice on a regular basis to the executive or any committee of the Council, or speak on behalf of the Council on a regular basis to journalists or broadcasters are 'Politically Restricted'. This means that the post holder is restricted in terms of public political activity. For further information with regard to this please contact Human Resources.

This post is a Specified Post and is politically restricted.

Job Share:

Job Share will not be considered for this post.

Equal Opportunities:

The Council fully supports the terms of The Equality Act 2010. We are an equal opportunities employer and do not discriminate on any grounds. We want a diverse workforce which reflects our community and welcome applications from everyone regardless of age, disability, sex, race, religion or belief, sexual orientation, gender reassignment, pregnancy and maternity and marital or civil partnership status.

We are also committed to improving opportunities for people with disabilities, and are a registered 'Disability Confident' employer. If you have a disability and demonstrate that you fulfil the essential person specification criteria for the role on your application form, you will be invited for an interview. If you feel that you could carry out this post with some adjustments, please let us know. If you require particular arrangements made for interview etc (e.g. signing, access), please indicate this on your application form.

Job description:	Name	Date
Written by (Manager)	Manny Lewis	Feb 2019
Reviewed by (Human Resources)	Terry Baldwin	Feb 2019



Job Description / Person Specification

Job Title:	Deputy Managing Director (DMD)
Service/ Department:	Place Shaping & Corporate Performance
Salary band:	spot salary of £104,040
<p>Purpose of Role:</p> <p>The Deputy MD's key role is to lead the development and delivery of Watford's overarching spatial vision and strategic programmes. The post will develop, commission and lead the Council's place functions securing a wide range of economic growth outcomes. The DMD will undertake the role of programme executive for key major projects ensuring integrated, joined up delivery that fully reflects the Council's strategic priorities. A significant strategic requirement for this role will be to help shape a new vision for partnership working, engaging with the full range of stakeholders to develop and implement delivery solutions. The DMD is also the Council lead for corporate performance, driving continuous improvement and supporting the achievement of upper quartile performance.</p>	
<p>Key Accountabilities:</p> <ul style="list-style-type: none"> • Leadership of delivery of innovative solutions and initiatives that secure smart growth and economic prosperity • Integration of Housing, Property, Planning, Public Realm & Transport services to shape the Town's development in a smart, coherent way in line with the Core Strategy • Working with the Mayor, Portfolio holders and members, help translate political objectives and place based priorities into a coherent, joined up programme of action • Through a mix of external reviews, benchmarking, market testing, target setting, work with the Mayor, the Cabinet and Leadership Team to identify the key areas for service improvement and efficiency savings • Provide strong visible leadership across the Council and with partners which builds a culture of high performance, inspires people and supports the delivery of the Council's strategic objectives • Maximise external funding into major projects and manage Place budgets and resources ensuring they are allocated effectively in order to achieve corporate goals • Act as Deputy to the Managing Director, making a high level contribution to the corporate leadership of the Council • Leadership roles on Joint Venture companies, Property Investment Board and Asset Management Group 	
<p>Responsibilities</p> <ul style="list-style-type: none"> • Area of Impact: £3b Town wide public & private sector investment programme • People and Organisation Management – direct line management responsibility for: <ul style="list-style-type: none"> ○ Section Head, Housing ○ Section Head, Planning Policy ○ Section Head, Development Management ○ Section Head, Regeneration & Property ○ Section Head, Transportation & Infrastructure • Finance and budgetary control: <ul style="list-style-type: none"> ○ Capital Programme ○ Major Project funding 	

- Service Revenue Budget

Key Performance Indicators:

- Managing the Business Corporate KPIs
- Planning performance KPIs
- Major project programme milestones

Key Relationships:

The Mayor, Portfolio Holders, Members, Leadership Team, Section Heads, Delivery Partners, Local Strategic Partners, Herts County Council, Herts District Chief Executives, Development sector

Important Notes Relating to Duties:

In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that s/he:-

- Is familiar with the relevant requirements of the Council's constitution, Contracts procedures, Rules and Financial Procedure Rules, Officer Code of Conduct and other management guidance that may be given from time to time;
- Complies with these formal requirements and related procedures; and
- Seeks advice from a more senior officer or an officer with specialism in subject area if in any doubt about the proper course of action.

Person Specification**Knowledge:**

- A clear understanding of the key components for successful regeneration, including investment conditions and funding regimes, developer requirements, inward investment, planning issues, access to funding and the current policy environment.
- A clear understanding of the issues facing the Watford within its socio-economic, business, cultural and political environment
- Evidence of relevant, continuing professional development in leadership & business management

Skills

- Demonstrable track record of working within a fast paced and performance orientated culture.
- Strong track record of leading, motivating and managing teams to achieve outstanding results.
- Ability to work under pressure and deliver results within a changing environment.
- Evidence of sound judgement in decision making, creative problem solving and flexibility.
- High level relationship management skills, including developing and maintaining successful strategic and delivery partnerships.
- Ability to work with senior politicians, understanding political priorities and the skills to translate them into corporate action
- Excellent communication and presentation skills, with the ability to communicate ideas, issues, systems and procedures successfully at all levels to a variety of audiences.
- Excellent analytical skills, able to interrogate trends and performance data and draw conclusions to influence future service delivery

Experience

- Senior leadership experience in fast moving externally facing organisation with a track record of successful change management and team development
- Significant experience in leading capital investment programmes and/or place based initiatives sufficient to assess programme design, programme delivery and delivery options.
- Substantial experience of implementing project management, governance and performance management regimes.
- Experience of securing major service improvement year on year
- Experience of managing multidisciplinary teams and successfully maintaining a culture of corporate, joined up working

How we work: our generic behaviours/attitudes framework against which our performance is measured

Clusters	Key Themes	Level needed* (1 – 4)
We deliver results	Manage performance	4
	Manage resources	4
	Manage change	4
We set an example	Fairness	4
	Integrity	4
	Accountability	4
	Image	4
We develop and grow	Personal development	4
	Challenge	4
	Innovation	4
We work together	Working with customers and colleagues	4
	Communication	4
	Leadership	4

How to map the 'How we work' levels to posts

Payband	Up to Band 5	Band 6 - 9	Band 10 + / Chief Officers
Do not manage staff	1 or 2	2	4
Manage staff	3	3	4

Politically Restricted Posts

Under the Local Government and Housing Act 1989 (as amended), posts that are either specified under that Act or posts that are defined as sensitive under the Act because the post holder is required to either give advice on a regular basis to the executive or any committee of the Council, or speak on behalf of the Council on a regular basis to journalists or broadcasters are 'Politically Restricted'. This means that the post holder is restricted in terms of public political activity. For further information with regard to this please contact Human Resources.

<p>This post is politically restricted.</p> <p>Job Share: Job share will not be considered for this post.</p> <p>Equal Opportunities: The Council fully supports the terms of The Equality Act 2010. We are an equal opportunities employer and do not discriminate on any grounds. We want a diverse workforce which reflects our community and welcome applications from everyone regardless of age, disability, sex, race, religion or belief, sexual orientation, gender reassignment, pregnancy and maternity and marital or civil partnership status. We are also committed to improving opportunities for people with disabilities, and are a registered 'Two Ticks' employer. If you have a disability and demonstrate that you fulfil the essential person specification criteria for the role on your application form, you will be invited for an interview. If you feel that you could carry out this post with some adjustments, please let us know. If you require particular arrangements made for interview etc. (e.g. signing, access), please indicate this on your application form.</p>

Job description:	Name	Date
Written by (Manager)	Manny Lewis	June 2016
Reviewed by (Human Resources)	Cathy Watson	June 2016

Job Description – Director of Finance (employed by Three Rivers District Council)

Job Title:	Director of Finance	Post Reference No:	RG0101
Post Number:			
Service/ Department:	Corporate Resources and Governance	Section:	Finance
Grade:	Chief Officer		
Location:	You will normally be based at Three Rivers House, Rickmansworth and Watford Town Hall, Watford or any such other place of employment within the remit of the service as may be required.		
Hours per week:	37 hours per week. The post holder is expected to work the hours required to meet the demands of the role.		
Driver's licence requirements:	Casual. The post holder will be expected to travel as necessary to achieve the requirements of the role.		
Responsible to:	Joint reporting to Chief Executive Three Rivers District Council and Managing Director, Watford Borough Council		
Responsible for:	Direct management responsibility for Finance and Revenue and Benefits; relationship role for Human Resources and ICT (which are directly managed by Watford)		
Purpose of Role:	<ul style="list-style-type: none"> To act as Three Rivers District Council and Watford Borough Council statutory, section 151, Officer providing advice to members and senior management on: <ul style="list-style-type: none"> Financial Planning Financial Control Financial reporting To lead and manage the Finance and Revenue and Benefits Service 		
Important Notes Relating to Duties:	<p>In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that she/he:-</p> <p>Is familiar with the relevant requirements of the councils' constitutions, Contracts procedures, Rules and Financial Procedure Rules, Code of Official Conduct and other management guidance that may be given from time to time;</p>		

Complies with these formal requirements and related procedures; and
Seeks advice from a more Senior Officer if in any doubt about the proper course of action.

KEY ACCOUNTABILITIES

- To act as the joint statutory section 151, Officer to both Councils, ensuring an even spread of time is available to each Authority. In this role you will provide key strategic and financial advice to both authorities whilst recognising that they are separate and independent bodies and may well have different aims and priorities.
- To play a key role in the successful achievement of major regeneration projects at both authorities.
- To provide accurate medium term financial strategies to both authorities to enable future service delivery to be planned in a controlled environment.
- To identify opportunities to realise efficiency savings over the short and medium term which could include in house re-structuring or potential outsourced, partnership arrangements.
- To play an active role in guiding and advising the Senior Management Teams and key elected Members in achieving the vision of best performing authorities.
- To chair and coordinate the Management Team meetings
- To oversee the operation of Revenues and Benefits and Financial Services to both authorities. This role will necessitate a continuous review of both services to ensure that they remain fit for purpose, provide value for money and strive to be 'best in class' service providers. Every opportunity should be taken to harmonise processes within the overall constraint that the two authorities may wish to apply different policies.
- To be a lead client officer for the Internal Audit Service provided by Herts. County Council and the provision of an ICT outsourced service (Capita);
- To provide impartial advice to elected members at all key decision taking and scrutiny committees.
- To represent both councils at countywide and national forums.
- To undertake any other duties, commensurate with the grade and seniority of the post, as may reasonably be required.

KEY PERFORMANCE INDICATORS:

- The budget process, including account closing, budget setting, Council tax levy and external audit is completed on time and within specified procedures;
- Accurate, timely and detailed budget information is provided for members and senior management
- Achievement of sustainable budgets for both Councils
- On going review of cost base for both Councils, achieving increased value for money

Job Description – Head of Service

<i>Corporate Accountabilities</i>	<i>Management Accountabilities</i>	<i>Personal Accountabilities</i>
<ul style="list-style-type: none"> • Ensuring customer focus through high quality service delivery • Maintaining capacity • Specific support for corporate projects • Specific delivery of corporate priorities • Advising Members • Service standards and policies • Communications up, down and outwards • Liaison and integration • External partnerships 	<ul style="list-style-type: none"> • Planning: • Research and intelligence • Service and substantive plans • Budgetary planning • Organising: • Structure and staffing • Systems and operational efficiency • Quality assurance • Controlling: • Performance management • Budget monitoring • Staff control and discipline • Leading: • Managerial leadership • Professional leadership • Motivation of staff • Staff training and development • Resourcing: • Service budgets • Achieving best value 	<ul style="list-style-type: none"> • PR and representation of Watford • Good external relations • Major service projects • Service innovation • Enhancement of professional profile and promotion of Watford • Personal development

Appendix 2

Chief Officer Pay structure - Watford Borough Council

1st April 2019

New Band	Spinal Column Point	New Basic	New Salary Including £874 pa Fringe Allowance and £300pa Travel Allowance
Heads of Shared Services (Finance & Revs & Bens)	1	£67,922.00	£69,096.00
	2	£69,400.00	£70,574.00
	3	£70,886.00	£72,060.00
	4	£72,363.00	£73,537.00
Non Shared Service Heads	1	£71,069.00	£72,243.00
	2	£72,219.00	£73,393.00
	3	£73,772.00	£74,946.00
	4	£75,442.00	£76,616.00
Non Shared Services Heads +	1	£73,697.00	£74,871.00
	2	£74,470.00	£75,644.00
	3	£76,652.00	£77,826.00
	4	£78,126.00	£79,300.00
Director of Finance	1	£80,768.00	N/A
	2	£83,623.00	
	3	£86,340.00	
	4	£89,125.00	
	5	£92,171.00	
	6	£95,271.00	
Deputy Managing Director	N/A	£104,040.00	N/A
Managing Director	N/A	£144,823.00	N/A

Appendix 3

Pay Scale for Watford Borough Council 2019-20

Band	New SCP	Basic Salary exc LWF	Basic plus LWF (at £874)	Per hour ex LWF	Per week ex LWF	Per month ex LWF
Band 1	1	£ 17,364	£ 18,238	£ 9.00	£ 333.01	1,447.00
	2	£ 17,711	£ 18,585	£ 9.18	£ 339.66	1,475.92
Band 2	3	£ 18,065	£ 18,939	£ 9.36	£ 346.45	1,505.42
	4	£ 18,426	£ 19,300	£ 9.55	£ 353.38	1,535.50
Band 3	5	£ 18,795	£ 19,669	£ 9.74	£ 360.45	£ 1,566.25
	6	£ 19,171	£ 20,045	£ 9.94	£ 367.66	£ 1,597.58
	7	£ 19,554	£ 20,428	£ 10.14	£ 375.01	£ 1,629.50
	8	£ 19,945	£ 20,819	£ 10.34	£ 382.51	£ 1,662.08
Band 4	9	£ 20,344	£ 21,218	£ 10.54	£ 390.16	£ 1,695.33
	10	£ 20,751	£ 21,625	£ 10.76	£ 397.96	£ 1,729.25
	11	£ 21,166	£ 22,040	£ 10.97	£ 405.92	£ 1,763.83
	12	£ 21,589	£ 22,463	£ 11.19	£ 414.04	£ 1,799.08
	13	£ 22,021	£ 22,895	£ 11.41	£ 422.32	£ 1,835.08
Band 4+	14	£ 22,462	£ 23,336	£ 11.64	£ 430.78	£ 1,871.83
	15	£ 22,911	£ 23,785	£ 11.88	£ 439.39	£ 1,909.25
	16	£ 23,369	£ 24,243	£ 12.11	£ 448.17	£ 1,947.42
	17	£ 23,836	£ 24,710	£ 12.35	£ 457.13	£ 1,986.33
	18	£ 24,313	£ 25,187	£ 12.60	£ 466.28	£ 2,026.08
Band 5	19	£ 24,799	£ 25,673	£ 12.85	£ 475.60	£ 2,066.58
	20	£ 25,295	£ 26,169	£ 13.11	£ 485.11	£ 2,107.92
	21	£ 25,801	£ 26,675	£ 13.37	£ 494.81	£ 2,150.08
	22	£ 26,317	£ 27,191	£ 13.64	£ 504.71	£ 2,193.08
	23	£ 26,999	£ 27,873	£ 13.99	£ 517.79	£ 2,249.92
Band 6	24	£ 27,905	£ 28,779	£ 14.46	£ 535.16	£ 2,325.42
	25	£ 28,785	£ 29,659	£ 14.92	£ 552.04	£ 2,398.75
	26	£ 29,636	£ 30,510	£ 15.36	£ 568.36	£ 2,469.67
	27	£ 30,507	£ 31,381	£ 15.81	£ 585.07	£ 2,542.25
	28	£ 31,371	£ 32,245	£ 16.26	£ 601.64	£ 2,614.25
Band 7	29	£ 32,029	£ 32,903	£ 16.60	£ 614.26	£ 2,669.08
	30	£ 32,878	£ 33,752	£ 17.04	£ 630.54	£ 2,739.83
	31	£ 33,799	£ 34,673	£ 17.52	£ 648.20	£ 2,816.58
	32	£ 34,788	£ 35,662	£ 18.03	£ 667.17	£ 2,899.00

	33	£ 35,934	£ 36,808	£ 18.63	£ 689.15	£ 2,994.50
Band 8	34	£ 36,876	£ 37,750	£ 19.11	£ 707.21	£ 3,073.00
	35	£ 37,849	£ 38,723	£ 19.62	£ 725.87	£ 3,154.08
	36	£ 38,813	£ 39,687	£ 20.12	£ 744.36	£ 3,234.42
	37	£ 39,782	£ 40,656	£ 20.62	£ 762.94	£ 3,315.17
	38	£ 40,790	£ 41,664	£ 21.14	£ 782.27	£ 3,399.17
Band 9	39	£ 41,675	£ 42,549	£ 21.60	£ 799.25	£ 3,472.92
	40	£ 42,683	£ 43,557	£ 22.12	£ 818.58	£ 3,556.92
	41	£ 43,662	£ 44,536	£ 22.63	£ 837.35	£ 3,638.50
	42	£ 44,632	£ 45,506	£ 23.13	£ 855.96	£ 3,719.33
	43	£ 45,591	£ 46,465	£ 23.63	£ 874.35	£ 3,799.25
Band 10	44	£ 46,570	£ 47,444	£ 24.14	£ 893.12	£ 3,880.83
	45	£ 47,551	£ 48,425	£ 24.65	£ 911.94	£ 3,962.58
	46	£ 48,534	£ 49,408	£ 25.16	£ 930.79	£ 4,044.50
	47	£ 49,524	£ 50,398	£ 25.67	£ 949.78	£ 4,127.00
	48	£ 50,524	£ 51,398	£ 26.19	£ 968.95	£ 4,210.33
Band 11	49	£ 51,518	£ 52,392	£ 26.70	£ 988.02	£ 4,293.17
	50	£ 52,562	£ 53,436	£ 27.24	£ 1,008.04	£ 4,380.17
	51	£ 53,576	£ 54,450	£ 27.77	£ 1,027.49	£ 4,464.67
	52	£ 54,574	£ 55,448	£ 28.29	£ 1,046.63	£ 4,547.83
	53	£ 55,595	£ 56,469	£ 28.82	£ 1,066.21	£ 4,632.92
Band 11+	54	£ 57,742	£ 58,616	£ 29.93	£ 1,107.38	£ 4,811.83
	55	£ 59,303	£ 60,177	£ 30.74	£ 1,137.32	£ 4,941.92
	56	£ 60,863	£ 61,737	£ 31.55	£ 1,167.24	£ 5,071.92
	57	£ 62,424	£ 63,298	£ 32.36	£ 1,197.17	£ 5,202.00

Fringe Weighting Allowance: £874 per annum

Essential Car User (where applicable): Lump sum allowance

Up to 999 cc: £846.00 per annum

1000 cc and above: £963.00 per annum

Stand by duty allowance (where applicable): £29.03 per session

Appendix 4**Summary of JNC/ NJC national pay awards previous 5 years**

2015	2.2% pay award
2016	1.0% pay award
2017	1.0% pay award
2018	2.0% pay award
2019	2.0% pay award

* note that there are no posts in the Council that are remunerated below spinal column point 15 – (£9.94 exc LW).

Current National Living wage rate (over 25s):

Living wage £8.21 in April 2019)

Current National Minimum Wage Rates:

25 years+	£8.21 in April 2019)
21-24 years	£7.70 in April 2019)
18 – 20 yrs.	£6.15 in April 2019)
16 – 17 yrs.	£4.35 in April 2019)
Apprentice*	£3.90 in April 2019)

*applies to under 19, or in the first full year of apprenticeship. Apprentices aged 19 or over in their second year of apprenticeship must receive the national minimum wage or national living wage rate their age entitles them to.

Agenda Item 13

Part A

Report to: Council

Date of meeting: 19 March 2019

Report author: Spatial Planning Manager

Title: Local Development Scheme: Timetable for the Watford Local Plan Review 2018-2021

1.0 Summary

- 1.1 The Local Development Scheme (LDS) sets out the subject, scope and timetable for the preparation of Development Plan Documents. The LDS includes the Local Plan which will set out the growth strategy, policies to guide planning decisions and identify sites for development.
- 1.2 The LDS will cover a three year period from 2018 to 2021 when the Local Plan is anticipated to be completed. It supersedes the previous version adopted in April 2016 which covered the period 2016-2019 and the preparation of the now discontinued Local Plan Part 2: Site Allocations and Development Management Policies.
- 1.3 The Local Development Scheme is a legal requirement. It provides certainty for the council, external stakeholders and the community about how the Local Plan will be prepared. The Cabinet is asked to support the document and recommend that it be taken to council for adoption.

2.0 Risks

2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)

Changes in national policy and regulations which require a significant alteration to emerging plan content.	Delays to Local Plan preparation, redrafting of content, potential delays requiring updates to the evidence base.	Highlight issues and concerns through responses to Government consultations. Access external support from agencies such as the Planning Advisory Service (PAS).	Tolerate	8
Delays associated with preparation of the Local Plan and Joint Spatial Plan, evidence bases and changes to national planning guidance leading to missed key milestones.	Delays to Local Plan preparation.	This can be mitigated through good project management, project coordination through shared resources and setting out clear objectives with regular dialogue between authorities. Can be supported by joint working on evidence bases. Regular engagement with the political process and stakeholders to ensure all parties understand the process as much as possible. Key issues can be highlighted to the Government through consultation responses.	Treat	6
Failure to agree critical cross boundary strategic planning issues with prescribed Duty to Co-operate bodies.	Delays to Local Plan preparation and a disjointed approach to development in the wider area that may not maximise opportunities	This will require continued and regular engagement with key stakeholders and retaining an up to date evidence base.	Treat	9

	and increase political issues.			
Loss of staff, experience and continuity.	Delays to Local Plan preparation.	Loss of staff can be mitigated through the appointment of temporary staff and commissioning of consultants although this has budgetary issues. Undertaking exit interviews can help to clarify and understand issues. The Local Development Scheme timetable will be monitored and amendments can be considered.	Treat	8
Pressure on financial resources	Preparing a Local Plan will incur financial costs. Reducing funding pots and competing priorities are increasing the pressure on financial resources available to support the production of a local plan.	This can be mitigated by being proactive to identifying costs early in the project, ensure a coordinated approach between council officers, teams and elected Members to make effective use of resources available and deliver mutually inclusive corporate objectives. Commissioning evidence bases jointly with neighbouring authorities can improve efficiency and reduce cost. Access grant funding and other external financial sources of finance can supplement in-house funding.	Tolerate	9
Local Plan found	Significant delays to	Ensure evidence base is robust and up to	Treat	6

'unsound' or legal challenges	adopting the Local Plan.	date. To mitigate the potential for an unsound Plan will require working collaboratively with external stakeholders, statutory consultees, and neighbouring authorities as part of the Joint Strategic Plan. Obtain legal advice when required.		
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3.0 Recommendations

3.1 That council adopts the Local Development Scheme.

3.2 That, minor updates to the Local Development Scheme can be made by the Deputy Managing Director consultation with the Portfolio Holder for Regeneration and Development.

Further information contact:

Contact: Jack Green, Spatial Planning Manager

Email: Jack.green@watford.gov.uk

Telephone extn: 8235

Report approved by: Nick Fenwick, Deputy Managing Director

4.0 Detailed proposal

4.1 The Local Development Scheme (LDS) sets out what the Local Plan will cover and the timetable for its preparation. It is a public document and one that is referred to in the examination process. The proposed LDS is set out as Appendix A to this report.

4.2 At examination, an independently appointed Planning Inspector will consider whether the Local Plan document being examined has been prepared in accordance with the latest LDS. This forms part of the assessment of soundness. It is therefore important that the scope and preparation timetable are both accurate and achievable, given available resources, and potential changes to those resources.

- 4.3 The proposed LDS sets out a timetable for completing the new Local Plan. This will replace the Local Plan Part 1 Core Strategy adopted in 2013 and any remaining “saved” policies from the Watford District Plan 2000 adopted in 2003.
- 4.4 Local Plans are required to be no older than five years to be considered up to date. The Watford Local Plan (Core Strategy) adopted in 2013 no longer meets this requirement. Additionally, local authorities are required to work constructively and collaboratively when preparing a new Local Plan. Work has already begun on the evidence to inform the Local Plan review including several jointly commissioned studies with other authorities in the South West Hertfordshire area. Additionally, Watford and the other South West Hertfordshire authorities have agreed to work collaboratively on a Joint Strategic Plan to address cross boundary issues related to future growth.
- 4.5 The LDS sets out a timetable for a review of the Local Plan to ensure it remains up to date. It is anticipated the new Local plan will be completed in spring/summer 2021.

5.0 **Implications**

5.1 **Financial**

- 5.1.1 There is an agreed annual budget of approximately £300,000 to support Local Plan preparation (including officer time). It is estimated that around £75,000 per year will be required for the evidence studies and sustainability appraisal and engagement programme. It is also anticipated that a further £150,000 will be required for examination costs (including legal support); any budget shortfall will be met from the Planning Fee Income.

5.2 **Legal Issues (Monitoring Officer)**

- 5.2.1 The Head of Democracy and Governance comments that it is a requirement that the LDS is approved by council.

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

- 5.3.1 Having had regard to the council’s obligations under s149 of the Equality Act 2010, it is considered that No equalities impact has been identified in relation to the scope and preparation timetable of the Local Plan. The Local Plan documents will be subject to equalities impact assessment as they are prepared.

5.4 **Data Protection Impact Assessment**

5.4.1 Having had regard to the council's obligations under the General Data Protection Regulation (GDPR) 2018, it is considered that officers are not required to undertake a Data Processing Impact Assessment (DPIA) for this report.

5.5 **Staffing**

5.5.1 The team currently has the staff resources available to deliver the Local Plan to the time table set out in the Local Development Scheme.

5.6 **Sustainability**

5.6.1 Progressing the Local Plan will help the council to make decisions on planning applications to help achieve sustainable development. The Local Plan documents themselves will be subject to separate sustainability appraisals.

Appendices

- Appendix A: Local Development Scheme: A time table for Watford Local plan Review 2018-21

Background papers

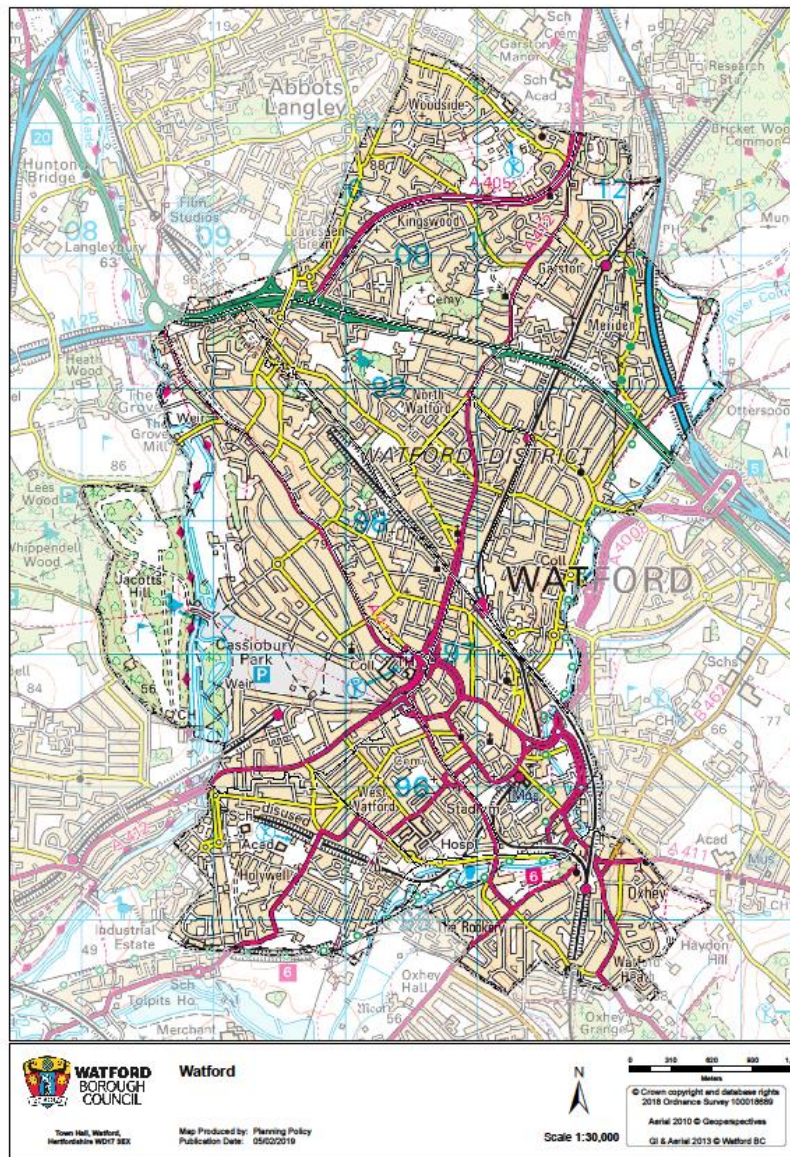
No papers were used in the preparation of this report.

Local Development Scheme
Timetable for the Watford Local Plan Review
2018-2021

watfordlocalplan.co.uk



Watford Local Plan Coverage



Summary Timetable

Notification	December 2016
Issues and Options consultation	September – October 2018
First Draft Local Plan consultation (Preferred Options)	September – October 2019
Publication	May 2020
Submission	September 2020
Examination	October 2020 - February 2021
Adoption	May 2021

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What is the Local Development Scheme?

Local authorities are required to prepare and maintain a Local Development Scheme (LDS). The LDS sets out the three year timetable for the new Local Plan. This document updates the timetable set out in the previous LDS which was adopted in 2016 and will be reviewed on a regular basis.

The LDS includes a summary of the content and geographical area covered by each document, the timetable for their preparation and subsequent review. The requirement for an LDS is set out in the [Planning and Compulsory Purchase Act](#) (2004), as amended by the [Localism Act](#) (2011). It states that the scheme must specify the local development documents which are to be development plan documents and include:

- the subject matter and geographical area to which each development plan document is to relate
- which development plan documents (if any) are to be prepared jointly, with one or more other local planning authorities
- any matter or area in respect of which the authority have agreed (or propose to agree) to the constitution of a joint committee under section 29
- the timetable for the preparation and revision of development plan documents and
- such other matters as are prescribed.

Progress on the Local Plan will be monitored through the local authority's monitoring report and inform future versions of the document. These updates will be made available on the council's website.

Current Development Plan

The preparation of a local plan is guided by the National Planning Policy Framework (Revised 2018). This national guidance includes a presumption in favour of sustainable development when preparing plans and making planning decisions.

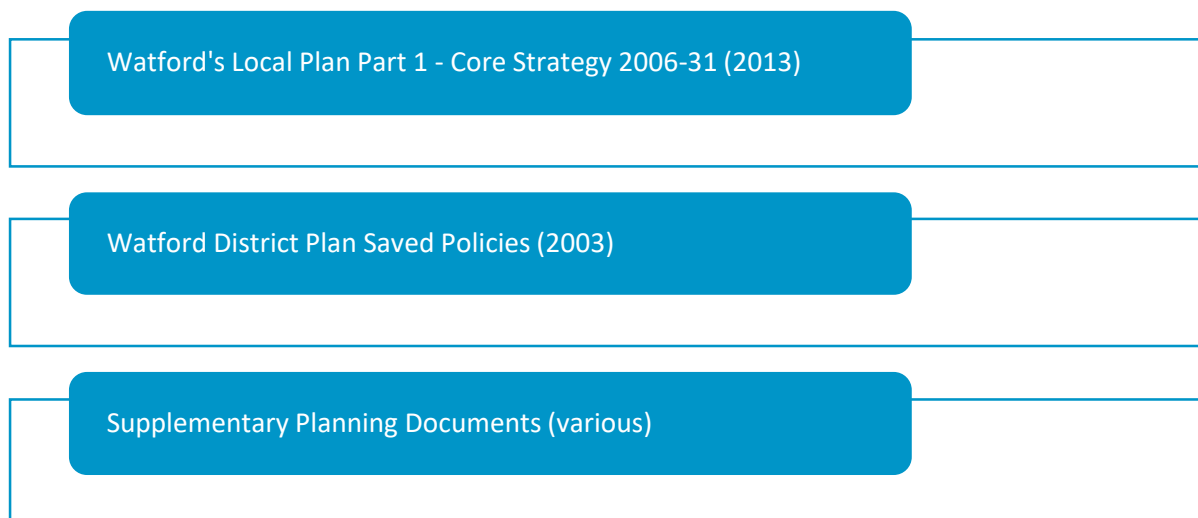
The development plan includes all of the adopted planning documents that set out policies and proposals for the development and how land is to be used in the borough. This includes those prepared by Watford Borough Council, Hertfordshire Borough Council and neighbourhood plans prepared by neighbourhood groups.

The development plan guides planning decisions and ensures these are rational and consistent, having regard to material considerations. Development plans require updating to ensure decisions are made based on up to date planning policies and that future needs are appropriately planned for.

Watford Local Plan Documents

The Watford Local Plan consists of several development plan documents (Figure 1).

Figure 1. Watford Local Plan Documents



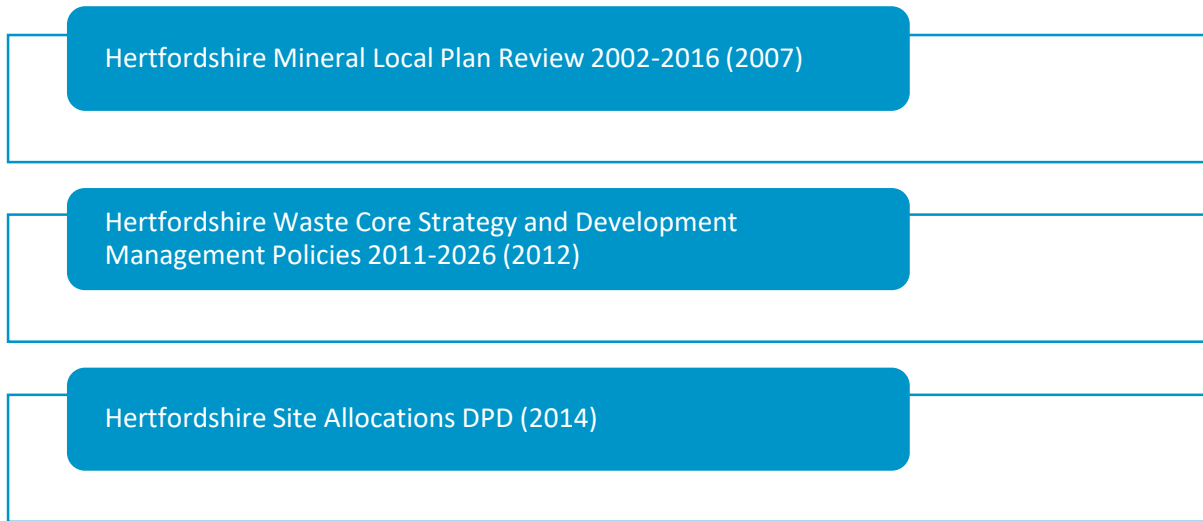
The revised National Planning Policy Framework (2018), and accompanying National Planning Policy Guidance (NPPG) are material considerations but do not form part of the Development plan.

Local Plan - Part 2 Site Allocations and Development Management Policies 2006-31 was intended to include more detailed policies and allocations to deliver the vision set out in the Core Strategy. However, the council resolved not to progress the Local Plan Part 2 but to instead switch to the preparation of a new Local Plan. A new Local Development Scheme and timetable have therefore been prepared to reflect this change.

Other Development Plans Covering Watford Borough

In addition to documents that Watford has prepared and adopted, there are other Development plan documents prepared by Hertfordshire County Council that form part of the Watford Development Plan (Figure 2).

Figure 2. Hertfordshire County Council documents forming part of the Watford Local Plan



Strategic Planning and the Duty to Cooperate

The ‘duty to cooperate’ was brought in through the Localism Act (2011). To make plans more effective, it requires local planning authorities and other relevant bodies and organisations to work collaboratively and constructively to discuss cross-boundary issues when development plan documents are being prepared.

Joint Working

The Local Development Scheme sets out a commitment and timetable for the preparation of the Local Plan. In addition to Watford, neighbouring authorities are also preparing their respective local plans.

Watford shares a variety of cross boundary issues with neighbouring areas. Collaborative working to discuss shared issues and constructively consider how these can be addressed through coordinated development has improved, and continues to do so, over time. Watford has also been working collaboratively with other partners to support development including the Local Enterprise Partnership.

Figure 3. Area covered by the South West Hertfordshire Joint Strategic Plan



South West Hertfordshire Strategic Plan

The local authorities of Dacorum, Hertsmere, Three River, St Albans and Watford, with the additional involvement with Hertfordshire County Council, have come together and agreed to work on the South West Hertfordshire Joint Spatial Plan (JSP). This plan will identify key strategic issues in the area and set out a growth strategy for the South West Hertfordshire area.

Preparation of the JSP will take place alongside the local plans being undertaken by each respective council and will provide a platform to consider the growth challenges in the wider South West Hertfordshire area can be addressed in the long term.

Future Development Plan

Local Plan Review

Since the Watford Core Strategy was adopted in 2013. There have been many changes in the planning system.

The National Planning Policy Framework was revised in 2018 and requires local authorities to have an 'up to date' local plan. This is when the local plan is less than five years old and makes provision for the housing required during this time span. Local plans are also expected to identify land for development to cover a period of 10 years.

In 2018, the Government amended national guidance on how to calculate housing need. This is a standard methodology that is to be used by all local authorities to set out the number of homes required over the next ten years and over the period covered by the local plan.

The Core Strategy set out a housing target of 260 dwellings per year to 2031. This was based on the East of England Plan requirements. In 2016, the South West Hertfordshire Strategic Housing Market Assessment identified a need for 577 dwellings per year.

The Watford Core Strategy identified 260 dwelling per year to 2031. This was based on the figures set out in the East of England Plan requirements.

In 2016 the SHMA was completed which identified 577 dwellings per year were needed in Watford.

The review will result in a new local plan which will include strategic planning policies, development management policies and site allocations. These will be set out in a single document and will be represented on the Policies Map.

Neighbourhood Plans

Neighbourhood Plans were introduced through the Localism Act (2012) and subsequent regulations such as [The Neighbourhood Planning \(General\) Regulations 2012](#) and the [Neighbourhood Planning Act 2017](#). The area and issues covered by a neighbourhood plan are identified and set out by the neighbourhood planning group. Neighbourhood plans once

adopted become part of the development plan. They are a material consideration when making planning decisions. As of February 2019, there were no neighbourhood plans in the borough.

Other Documents to be Prepared

Statement of Community Involvement

The first Statement of Community Involvement (SCI) was adopted by the council in 2006 and last reviewed in 2016. The document sets out how the council will involve and engage with the community during the preparation, monitoring and review of development plan documents and planning applications. The current review of the SCI is expected to be completed during summer 2019.

Authority Monitoring Report

Each year the council publishes a monitoring report (AMR). It covers the year from the start of April of the preceding year to the end of March. The AMR compares the progress of local plan preparation to the timetable in the LDS. It also assesses the effectiveness of local plan policies, the significant effects, and reports that monitor data for the borough.

The AMR will therefore act to flag up both policy changes which may be required, and whether a review of the preparation timetable is necessary.

Supplementary Planning Documents

Supplementary planning documents (SPDs) provide additional detail and guidance to support policies in the development plan. These documents are subject to public consultation and are a material consideration when making planning decisions. However, they cannot be used to set out new policies.

Community Infrastructure Levy

The Community Infrastructure Levy (CIL) is a mechanism to gather financial contributions generated by new development to provide new infrastructure, both locally and strategically. The CIL Charging Schedule was adopted by Watford in 2015. It sets out the standard charge that particular types of new development are required to pay. The CIL will be kept under review to ensure it appropriately reflects development requirements and viability considerations critical to the Local Plan.

Risk Assessment

Risk	Likelihood	Impact	Mitigation
Changes in national policy and regulations which require a significant alteration to emerging plan content.	High	Medium	Highlight issues and concerns through responses to Government consultations. Access external support from agencies such as the Planning Advisory Service (PAS).
Preparation of Local Plan and/or the Joint Strategic Plan fails to meet key project milestones.	High	Medium	Achieving key milestones is integral for the continuity of a project and to progress work that is to follow. This can be mitigated through good project management, project coordination through shared resources and setting out clear objectives with regular dialogue between authorities. Can be supported by joint working on evidence bases.
Preparation of evidence base documents is delayed.	High	Medium	The evidence base is critical to underpin approaches and policies set out in the Local Plan. Delays can adversely affect progress on the Plan and compromise the overall timetable for completion. This can be mitigated by good project management of internal projects and external consultants and anticipating the potential ramifications of delays on other aspects of the Local Plan when being prepared.
Failure to agree critical cross boundary strategic planning issues with prescribed Duty to Co-operate bodies.	Medium	Medium	Strategic issues are important to consider so development can be brought forward effectively to benefit the local and wider area. This will require continued and regular engagement with key stakeholders and retaining an up to date evidence base.

Unexpected issues and quantity of consultation responses.	Medium	High	Consultations are important to gain views and ideas about the draft Local Plan as it is prepared. To reduce the potential for unexpected issues arising it will be important to have an up to date and robust evidence base and work with stakeholders and neighbouring authorities to address issues appropriately. Temporary staff could be employed, however, this will have budgetary issues.
Loss of staff, experience and continuity.	Medium	High	Staff resources and their continuity are important to progress the Local Plan which can take several years to complete. Loss of staff can be mitigated through the appointment of temporary staff and commissioning of consultants although this has budgetary issues. Undertaking exit interviews can help to clarify and understand issues. The Local Development Scheme timetable will be monitored and amendments can be considered.
Delays to decision making process	Medium	High	Decision making can accelerate and delay the preparation of the Local Plan. The potential for delays can be reduced by keeping key stakeholders and parties informed of progress. On-going officer and Member training related to key planning issues will help with understanding of the Local Plan and clarifications through legal advice can be obtained when necessary. Good project management will be required and the arranging 'special' meetings for Cabinet and Full Council if required.

Emerging neighbourhood plans	Medium	Medium	Neighbourhood plans do not have a predictable nature for where they could arise in Watford or what their timetable may be. These will require staff resources and it will be important to have a clear and consistent approach to supporting neighbourhood planning groups. From the outset, dialogue with neighbourhood planning groups will need to highlight the importance of being consistent with the Development Plan.
Pressure on financial resources	Medium	High	Preparing a Local Plan will incur financial costs. Reducing funding pots and competing priorities are increasing the pressure on financial resources available to support the production of a local plan. This can be mitigated by being proactive to identifying costs early in the project, ensure a coordinated approach between council officers, teams and elected Members to make effective use of resources available and deliver mutually inclusive corporate objectives. Commissioning evidence bases jointly with neighbouring authorities can improve efficiency and reduce cost. Access grant funding and other external financial sources of finance can supplement in-house funding.
Capacity of Planning Inspectorate (PINs) and other statutory consultees	Low	Medium	The latter stages of the Local Plan require the involvement of the Planning Inspectorate as part of the examination process. Delays can be mitigated with on-going dialogue with the Planning Inspectorate and key stakeholders.

Local Plan found 'unsound'	Medium	High	An unsound Local Plan can result in significant delays. To minimise the potential for this taking place a Preparation of a quality evidence base that is robust and up to date. To mitigate the potential for an unsound Plan will require working collaboratively with external stakeholders, statutory consultees, and neighbouring authorities as part of the Joint Strategic Plan. Additionally, obtain legal advice when required.
Legal challenge	Medium	High	Obtain legal advice when required and ensure documents supporting the Local Plan are robust.

Preparing a Development Plan Document

The stages to prepare a development plan document are set out in the Figure 3. References to 'Regulations' relate to The Town and Country Planning (Local Planning) (England) Regulations 2012.

Key stages of preparation

Starting Point	Consultation on the scope of the sustainability appraisal
Identification of the scope and information content of the sustainability appraisal followed by a consultation with statutory consultees.	
Regulation 18	Informing stakeholders about undertaking a new local plan
Notifying those bodies or persons specified in the Regulations (The Town and Country Planning (Local Planning) (England) Regulations 2012 that we intend to prepare a local plan; the subject of that document, and inviting representations on what such a document should contain. Responses will inform the local plan document.	
Regulation 18	Public participation in the preparation of the development plan document
Optional consultation on the early draft of the local plan to further inform content to be contained in the document.	
Regulation 19 and 20	Publication of the development plan document
The local plan, as intended for submission to the Secretary of State, will be published for formal consultation.	
Regulation 22	Submission of the development plan document to the Secretary of State
The local plan is submitted for independent examination by a planning inspector, along with all comments received at the publication stage, supporting evidence bases and the sustainability appraisal.	
Regulation 24	Independent examination
An independent inspector is appointed by the planning inspectorate to assess the soundness of the submitted plan. The inspector will take all comments received into account.	
Regulation 25	Inspectors examination report
The Planning Inspector will release a report setting out recommended changes and if the development plan document should be adopted.	
Regulation 26	Adoption
The council formally adopts the local plan as part of the development plan.	

Preparation Schedule

Title	Watford Local Plan	
Subject Matter	The Local Plan will set out the overall spatial strategy, strategic development priorities and objectives, site allocations, criteria based policies and a monitoring framework to guide development in Watford to 2036.	
Status	Development Plan Document	
Geographic coverage	Watford Borough	
Timetable	Notification	December 2016
	Issues and Options consultation	September - October 2018
	First Local Draft Plan consultation (Preferred Options)	September - October 2019
	Publication of the Local Plan (Final Draft Local Plan)	May 2020
	Submission for examination	September 2020
	Examination hearing	October 2020 - January 2021
	Inspectors report	March 2021
	Adoption	May 2021

Timeline for the Review of the Local Plan

2018					2019					2020					2021									
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J		
▲									●				◆			■					+		★	

- ▲ Local Plan Issues and Options consultation
- Draft Local Plan consultation
- ◆ Publication of Local plan consultation
- Submission of the Local Plan to the Secretary of State
- Examination
- + Inspectors Report
- ★ Adontion

Evidence Base

Development plans and planning policies need to be based on a robust evidence base. During the preparation of the development plan the studies and surveys will need to be carried out. These will be undertaken by the council and through the commissioning of consultants.

Sustainability Appraisal

Development plan documents are subject to a Sustainability Appraisal, which includes fulfilling the requirements for the Strategic Environmental Assessment (SEA) EU Directive. This Directive will continue to be adhered to by the UK Government post Brexit. The purpose of an SA is to assess the economic, environmental and social impacts of a strategy or proposal and provide additional information about the potential implications of alternative strategies as planning policies evolve. The process runs alongside the preparation of development plan documents.

Soundness

Local authorities are required to prepare a plan that it considers to be 'sound'. This requirement is tested by an independent planning inspector as part of an Examination in Public. To satisfy the tests of soundness the National Planning Policy Framework (paragraph 35) requires a local plan to be:

Positively prepared:

providing a strategy which, as a minimum, seeks to meet the area's objectively assessed needs; and is informed by agreements with other authorities, so that unmet need from neighbouring areas is accommodated where it is practical to do so and is consistent with achieving sustainable development;

Justified:

An appropriate strategy, taking into account the reasonable alternatives, and based on proportionate evidence

Effective:

Deliverable over the plan period, and based on effective joint working on cross-boundary strategic matters that have been dealt with rather than deferred, as evidenced by the statement of common ground and

Consistent with national policy:

Enabling the delivery of sustainable development in accordance with the policies in this Framework.

Resources

It is anticipated that sufficient in-house resources will be available for preparing the development plan documents.

The need for an external consultant to fulfil our Sustainability Appraisal and Strategic Environmental Assessment requirements is ongoing. When required, external consultants may be commissioned to prepare background evidence base studies to support the Local Plan.

Agenda Item 14

Part A

Report to: Council

Date of meeting: 19 March 2019

Report author: Democratic Services Manager

Title: Constitution Review

1.0 Summary

- 1.1 The Mayor, Peter Taylor, appointed Councillor Stephen Bolton to carry out a review of the constitution in May 2018.
- 1.2 Proposals were taken to the Constitution Working Party on 5 February for their consideration and their comments have been taken into consideration when producing this report.
- 1.3 A review has also been carried out by the Planning Advisory Service (PAS) of the Development Management Committee and their proposals were considered by Constitution Working Party and at Development Management Committee in February. The Development Management Committee agreed a number of the PAS recommendations.
- 1.4 The Mayor also requested a review of the Contract Procedure Rules regarding the requirement to take contract exemptions to cabinet for noting. The Rules have been amended as discussed below.

2.0 Risks

2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
If terms of reference are not updated for Major Projects Board then there will continue to be a lack of clarity for councillors	Councillors do not get actively involved in discussions	Updating terms of reference, ensuring councillors' role is clear	Treat	2

Deletion of Highways Forum will result in councillors not being able to participate in meetings relating to highways matters	Councillors will not have input into highways matters	The Highways Liaison Meetings (HLM) are bi-annual and open for all members to attend to have input into highways issues being discussed. It is proposed that these continue. The Transport and Infrastructure Section Head reports on Watford issues to the HLM. If this ceases to be the case then there will be a need for review.	Treat	2
If the terms of reference are not updated for Planning Policy Advisory Group it may not be as effective	Councillors are not able to fully input into the Local Plan process and other planning policy considerations	Updating the terms of reference to ensure they stay relevant for the work of planning policy	Treat	2

3.0 Recommendations

3.1 For Council to agree to:

- Review the terms of reference for Major Projects Board (Appendix B)
- Change the name of Major Projects Board to Major Projects Forum.
- Reduce the number of meetings of the Major Projects Forum from four to three per year.
- Abolish the Highways Forum.
- Review the terms of reference for the Planning Policy Advisory Group (Appendix C)
- Set a schedule of Planning Policy Advisory Group meetings to take place quarterly.
- Review the terms of reference for the Housing Policy Advisory Group (Appendix D)

- Combine the two Licensing Committees into one Licensing Committee to cover all areas of Licensing.
- To review scrutiny proposals and consider what to adopt for the new municipal year
- To consider establishing themed forums on Health and Wellbeing, and Sustainability.
- To add another bullet point in the constitution, as set out in 5.7.2, to help to clarify what negates a motion when an amendment is proposed.
- To agree a revised role profile for the Chairman of the Council (Appendix A)
- To adopt a new way of selecting the Vice Chairman of the Council as outlined in 5.8.4.3
- To approve the Contract Procedure Rules attached as Appendix E
- To cease the Digital Watford Board
- To allow the Leader of the Main Opposition Group a supplementary question during the Mayor's report at Full Council meetings

Further information:

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Report approved by: Head of Democracy and Governance

4.0 Preparation work

4.1 Meetings were held with the Mayor, Councillor Bolton, the Head of Democracy and Governance and the Democratic Services Manager to identify parts of the constitution to review. The following were identified:

- Review of Major Projects Board, Highways Forum, Planning Policy Advisory Group and Housing Policy Advisory Group.

- Review of wording in the constitution around 'negating a motion' in a Full Council meeting.
- Review of the overview and scrutiny committee structure.
- Consideration of whether to combine the Licensing Committee and Licensing Committee (Licensing Act 2003) into one committee.
- Consideration of various ways to select the next Vice Chairman of the Council.

4.2 The Planning Advisory Service also carried out a review of the Development Management Committee (DMC) and recommended some changes to the council. There may be some aspects from this report which members would like to consider adopting following a report to DMC on 6 February. The recommendations will come to March Full Council meeting.

4.3 Research was carried out by the Democratic Services team on the various aspects and meetings were held with Councillor Bolton and officers to discuss scrutiny and committees. Councillor Bolton also consulted a number of councillors.

5.0 Committee Review

5.1 As stated above, the committees reviewed were Major Projects Board, Highways Forum, Planning Policy Advisory Group and Housing Policy Advisory Group.

5.2 Major Projects Board

5.2.1 Previously known as the Procurement and Contracts Board (established in 2003), it was re-constituted to Major Projects Board part way during 2010/2011. The Board was originally set up following the Best Value Procurement Review and the resulting Performance Improvement Plan. It was an advisory group that had a strategic and operational role. It had regular reports from the Procurement Manager and oversaw the implementation of the Performance Improvement Plan. It received information about contracts before they were awarded. It was then changed during 2010/11 to Major Projects Board, following a decision at Cabinet on 13 December 2010. The lead officer was the Managing Director. Its main focus was to act as an advisor to Cabinet on procurement strategy and act as the member interface for all the major projects currently being undertaken by the Council.

5.2.2 During discussions with officers and members, the Board was seen as a useful cross-party briefing. However, members were not clear about their role on the Board; which was viewed by officers as a forum for receiving feedback from members on aspects of ongoing projects.

5.2.3 Meetings were occasionally cancelled, as some projects were taking place over a number of years and there may not be anything to update at the time of the

scheduled meetings.

5.2.4 Meetings of the Major Projects Board were usually exempt under the Access to Information Act, Part B, as information was shared with members about ongoing projects; in particular involving sensitive finance or commercial data.

5.2.5 Future arrangements

5.2.5.1 Renaming the Major Projects Board to Major Projects Forum to reflect that it is not a decision making body, rather it is somewhere for members to discuss and give their feedback on projects.

5.2.5.2 Review the terms of reference in order that they are clear for members on what the remit of the committee is and what is expected of them.

5.2.5.3 The meeting frequency be changed to every four months, therefore three meetings per year.

5.3 Highways Forum

5.3.1 Following the county's decision to abolish the Hertfordshire Highways Joint Member Panels from October 2012, the Highways Forum was established to give Watford members the opportunity to discuss Watford Borough Council led highways projects. Prior to this, Watford officers were able to present through the Joint Member Panel meetings.

5.3.2 The terms of reference of the Highways Forum state that it should consider and give views to Hertfordshire County Council (HCC) on any consultation documents or policies brought forward by the County Council on highways issues that affect Watford. It should also formally respond on behalf of Watford at any briefing meeting called by HCC on highways issues. The Forum could recommend to HCC any highway projects for Watford that they consider should be adopted by HCC.

5.3.3 The Highways Forum has not met since October 2015. Since then the Transport and Infrastructure Section Head has been presenting updates at the Watford Highways Liaison meetings; these meetings allow local councillors to engage with the county on district wide and strategic highways matters. HCC provides access to the agenda so WBC officers can ask for items to be included if they think they would be useful, even if they are WBC-only schemes. Given the compact nature of the borough and the large number of joint highways schemes, it works well to present updates alongside Highways officers in a meeting which all members can attend.

5.3.4 Future arrangements

- 5.3.4.1 Given the access to the HLM agendas and that all members are invited to these bi-annual briefings, it is not considered that the Highways Forum needs to continue. There are considerable benefits to working jointly with Herts Highways to provide these regular updates to members.
- 5.3.4.2 Previously, WBC officers provided details of Traffic Regulation Orders (TROs) via the Highways Forum; these could now be presented at the Highways Liaison Meeting if requested. However details of all TRO decisions are published on the WBC's website. Updates received from HCC are also circulated by e-mail to all members or may be included in the Members' Information Bulletin or in future on the Members Portal.

5.4 Planning Policy Advisory Group

- 5.4.1 The Planning Policy Advisory Group (PPAG) held its first meeting in December 2006. It is chaired by the Regeneration and Development Portfolio Holder and supported by the Planning Policy team. It is a cross-party group appointed at Annual Council.
- 5.4.2 PPAG was originally set up to enable members to provide input into the Local Development Framework and to discuss emerging planning documents and matters.
- 5.4.3 Until recently meetings were held sporadically and peaked when there were new documents to be reviewed. Presently, they are scheduled in approximately monthly as Planning Policy are preparing the Local Plan. Meetings are open for all members to attend though they are not held in public as confidential and commercial matters are discussed. It is not a decision-making meeting. This arrangement is particularly valued by planning policy officers.
- 5.4.4 Future arrangements
 - 5.4.4.1 It is proposed to have an advanced schedule of quarterly meetings. These dates could also be used for member briefings on planning policy if needed rather than setting up extra dates.
 - 5.4.4.2 It is suggested that joint meetings with Housing Policy Advisory Group may be beneficial when there are planning issues to be discussed which also affect housing (this has happened previously when requested by the services.)
 - 5.4.4.3 It is proposed to review the terms of reference of the group to ensure they are fit for purpose for the forthcoming work and also to review again in two years to maintain relevance.

5.5 Housing Policy Advisory Group

- 5.5.1 The Housing Policy Advisory Group (HPAG) was agreed by Council at its meeting on 16 November 2011. It is an opportunity for informal meetings, not held in public, which provide a forum for cross party councillors and officers to exchange views on what is happening in housing. Its aim is to provide a steer for policy direction prior to a formal decision at Cabinet and/or Council. Members are able to report the public's views about housing matters.
- 5.5.2 The terms of reference for HPAG were reviewed two years ago with the Portfolio Holder to enable there to be constructive contributions from members to housing policy work. HPAG also provides education to members to set a common understanding of issues and how the council tackles those issues.
- 5.5.3 Meetings take place quarterly which are thought to be the right frequency, though with the opportunity for joint meetings with PPAG where appropriate. HPAG covers an area which is ever changing and needs to be at the forefront of members' minds, especially as it is one of the council's priority areas. It is not a decision-making body.
- 5.5.4 Future arrangements
- 5.5.4.1 In the meetings which have taken place it was clear that HPAG was a forum valued both by members and officers. Therefore, it is proposed that it continues in the same way but looks for opportunities to combine meetings with PPAG where appropriate. In keeping with the rest of the review, officers have looked at the Housing Policy Advisory Group (HPAG) terms of reference which are attached as a draft at Appendix D.

5.6 Licensing committees

- 5.6.1 At present there are two Licensing committees: Licensing Committee and Licensing Committee (Licensing Act 2003).
- 5.6.2 The Licensing Committee is responsible for:
- Approving licensing policies related to hackney carriages, hackney carriage operators and drivers and private hire operators and drivers;
 - Approving the Hackney Carriage fare tariff;
 - Approving byelaws relating to acupuncture, tattooing, semi-permanent skin colouring, cosmetic piercing and electrolysis;
 - Approving other policies within Environmental Health, except for those related to the Licensing Act 2003 and Gambling Act 2005.
- 5.6.3 Licensing Committee (Licensing Act 2003) is responsible for the following:

- Considers the Council's Licensing Policy under the Licensing Act 2003 and makes recommendations to Council;
- Considers the Council's Statement of Principles under the Gambling Act 2005 and makes recommendations to Council;
- Approves the Licensing Act Annual Report;
- Approves draft responses to Government consultations related to the Licensing Act 2003 and Gambling Act 2005;
- Approves and makes amendments to the Sex Establishment Venue Policy

5.6.4 Both meetings are run consecutively on the same day. However, as they are two separate meetings, it requires the chair to finish one meeting and start the next with apologies, disclosures of interests etc. repeated. The committees have the same membership.

5.6.5 The committees were initially established when the Licensing Act 2003 came into force in 2005.

5.6.6 Future arrangements

5.6.6.1 Research carried out by the Democratic Services team has shown that a number of councils have combined their Licensing Committees e.g., Dacorum and Hertsmere Councils.

5.6.6.2 It will make the meeting flow better to have the Licensing Committees combined rather than stopping one meeting and starting another within the same evening. It would also be easier for the public to understand. The new singular committee would simply be called the Licensing Committee.

5.7 **Future Scrutiny Arrangements**

Presently there is an Overview and Scrutiny Committee, Budget Panel and Outsourced Services Scrutiny Panel. The Overview and Scrutiny Committee can set up task groups proposed by councillors, officers or members of the public, there is also a standing task group to look at the Community Safety Partnership.

Below is set out proposed future scrutiny arrangements for consideration.

It is proposed to retain the Overview and Scrutiny Committee and one Finance Scrutiny Committee and to have a set number of task and finish groups. It is proposed to change the name of Budget Panel to Finance Scrutiny Committee as it is clearer to the public that it is a scrutiny committee.

5.7.1 Overview and Scrutiny Committee

The Overview and Scrutiny Committee would retain nine members (politically

balanced) and the membership would also include the Chair of the Finance Scrutiny Committee. Presently Overview and Scrutiny has nine scheduled meetings but some of these are 'call-in' only meetings. It is proposed that under future arrangements all nine meetings are held in order to cover the increased remit as shown below.

Areas to be covered:

- Community Safety Partnership scrutiny – the main item of at least one meeting each year to scrutinise the workings of the CSP as per legal requirements
- Quarterly performance reports – to include council performance and also outsourced and shared services performance figures (excluding Finance)
- Contracts for large outsourced services e.g., Veolia, SLM, HQ Theatres, Parking
- To hear call-ins of executive decisions and councillor calls for action
- To have an overview of the work of the Finance Scrutiny Committee and any Task Groups, including receiving final reports of task groups
- Watford 2020
- Regular review of the Notice of Executive decisions
- Follow up progress on agreed scrutiny recommendations
- Scrutiny of topics as identified by members

5.7.2 Financial Scrutiny Committee

It is proposed to reduce the number of members on the committee to seven, rather than the nine members presently on Budget Panel (politically balanced). As mentioned above the Chair should also be a member of the Overview and Scrutiny Committee. Currently, by convention, the chair has been a member of an opposition group. The Financial Scrutiny Committee would meet five times per year which is the same frequency as Budget Panel currently.

Areas to be covered:

- Reviews fees and charges, the draft budget and final budget proposals and forwards any comments on these areas to Cabinet.
- Reviews the quarterly Finance Digest; the Medium Term Financial Plan and the Asset Management and Capital Strategy.
- Awareness of how the council raises its income, e.g. through commercial ventures, council tax, business rates retention
- Recommendations relating to areas not including the budget setting process would go to Overview and Scrutiny
- Annual review of Croxley Business Park

5.7.3 Scrutiny Task Groups

The proposal below is based on the council's current committee structure, taking into account the proposed effects of changing the scrutiny structure (i.e., removing OSSP and CSPTG). It does not account for further changes which could be proposed by the Mayor which require Democratic Services support, particularly evening meetings, or changes made to other existing committees such as Major Projects Board etc. It must also be recognised that as a result of proposed Watford 2020 reductions the Democratic Services team will be reducing in size and officers could be taking on additional civic responsibilities which are not currently part of their roles. This may require members to be more pro-active and contribute towards research for scrutiny task groups independently outside of formal meetings. If further evening meetings are required to support new boards/forums then the number of scrutiny task which can be supported may be reduced.

Proposal: Set up 3 task groups per year, to be chaired by different councillors and if possible by those who are not already a chair of another committee

Each task group to consist of 3- 5 members and to hold a maximum of three formal public meetings. The task groups would not be politically balanced. The dates of the meetings would be established in advance for three task groups and agreed at Annual Council.

Initial topic suggestions could come from discussions with Leadership Team, the Mayor and Portfolio Holders prior to elections for areas where scrutiny could assist policy development. Any further suggestions from members or the public could be given priority as the second or third task groups of the year. Officers' suggestions of topics will be considered and allocated subject to task group availability. The March Overview and Scrutiny Committee meeting will agree the first task group of the next municipal year. Replacements could be nominated to the task group prior to the first meeting if the original member is not re-elected. Overview and Scrutiny Committee will be encouraged to maintain a rolling work programme for task groups.

In order to facilitate member and officer discussions and planning, the chairs of the task groups should be agreed at the Overview and Scrutiny Committee when the task groups are established. This will enable best use of the three formal meetings available rather than using one solely for planning. Officers would write to members in advance to ask who would like to be on the task group and also ask those interested in chairing to put their name forward with reasons for wanting to be chair. These would then be forwarded to Overview and Scrutiny Committee for

consideration; if more than one member put themselves forward there may be a vote at Overview and Scrutiny Committee if consensus cannot be reached.

All task group meetings should be public, unless the content comes under one of the exemption rules for it to be considered Part B. Therefore, agendas and minutes would be published in accordance with the same schedule as the main committees and members of the press and public could attend.

5.8 Additional Forums

5.8.1 The Mayor has proposed setting up additional forums on specific topics. These would cover Health and Wellbeing and Sustainability. Their terms of reference are at appendices F and G.

5.8.2 The Forums would have a membership of nine, which would be cross-party. The meeting frequency would be once or twice per year. Membership would be appointed at Annual Council.

5.8.3 The Chair would not receive an SRA and the Forum would not be decision making, it could only make recommendations. The Forum would be similar in format to Major Projects or HPAG/PPAG.

5.9 Negating of motions at Council

5.9.1 As part of the Constitution Review, it was requested that the wording in the constitution was clarified with regards to what constitutes negation of a motion at Full Council when it is amended.

5.9.2 At present the Constitution states the following:

“Amendments to Motions

a)An amendment to a motion must be relevant to the motion and will either be:
i) to refer the matter to an appropriate body or individual for consideration or reconsideration

ii) to leave out words

iii) to leave out words and insert or add others

iv) to insert or add words

as long as the effect of ii) - iv) is not to negate the motion”

5.10 Future proposals

- 5.10.1 A review of other council's constitutions was undertaken and although largely similar wording was found there were some slight variations which were considered.
- 5.10.2 It is proposed to add the following to the existing wording (presently used by Bristol City Council) set out above to help clarify what negates a motion:
"v) an amendment must not:
1) *be a direct negative of a motion or*
2) *seek to introduce into the motion a new issue unrelated to the subject dealt with in the motion.*"

5.11 Selection of the Vice Chairman

- 5.11.1 At present it is the custom that the Vice Chairman of the Council becomes the Chairman in the following year (subject to re-election if required).
- 5.11.2 The next Vice Chairman of the Council is selected based on seniority. This takes into account the length of service which a councillor has accrued. Previous service is taken into account even if it is not continuous.
- 5.11.3 The present position is that there are a number of members who are relatively new to the council and therefore have not accrued a great number of years' service. Also, some long serving members do not wish to take up the role of Vice Chairman and then Chairman and Portfolio Holders cannot be Vice Chairman or Chairman as they are members of the Executive. The role of Chairman and Vice Chairman require the member to act impartially and therefore they should not hold any other position of authority, e.g. chair or vice chair of a committee or leader of a political group.
- 5.11.4 Future proposals
- 5.11.4.1 It is proposed to alter the way in which the Vice Chairman is selected to enable members who may be interested in the role to put themselves forward for consideration regardless of their length of service. This would make it possible for a councillor to use the role as a development opportunity since the Vice Chairman and Chairman's year contains many occasions for public speaking, meeting community groups, promoting the council within and outside the Borough and, when Chairman, chairing the Full Council meeting.
- 5.11.4.2 It is also proposed to adopt an updated role profile for the Chairman of the Council. This is to enable any member who might be interested in undertaking the role as well as the member in the role to help them understand what the role involves and to clarify the relationship between the Chairman and Elected Mayor. An updated role profile for the Chairman is attached as Appendix A.

5.11.4.3 Below is the suggested method for selecting the Vice Chairman of the Council, it is based on Bournemouth Borough Council's procedure:

“Election of Vice Chairman at Full Council

1. Officers to write to members to ask for nominations for Vice Chairman in February. Nominations cannot include the Elected Mayor or the current Vice Chairman.
2. Any nominations received accompanied by a personal statement will be passed to the Democratic Services Manager for them to contact those nominated to confirm they are happy to have their name put forward for the role. Also to confirm that anyone nominated is not up for election in the following May. Nominations to be received no later than the 28 February.
3. At the Full Council meeting in March the Chairman will announce who has been nominated and ask for those members (and no others) to be formally proposed and seconded.
4. If only one member is proposed and seconded they will be the Vice Chairman for the forthcoming municipal year.
5. If more than one member is proposed and seconded then Council will be asked to vote for their preferred candidate. The candidate with the most votes will be elected as Vice Chairman. If there is a tie in the number of votes for first place the Chairman would have the casting vote. The vote will be held by way of secret ballot.
6. It will continue to be custom and practice that the Vice Chairman will be Chairman in the following Municipal Year.”

5.12 Contract Procurement Rules

- 5.12.1 Under the contract procurement rules any exemptions to complying with the rules in relation to contracts valued below the EU Procurement Rules limit (It is not possible to have an exemption to following the EU Procurement Rules if they apply) have to be approved by the relevant Head of Service and Managing Director and also notified to the relevant Portfolio Holder and then if they are valued at over £50,000 notified to the next available cabinet.
- 5.12.2 The Mayor has asked for this limit to be raised as he is of the view that approval by senior officers and notifying the portfolio holder for contracts below £100,000 is sufficient. The rules have therefore been amended to allow this. The threshold for taking the exemption to cabinet is contracts over £100,000 up to the EU Procurement Regulations limit.

5.12.3 Opportunity has also been taken to include a Watford 2020 recommendation, namely all contracting of external legal advisers having to be done via the Head of Democracy and Governance. The rationale is to ensure work that might be better done in house is being done in house and that there is more central oversight of external legal spend.

5.12.4 The updated rules are appended at E and Council is asked to approve the amended rules.

5.13 Digital Watford Board

5.13.1 Digital Watford Board was formed as an Advisory board to Cabinet regarding the delivery of the corporate priority to “Deliver a Digital Watford to Empower our community”. With the revised corporate plan this priority has been absorbed in other priorities and therefore the Digital Watford Board is no longer required. During its time the Board has delivered a number of projects associated with the development of the borough’s IT infrastructure, notably the development of a free WiFi service in the town centre and the implementation of a Borough wide LORAWAN network.

5.14 Mayor’s report supplementary question

5.14.1 At present no supplementary questions are permitted when members are asking questions of the Mayor during the Mayor’s report item at Full Council. Constitution Working Party discussed the proposal that the Leader of the Main Opposition group should have a supplementary question in the Mayor’s report. It was agreed to put the following to Council.

5.14.2 The proposal is that the Leader of the Main Opposition Group should be allowed one supplementary question to their own question during the Mayor’s Report item at Full Council. If the Main Opposition Leader was not present at the meeting then the Deputy Leader of the Main Opposition Group could ask a supplementary question to their own question.

6.0 Implications

6.1 Financial

6.1.1 The proposed arrangements can be met within the present members allowances budget.

6.1.2 There will be a saving from the removal of the Special Responsibility Allowance (SRA) for the Chair of Outsourced Services Scrutiny Panel of £7,930pa. A review of

SRA's could be carried out in the future with the Independent Members Remuneration Panel if members wished to re-visit these.

6.2 **Legal Issues** (Monitoring Officer)

6.2.1 The Head of Democracy and Governance comments that these proposals if agreed will be discussed at the Constitution Working Party and then be recommended to Council.

6.3 **Equalities, Human Rights and Data Protection**

6.3.1 Having had regard to the council's obligations under s149, it is considered that an equality impact assessment is not required. The changes proposed still allow members to carry out their role. The changes proposed to the selection of the Chairman will allow more members to be able to put themselves forward who may be presently excluded from selection due to their length of service.

6.3.2 Having had regard to the council's obligations under the General Data Protection Regulation (GDPR) 2018, it is considered that officers are not required to undertake a Data Processing Impact Assessment (DPIA) for this report.

6.4 **Staffing**

6.4.1 None

6.5 **Accommodation**

6.5.1 None

6.6 **Community Safety/Crime and Disorder**

6.6.1 None

6.7 **Sustainability**

6.7.1 None

Appendices

Appendix A – Updated Role Profile for Chairman of the Council

Appendix B – Draft revised terms of reference for Major Projects Board

Appendix C – Draft revised terms of reference for Planning Policy Advisory Group

Appendix D – Draft revised terms of reference for Housing Policy Advisory Group

Appendix E – Updated Contract Procedure Rules

Appendix F – Terms of reference for Sustainability Forum – to follow

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.

- [Watford Borough Council Constitution](#)
- [Bournemouth Council Constitution](#)
- [Bristol City Council Constitution](#)
- [Minutes of the Constitution Working Party 05.02.19](#)
- [Minutes of the Development Management Committee 06.02.19](#)

Watford Borough Council

Chairman Role Profile

Overview

- To act as the Civic Representative of the Council.
- To be first citizen of Watford
- To promote civic pride in Watford

Key Responsibilities

- To preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors the Elected Mayor and the interests of the community and to ensure order and courtesy at all times
- To ensure that the Council meeting is a forum for debate of matters of concern to the local community and the place at which Members who are not on the Executive are able to hold the Executive members to account
- To ensure that the Public Gallery strictly adheres to Council rules during Council meetings
- To uphold and promote the purposes of the Constitution and to interpret the Constitution when necessary
- To employ a second, or casting vote in the event of an equality of votes on any question before the meeting
- To be the conscience of the council
- To promote public involvement in the Council's activities
- To attend such functions as the Council determines appropriate in accordance with protocol that the Mayor will have first right of refusal of attending a civic event/accepting an invitation. Therefore, all invitations will go to the Elected Mayor in the first instance and the Mayor will decide whether to attend. In the event that the Mayor is unable to attend he/she will decide, depending on the nature of the event and availability of office holders, whether to pass the invitation to:
 - the Deputy Mayor
 - a Portfolio Holder
 - the Chairman

Alternatively the Mayor may decide that no one on behalf of the Council should attend. It will be at the Mayor's discretion who to offer the invitation to if they are unable to attend.

- If, having been passed the invitation, the Chairman cannot attend an engagement they may decide to pass the invitation to:
 - The Vice Chairman
 - The Freeman of the Borough or a Past Chairman

- To host fund raising events throughout the year to support their chosen charities. Though this should not be the main focus of the Chairman's year and officers should not be expected to spend a disproportionate amount of time arranging fundraising events and holding meetings with charities. The office of Chairman provides a higher profile for the charities in their year of office which is part of the benefit alongside any fundraising activities.
- To host other civic events within the constraints of the budget and subject to the agreement of the Elected Mayor
- To co-host the presentation of awards alongside the Elected Mayor at the annual Audentior Awards (or equivalent) event. The Elected Mayor will take precedence in making arrangements for any joint event.
- To lead the Remembrance Sunday ceremony with the Elected Mayor
- To work closely with officers in the organising of events and diary management and keep officers fully informed.
- To be a member or patron, ex officio, of organisations in Watford

Skills required

- The ability to chair meetings, to facilitate open discussion, to work in a cross party environment and to ensure that the business on the agenda is dealt with properly and in accordance with the Council's Procedure Rules.
- The ability to act in a non-political capacity during their term of office (especially during Council meetings). This includes:
 - Not using position for own re-election
 - Avoiding controversial political roles such as chairing major committees, standing for parliamentary and mayoral elections
- Strong interpersonal skills with the ability to communicate effectively and courteously with all sections of the community and maintain impartiality
- To be able to speak clearly and confidently in public settings
- To be able in public to work methodically and with discipline through an agenda or other similar prepared list or document

Vice Chairman

- To act as the deputy to the Chairman in all of the above.

Current Allowances:

£4,000 Chairman

£2,000 Vice Chairman

Time required:

As an indication there may be approximately 200 engagements per year with an average time of two hours each. Length of engagement can vary considerably from

a few minutes (to be present at a flag raising ceremony) or several hours (a charity dinner or awards event).

Major Projects Forum (previously the Major Projects Board) – proposed Terms of Reference

Membership

Major Projects Forum will have 7 seats to include at least one member from each political group, as elected at Annual Council.

Terms of Reference

For members to be updated on the progress of major capital and property projects, to ask questions and with the opportunity to provide feedback and advice.

In particular, the Forum will:

- Have an awareness of the ongoing developments of all major projects and be briefed on progress at the conclusion of the various phases.
- Be consulted at an early stage of a project to identify where there is scope to influence.
- Conduct post-project reviews to help identify lessons learnt.
- Not be required to make decisions or be politically balanced.
- Meet every 4 months in the municipal year - although this may be less frequent as projects can take place over a number of years.

Current major projects include:

- Watford Business Park
- Intu extension
- Croxley View
- Ascot Road
- Hart Homes
- Metropolitan Line Extension
- Riverwell
- Town Hall redevelopment
- Watford Junction redevelopment

Planning Policy Advisory Group
Terms of reference
January 2019

Purpose

The Planning Policy Advisory Group (PPAG) is an informal group providing cross-party advice to planning policy officers and to the Portfolio Holder on the development of local planning policy prior to discussions at Cabinet and Council.

PPAG has no decision-making authority.

PPAG meetings are held in private as confidential and commercial matters are discussed.

Membership

PPAG comprises the relevant Portfolio Holder plus eight members drawn from a cross-section of the political make-up of the council. Membership is appointed at Annual Council for one municipal year. It is not politically balanced.

Meetings are chaired by the relevant Portfolio Holder. A deputy chair is also appointed.

Wider attendance at meetings is welcome from all members.

Secretariat

The main secretarial support for PPAG is provided by planning policy officers, who agree agendas, write reports, take minutes, send attendance reminders and note attendance.

In addition, democratic services officers compile the schedule of meetings, collate and distribute agendas, and record attendance.

Arrangements

Meetings will normally be held on a quarterly basis, prior to meetings of the Portfolio Holders with the heads of service. However, there may be times when meetings will be more or less frequent, depending on the programme of work.

A schedule of meetings will be included in the annual calendar of council and committee meetings. Additional meetings will be arranged by planning officers in discussion with democratic services officers and the relevant Portfolio Holder.

Papers will normally be circulated to PPAG members at least 5 working days in advance of a meeting.

Minutes will normally be circulated to PPAG members, group leaders and the Mayor within 7 working days of the meeting.

Joint meetings should be arranged with the Housing Policy Advisory Group (HPAG) where this will prove helpful to the development of relevant policies.

Contact

Jack Green

Spatial Planning Manager

jack.green@watford.gov.uk

Housing Policy Advisory Group

Terms of reference (January 2019)

Purpose of the Housing Policy Advisory Group (HPAG)

To provide a discussion and advisory forum for council elected members and officers on strategic housing and housing-related issues relevant to the area covered by Watford Borough Council.

HPAG has no decision-making authority. It is an advisory group to officers and the Executive.

Aims/responsibilities of the HPAG

- To support and enable officers in achieving the council's key corporate objective over the period 2016-2020 of managing housing need
- To receive, comment and advise on information about housing and housing-related issues relevant to the area covered by Watford Borough Council.
- To enable greater joined up working within Watford Borough Council and between the council and external partners in meeting the key corporate objective of managing housing need in the borough

Role of the HPAG

- To take a strategic and holistic overview of housing and housing-related issues in the area
- Advise on practical outcomes for managing housing need in the council's area

Membership

HPAG comprises the relevant Portfolio Holder plus eight elected members drawn from a cross-section of the political make-up of the council. It is not politically balanced. Membership is appointed at Annual Council for one municipal year. Elected members' attendance is recorded. Wider attendance by all members is welcomed.

Expectations of members

Members are expected to

- Provide a political and strategic steer to Housing Team officers on housing and housing-related issues
- Assist with unblocking any barriers to achieving the corporate aim of managing housing need in the Watford area

Meetings

HPAG will

- Meet once every quarter, additional meetings will be arranged if required
- Be chaired by the Housing Portfolio Holder
- Be serviced by the council's Housing Team
- Usually be held in private
- Arrange joint meetings with Planning Policy Advisory Group to discuss the development of relevant policies

Reviewing the Terms of Reference

The Terms of Reference for the HPAG will be reviewed annually.

Contract Procedure Rules (version 9.0 February 2019)

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Introduction

These Contract Procedure Rules, issued in accordance with S.35 Local Government Act 1972, are intended to promote good practice and public accountability.

Officers responsible for purchasing or disposal must comply with these Contract Procedure Rules (the Rules). Compliance is the best defence against any allegation that a procurement has been made incorrectly or fraudulently. These are minimum requirements and more detailed procedures may be appropriate for particular contracts. Where there is a requirement for communication to be in writing, this shall include e-mail and fax as well as hard copy. In summary you must:

- Comply with the Rules for all procurements and disposals except where explicitly exempted.
- Comply with the principles of Transparency, Proportionality, Equal Treatment and Non-Discrimination.
- Act with the highest standards of probity and integrity
- Take all necessary legal, financial and professional advice.
- Declare any personal financial interest or other conflict of interest.
- Conduct a Best Value review and appraise the procurement need.
- Comply with the Council's corporate aims, objectives and policies.
- Check if there is an existing Corporate Contract or Framework Agreement to use
- Ensure tender documents give a full, clear and accurate description of the work.
- Clearly specify the exclusion, evaluation, selection and award criteria and their weighting.
- Keep commercial information confidential.
- Notify unsuccessful bidders of why the decision was taken, the name of the successful bidder and the relative advantages of its bid, or of any decision not to award the contract.
- Complete a formal Contract or issue an Official Purchase Order before the supply, service or works begins.
- Add the Contract details to the Council's Contract Register
- Assess the Contract Management skills available and identify any training needs and support required.
- Identify a contract manager with responsibility for ensuring the contract delivers as intended.
- Maintain proper Contract Management records.
- Undertake a post-contract review to monitor performance, how well it met the procurement need and the Value for Money.

The Rules are part of the Council's Constitution. They apply directly to every employee of the Council involved in any part of a procurement process. They apply equally to any partnership the Council may enter into and to contracts in respect of which the Council may nominate sub-contractors or suppliers.

The Rules must be followed by the Council, the Cabinet (including Cabinet Portfolio Holders) and by Agents, Consultants, including architects and engineers, and Public Private Partners, acting for or on behalf of the Council. These Rules apply to contracts involving the receipt of income as well as expenditure and to Concessions.

In accordance with the Constitution, the Director of Finance may amend these Rules after consultation with the Head of Democracy & Governance and the Audit and Risk Managers.

If you are in doubt about whether these Rules apply to a contract or proposed contract, about their meaning or how to apply them, consult:-

- (a) Your Manager.
- (b) The Corporate Procurement Manager.
- (c) The Head of Democracy & Governance.
- (d) Director of Finance
- (e) Internal Audit Service.

Procurement refers to the whole process relating to the purchase, acquisition or commissioning of Works, Supplies and Services. One definition is: Procurement is the business management function that ensures identification, sourcing, access and management of the external resources that an organisation needs or may need to fulfil its strategic objectives.

Contracts

Contracts are legally binding agreements and in English law they do not need to be in writing. In simple terms a contract is formed when an offer, to do or to supply something for another party, is accepted by the party to whom the offer was made. Contracts may be formed in writing, by word of mouth, or by performance. Care must be taken when communicating, verbally or in writing, with bidders. You must only enter into contracts on behalf of the Council where there is current budget provision.

Relevant Contracts

All Relevant Contracts must comply with these Rules, these include arrangements made by or on behalf of the Council for the:

- Supply of goods, materials or Services and the carrying out of Works
- Disposal of goods, materials, plant, vehicles or equipment
- Hire, Rental or Lease of goods, plant, vehicles or equipment
- Granting of Concession Contracts
- Delivery of Consultancy, Advisory and other Services, including but not limited to those related to the recruitment of staff, land and property transactions, legal, financial, construction and other consultancy services.

Relevant Contracts do not include:

- Contracts of Employment which make an individual a direct employee of the Authority. For the avoidance of doubt the Rules do apply to contracts with agencies or companies for the employment of staff.
- Acquisition and disposal of Land. For the avoidance of doubt the Rules do apply to advice and other services taken in relation to the disposal of land.

Officer Responsibilities

Officers responsible for purchasing or disposal must:

- Comply with these Rules, the Financial Procedural Rules, the Code of Conduct for employees, other Council policies and all UK and European Union legal requirements.
- Ensure that any Agents, Consultants and Partners acting for or on behalf of the Council comply with these Rules.

- Check if a suitable Corporate Contract exists before seeking to procure another contract; where a suitable Corporate Contract exists, this must be used unless there is a sound business case not to do so. In that event the reasons must be documented and approved by the relevant Head of Service.
- Consult the participating Councils in the shared service partnership on any opportunity to aggregate demand for more efficient procurement where a new procurement requirement is identified
- Consider Collaborative Procurement opportunities with other Authorities, particularly other Councils in Hertfordshire.
- Assess if a Contract may have the consequence that any employee of the Council or of a current service provider might be affected by any transfer of the work or undertaking. Officers must ensure that the implications of the Transfer of Undertaking (Protection of Employment) Regulations (TUPE) are assessed. The advice of the Head of Democracy & Governance must be sought in any case involving the TUPE Regulations before proceeding with the procurement.
- Assess if the Construction (Design and Management) Regulations 2015 (CDM), which places legal duties on those involved in construction work, apply.
- Consult with and receive the approval of Head of ICT for all ICT Hardware and Software procurements, including licences, printers, telephony and ICT accessories.
- Consult with and receive the approval of Head of HR for all procurements involving the recruitment, appointment or employment of agency, self employed or contract staff. Such contracts must also be recorded on the Contract Register.
- Consult with and receive the approval of the Head of Democracy and Governance for any proposal to commission legal support. External support will be sourced by the Head of Democracy and Governance if there is insufficient internal capacity or capability available. The Head of Democracy and Governance, or nominated officer, is the single point for accessing legal support or placing contracts for such work.

Officer Requirements

- Assess the most appropriate procurement route to achieve Best Value. Including in-house provision, using an existing contract, external procurement, Partnering, collaborative procurement with other local authorities, public body or purchasing consortium or use of an existing Framework Agreement let by others.
- Prepare a pre-tender estimate of the value of the supplies, services or works.
- Set out a clearly defined Specification for the supply, services or works with reference where necessary to appropriate standards etc.
- Clearly set out the Terms and Conditions, or Conditions of Contract that are to apply to the proposed contract. These include any Special Conditions of Contract where a standard form of contract is used. An example of a standard form of contract is the NEC3 Suite of contracts which are the preferred form for relevant Works and Professional Services.
- Consider how SME's and / or the 3rd Sector could engage with the procurement.
- Define clear Evaluation (selection and award) Criteria and their weightings for each stage of the procurement process.
- Ensure there is appropriate approval or delegated authority for the expenditure and the procurement accords with the approved policy framework and scheme of delegation set out in the Constitution.
- Carry out appropriate credit checks and observe any requirements for a surety.

- Observe any Standstill or “Alcatel” period as appropriate for procurements above the EU Thresholds.
- Publish an Award Notice if appropriate both OJEU and on the Contracts Finder website

Head of Service Responsibilities

Heads of Service must ensure that:

- their staff comply with their Officer responsibilities
- The Contract Register is up to date and that copies of all contract documents are kept safe and accessible. Electronic copies are acceptable for lower value contracts but an additional hard copy of all major contracts must be retained for safekeeping.
- any Exemptions are recorded.
- contract records are retained in accordance with the Council’s Document Retention policy.
- The Corporate Procurement Manager is informed of all contracts that are awarded and that copies of all procurement and contract information are made available.

Exemptions

An exemption to these Rules may only be requested where the value of the contract would not exceed the EU threshold and remains in compliance with the Public Contracts Regulations 2015

- Acquisition or disposal of Land:

These Rules do not apply to the acquisition or disposal of Land except where a lease or licence is granted as a part of a principal contract for other Works, Supplies or Services.

- Unforeseeable emergency:

Where exemption from these Rules is unavoidable due to an unforeseeable or emergency event involving immediate risk to persons or property or likely to give rise to major or serious disruption to the Council’s services, a Head of Service and the Managing Director may jointly approve an exemption. They must inform the relevant Portfolio Holder and make a report to the next Cabinet meeting on the action taken where the value of the exemption exceeds £100,000. Urgency caused by undue delay is not a valid reason for an exemption.

- Exceptional Circumstances:

An exceptional circumstances exemption may be jointly approved by a Head of Service and the Managing Director in limited and exceptional circumstances. This applies at the Managing Director’s discretion and only below the EU thresholds examples of which may include but not be limited to:

- Events which may involve significant risk to a key contract, for example where a key supplier goes into Administration or Receivership
- Situations which may cause significant disruption to a Council service
- Extensions of or additions to existing contracts where demonstrable benefits and clear savings can be shown
- Single tender action or use of a substitute contractor from the original tender responses to complete a contract or part of a contract
- Short term provisions to enable more effective and efficient procurement to be undertaken
- Other circumstances where clear synergies with existing services can be evidenced or where supported by substantial market research

They must inform the relevant Portfolio Holder and make a report to the next Cabinet meeting on the action taken where the value of the exemption exceeds £100,000.

- Limited market:

A partial exemption may apply where a supply or service is only obtainable from a single or a very limited number of contractors. In such a case, evidence of the limited market must be provided, such as by public advertisement or detailed market research. A Head of Service and the Managing Director may jointly approve a partial exemption. They must inform the relevant Portfolio Holder and make a report to the next Cabinet meeting on the action taken where the value of the exemption exceeds £100,000.

- Prior approval:

Other than as specified above no exemption from these Rules shall be made unless prior approval has been granted at a Cabinet meeting. Cabinet cannot authorise an exemption where the value of the contract would exceed the EU threshold or in non-compliance with the PCR2015.

Record of Exemptions – Heads of Service must ensure that full details of approved waivers and exemptions are recorded in a central register held by the Corporate Procurement Manager on behalf of the MD.

E-Procurement

Electronic procurement systems simplify the tender process, reduce the bureaucratic burden for suppliers, make it easier to tender, improve smaller organisations' ability to bid and allow shorter tender periods.

All procurements above a value of £5,000 must be procured via the Council's e-procurement portal, unless a specific exemption has been agreed by the Head of Service.

The e-procurement portal is designed to simplify the procurement process, to make the process more secure and auditable and to improve accessibility to procurement opportunities for potential suppliers.

Opportunities should be openly and widely publicised. The portal enables links to the UK Government's "Contracts Finder" website and to the Official Journal of the European Union (OJEU) / Tenders Electronic Daily (TED). Officers may also place adverts in the local press or specialist journals if appropriate in addition to that posted on the portal.

Advice on using the portal should be taken from the Corporate Procurement Manager.

Records

Contract records must be retained in accordance with the Council's Document retention policy and where relevant should include:

- Details of any exemptions granted
- Pre-procurement market testing / research
- The procurement route used
- Tender Adverts / Notices

- The Standard Questionnaire responses (SQ's) and expressions of interest received
- The evaluation criteria used and the evaluation record based on those criteria
- Credit checks and records of economic and financial standing
- Invitations to Tender and tender documentation
- Tenders received and tender records and registers
- Pre and post tender clarifications and, where relevant, records of dialogue and /or negotiation.
- The award criteria and the evaluation record based on those criteria
- Records of communications with the successful contractor
- Details of feedback given to successful and unsuccessful bidders
- Standstill / Alcatel letters
- Contract documents
- Regulation 84 reports
- Contract Management records
- End of Contract Reviews

Approved or Standing Lists of Suppliers

The Council does not maintain Standing or Approved Lists of Contractors or Suppliers. Approved Lists cannot be used where PCR2015 Regulations apply.

Where recurrent transactions of a similar type are likely a suitable framework agreement, or term contract, should be used. The framework agreement must include terms for calling off supplies, services or works from the framework supplier(s). A Framework Agreement may be with a single supplier or have two or more suppliers on the list. Additional suppliers cannot be subsequently added to a framework agreement. A Dynamic Purchasing System may be used in compliance with Regulation 34 of the PCR2015.

A formal and approved register of pre-qualified Contractors and Consultants maintained by or on behalf of the public sector (e.g. Construction line) may be used for the selection of a shortlist where appropriate. Any contractors or consultants from such a register must be assessed against the selection criteria published for the procurement.

It is not acceptable to use a random selection facility as available on some of these registers as this is not a substitute for the proper evaluation and selection of contractors and consultants, against a set of pre-determined evaluation criteria, despite the pre-qualification stage achieved by inclusion on the register.

Framework Agreements and Collaborative Procurements

A Framework Agreement is a contractual arrangement with one or more providers that set out terms and conditions under which specific or call-off purchases or contracts can be made at any time throughout the term of the framework agreement. The term of a Framework Agreement should not exceed four years. A call off contract may be for longer than four years and can exceed the term of and survive beyond the end date of the framework agreement.

Call-off contracts formed under a Framework Agreements must be awarded in accordance with the procedure prescribed in the Framework Agreement. Where there is more than one provider under

the framework it is usually necessary to hold a mini competition. The Council's Rules apply to a mini competition in the same manner as all other procurements.

Framework Agreements to which the Council has access may be let by another body e.g. the Government Crown Commercial Service (CCS), another Local Authority (LA) or a consortium of LA's e.g. Eastern Shires Purchasing Organisation (ESPO) or suitable Public Buying Organisation (PBO).

Officers proposing to use a Framework Agreement must check that:

- The Framework Agreement has been let in full accordance with these Rules and where appropriate EU Regulations.
- The Council has the right to use the Framework Agreement.
- The procedures for call-offs or mini-competitions under the agreement accord with these Rules.

Officers proposing to use a Collaborative arrangement with other parties e.g. other Local Authorities to jointly procure works, supplies or services, must check that:

- The collaborative procurement contract has been let in full accordance with these Rules and where appropriate the Public Contract Regulations (PCR2015).
- The Council is a member of the collaboration or consortium and has the right to use the contract.
- The procedures for using the contract accord with these Rules.

Collaborative and Partnership arrangements are subject to the same procurement legislation and must follow the Council's Rules. If in doubt, Officers must seek the advice of the Corporate Procurement Manager.

Competition Requirements

The requirements relate to the Estimated Total Value of the procurement:

The Value of a Contract is the total value over the whole potential duration of the contract including any possible extension to the term of the contract. Where the duration is uncertain a minimum of four years shall be assumed. The value of a framework agreement is the value of all the potential call offs that may be made by all contracting bodies permitted to use the framework. The value of a concession is the total potential gross income or other assessment of value to the contracting parties. If in doubt, Officers must seek the advice of the Director of Finance.

Minimum requirements:

Thresholds excl VAT	Minimum requirements
Less than £5,000	One written quotation demonstrating value for money through a combination of cost and quality. More than one quote is preferred and should be sought where appropriate.
Greater than £5,000 – EU Threshold	Public advertisement of the requirement and, except where the Open procedure is used, invite Tenders from at least three and usually no more than six bidders.
Above EU Threshold	Advertise and follow PCR2015 procedures and, except where the Open procedure is used, invite Tenders from at least five and usually no more than six bidders.

All tender opportunities should be advertised to comply with the principle of transparency.

Where it can be demonstrated that there are fewer suitably qualified bidders to meet the competition requirement, all suitably qualified Candidates must be invited. The Head of Service and the Corporate Procurement Manager must be consulted in such cases.

If more than one contractor is to be appointed, for example to a framework agreement or if a contract is split into Lots, the number of bidders invited to tender may be increased to more than six.

Contracts must not be disaggregated nor methods of calculating the Estimated Total Value used in order to undermine the intention and application of these Rules or the Regulations.

The normal procurement procedure to be used shall be the Open Procedure. Officers shall consult the Corporate Procurement Manager and / or the Head of Democracy & Governance if the Restricted or other procedures are proposed.

Assets for Disposal

Assets (excluding land) for disposal must be sent to public auction except where better Value for Money is likely to be obtained by inviting Quotations or Tenders. The method of disposal of surplus or obsolete stock, plant, vehicles and equipment or assets, other than land, must be formally agreed with the Director of Finance.

Providing Services to External Purchasers

The Director of Finance and the Corporate Procurement Manager must be consulted where proposed contracts include supplies to or work for or on behalf of other organisations.

Appointment of Consultants

The procurement of Consultants, including solicitors, architects, engineers, surveyors and other professionals, must comply with these Rules. Any Consultant appointed who acts for or on behalf of the Council must also comply with these Rules. A written contract, or appointment in the form of a formal letter or Purchase Order for values below £25,000, must be used. A standard Professional Services form of contract, such as in the NEC3 Suite, should be used where appropriate.

Records of consultancy contracts must be maintained in the same manner as all other contracts and shown on the Contract Register.

Consultants must be required to provide evidence of, and maintain, Professional Indemnity insurance to the satisfaction of the Council's Insurance Officer.

Pre-Procurement Engagement or Soft Market Testing and Research

Pre-procurement engagement is a range of activities to engage with the market before starting a procurement process and may include a technical dialogue to inform a specification. Engaging with the market before starting the formal procurement process is best practice and helps to maximise value for money from the resulting procurement. (PPN04/12)

Officers should consider pre-procurement consultations with potential suppliers prior to the start of any part of the formal procurement process including a Tender Advert or Notice. Care must be taken not to prejudice the equal treatment of potential suppliers or to distort potential competition. Advice on pre-procurement strategies should be sought from the Corporate Procurement Manager.

Insurance

Insurance requirements must be clearly specified in the contract. The Council's Insurance Officer will advise on the minimum limits of indemnity required for each contract. Prior to entering into a contract Officers must require the contractor to produce current insurance certificates in respect of Employers' Liability and Public Liability risks and for Professional Indemnity where appropriate for such limits and for such periods as are specified by the Council's Insurance Officer. The Contractor must be required to produce up to date Insurance Certificates at each subsequent renewal date during the term of the contract.

Specifications, Standards and Evaluation Criteria

Specifications must set out the minimum required standards of technical and professional ability and reliability. Specifications must refer to relevant UK, EU or international standards which apply to the subject matter of the contract. The Head of Democracy & Governance must be consulted if it is proposed to use other than UK or EU standards.

Tenders should be assessed on the basis of the Most Economically Advantageous Tender (MEAT), where Quality and Price considerations both apply. In minor or exceptional cases bids may be invited on a lowest price (where payment is to be made by the Council) or highest price (if payment is to be received by the Council).

The Officer must define and publish appropriate Price and Quality Evaluation Criteria and their respective weightings.

Quality Evaluation (selection or award) criteria may include experience, technical merit, programme and delivery proposals, environmental matters, social value, added value, whole life costs, innovative, aesthetic and functional characteristics, health and safety, after-sales service and response, technical assistance, CV's of key staff, accreditations, approach to collaborative working or partnering with a Local Authority and any other relevant matters.

Evaluation Criteria must not include non-commercial considerations or geographic limits which might discriminate against suppliers from the EU. It is acceptable to require submissions to be in English and priced in Pounds.

Accreditations should be considered where appropriate and relevant but must not be a substitute for other checks and due diligence. These should not be required or assessed in a manner that may inadvertently disadvantage potential providers, for example, SMEs, public service mutuals or third sector organisations.

Financial Assessment and Vendor Capabilities

Financial assessment of potential providers should be undertaken in a manner that is proportionate, flexible and not overly-risk averse while ensuring taxpayer value and safety is protected and relevant Procurement Law complied with. All potential providers, whatever their size or constitution, should

be treated fairly and with equal diligence during the financial appraisal process. For example: no SMEs, public service mutuels or third sector organisations should be inadvertently disadvantaged by the financial assessment process (PPN 02/13)

Due diligence must be carried out to ensure that the vendor has the necessary skills, resources and abilities to undertake the work. The due diligence must be proportionate to the nature and scale of the work proposed. This includes checking the credentials of sub-contractors where appropriate.

Social Value

Social value is the consideration of how procurement might offer social, economic or environmental benefits to the community.

The Public Services (Social Value) Act 2012 applies to certain types of services contracts and framework agreements but it is good practice to consider these principles for all procurements. The requirement is to consider the economic, environmental and social benefits of the approach to the procurement before the process starts and to consider whether there is a need to consult on these issues.

The Act applies to the pre-procurement stage of contracts for services as that is where social value can be considered to greatest effect. This should inform the shape of the procurement approach and the design of the services required. It should enable a re-think of the outcomes and the types of services to be procured. (ref PPN 10/12)

The potential interest of Small and Medium Size Enterprises (SME's) and the 3rd Sector should be considered when assessing the shape of the procurement approach and the design of the Supplies or Services required. This may also include ways to cascade good practice down the supply chain.

Contracts should ensure that the principles of these Rules including the need for market testing and the provision of Value for Money is cascaded down the supply chain. The Council expects good practice to be in place to ensure a fair selection of sub-contractors, appropriate terms and conditions and prompt payment of monies due.

Past Performance

The Council is entitled to establish minimum standards for reliability based on past performance which must be met by potential bidders for public contracts (PPN09/12). To provide assurance about performance and protection for the taxpayer and recipients of the services, procurements should include minimum standards for reliability based on past performance.

It is good practice to request specified information, which may include certificates of performance, about past performance in the last 3 years to establish that:

- the principal contracts of those who would provide the goods and / or services have been satisfactorily performed in accordance with their terms; or
- where there is evidence that this has not occurred, that the reasons for failure will not recur if that bidder were to be awarded the relevant contract.

- A due diligence process can be carried out to assess the contractors understanding of contracting with the public sector and their approach to contracting / partnering with the Council where appropriate.

If the evaluation panel remains unsatisfied that the principal contracts of those who would provide the goods and / or services have been satisfactorily performed, it should exclude that bidder on the grounds that it has failed to meet the minimum standards of reliability set.

Public Sector Equality Duty (PSED)

Officers must ensure compliance with the Council's legal obligations under the Equality Act 2010 and its associated Public Sector Equality Duty with due regard to the three aims of the duty:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- Foster good relations between people who share a protected characteristic and people who do not share it.

Officers must ensure that public goods and services are accessible to, and meet the diverse needs of all users to ensure that no one group is disadvantaged in accessing public goods and services. Procurements must meet the Fundamental principles of equal treatment, non-discrimination, transparency and proportionality (PPN09/12 and 01/13).

Invitations to Tender (ITT's) / Requests for Quotations (RFQ's)

The Standard Questionnaires (SQ's) may only be used in limited circumstances. Where used, the aims are to select a list of suitably competent and qualified bidders and to reduce the number of bidders to an appropriate and manageable number using pre-published evaluation criteria.

The criteria may include pass / fail mandatory and discretionary criteria. Where the capability of an individual(s) is essential to the delivery of the contract, for example, the provision of consultancy, CV's should be requested and assessed. SQ's should not impose arbitrary minimum requirements which may have the unintended effect of barring new or small businesses from bidding.

Officers should undertake a financial check as part of the evaluation process but, in the spirit of encouraging supplier growth, should not rule out a supplier unless there is clear evidence that the supplier's financial position places public money or services at unacceptable risk. The Director of Finance must be consulted in all cases of doubt.

The Notice or Advert and the Invitation to Tender shall state that late submission, of an Expressions of Interest or of a Tender will not be accepted. Submissions must be received by the due time and date. Any appeals for consideration of a late submission, due for example to a default by the Council, may only be considered by The Head of Democracy & Governance and / or the Corporate Procurement Manager.

Where late submissions are received, including by e-mail, other than via the procurement portal they shall be opened only by The Head of Democracy & Governance, or representative, or the Corporate Procurement Manager. No details of the late submission shall be disclosed.

An Invitation To Tender (ITT) should set out full details of the Council's requirements. An ITT may allow the submission of Variant bids to allow for supplier innovation.

An Invitation To Dialogue should set out an overview of the Authority and its needs; a starting position from which the dialogue can commence and how the dialogue will be structured together with any rules that apply to the dialogue phase.

All Invitations to Tender shall include the following:

- (a) A Specification that describes the Council's requirements in sufficient detail to enable the submission of competitive offers.
- (b) The Terms and Conditions of Contract that shall apply.
- (c) A Certificate of Non- Collusion for tenderers to declare that they have not colluded with any other party nor disclosed details of their submission to any other party (except where such a disclosure is in confidence and necessary for the purposes of preparing their submission).
- (d) A Form of Tender in the prescribed format for bidders to sign and confirm their bid price.
- (e) An Equality and Diversity questionnaire.
- (f) Notification that bidders must disclose any actual or potential conflict of interest.
- (g) Notification that bidders are responsible for all their costs of preparing a submission and that no costs will be reimbursed by the Council.
- (h) Details of the Evaluation Criteria with their relevant weightings and the methodology for scoring those criteria.
- (i) That submissions must be made via the Council's e-procurement portal unless otherwise agreed.
- (j) Where submissions are made other than via the procurement portal, notification that no Tender will be considered unless it is in a sealed envelope or container which bears the word 'Tender' followed by the subject to which it relates, with no other name or mark indicating the sender.
- (k) The method by which any arithmetical errors discovered in the submitted Tenders are to be dealt with.
- (l) A statement that the council is not bound to accept the lowest or any Quotation or Tender.
- (m) Advice that the Authority is subject to the obligations of the Freedom of Information Act 2000, the Environmental Information Regulations 2004 and the Government's Transparency Code 2014 and that the final decision on publication or disclosure of any information shall remain with the Council.
- (n) Advice that Credit checks and records of economic and financial standing may be sought.

All bidders invited to tender or quote must be issued with the same information at the same time and subject to the same conditions. This also applies to any supplementary information or clarification given during the tender period.

Nominated Sub-contractors and Suppliers

These Rules apply to nominated sub-contractors and suppliers. Officers should avoid the use of nominated sub-contractors and suppliers as far as practicable. If a nominated sub-contractor or supplier is to be considered, Officers must take advice from the Head of Democracy & Governance.

The invitations to tender (ITT) for contracts involving Nomination must include a clause to require the parties to enter into contract on terms relevant to the indemnities and obligations of each party as required by the Head of Democracy & Governance.

Short listing

Where bidders are evaluated for short listing or for the award of a contract Officers must assess the financial and technical standards appropriate to the contract. Assessments must be made in accordance with the published Evaluation Criteria. This includes having regard to the Proportionality Rule in relation to the size and resources of a company relative to the value of the contract.

Submission, Receipt and Opening of Tenders or Quotations

Tender periods must be sufficient for bidders to prepare and submit proper bids consistent with the complexity of the contract requirements.

All Tenders must be returned via the procurement portal or, where that doesn't apply, to the Head of Democracy & Governance or the Corporate Procurement Manager.

All tenders for contracts for £5,000 or more must be opened at one time by, or in the presence of, the Head of Democracy & Governance, or nominated officer, or the Corporate Procurement Manager.

The Officer nominated to receive the tenders shall be responsible for the safekeeping of Tenders until the appointed time of opening. Each Tender must be suitably recorded to verify the date and precise time it was received, adequately safeguarded against amendment of its contents. The procurement portal is compliant with this requirement.

The Officer nominated to receive the tenders must ensure that all Tenders are opened at the same time as soon as practicable after the period for their submission has ended. They must ensure that the bids received are recorded on the Tender Record Form.

Clarifications and Negotiations

Providing clarification during a tender period is permitted. It must not be in the form of any negotiation and must be made in writing to all bidders. Where any verbal discussion is entered into any clarification given must be confirmed in writing and copied to all bidders.

Where bidders do not want information shared with other bidders, as that might for example indicate a bidding strategy, they should be invited to withdraw their clarification question before any answer is given. If an answer is given it must be shared with all the other bidders.

Post tender negotiations, between submission of bids and contract award, are not permitted. An exception is where a Negotiated or Competitive Dialogue procedure has been used. In such cases the rules relating to the negotiations must be clearly set out in the tender documents and those negotiation rules must provide for:

- (i) The requirements of relevant UK legislation, these Rules and good practice guidance.
- (ii) Written approval of the Head of Democracy & Governance or the Managing Director.

(iii) The documentation sent out to prospective bidders stating that negotiation may take place and the basis upon which such negotiation would be held

Post-tender negotiation must only be conducted in accordance with the guidance issued by The Head of Democracy & Governance who, with the Corporate Procurement Manager, must be consulted wherever it is proposed to enter into post-tender negotiation.

The circumstances under which such negotiations may be considered are where:

- (i) High levels of innovation are required as part of the tender solution
- (ii) The new contract will involve radical changes from existing practices
- (iii) There are a number of alternative proposals or solutions that the Council is considering
- (iv) The specification has a number of alternative packages or elements
- (v) Variant bids are shown as acceptable in the Notice and negotiations relate to variant bids.

If post-tender negotiations are necessary then such negotiations shall only be undertaken with the preferred bidder who is identified as having submitted the Most Economically Advantageous Tender and after all unsuccessful bidders have been informed. During negotiations tendered rates and prices shall only be adjusted in respect of a corresponding adjustment in the scope or quantity included in the Tender documents.

Negotiations must be conducted by a team of at least two Officers, one of whom must be from a service independent of that leading the negotiations. The independent representative can be a representative from another council if the tender is a collaborative procurement.

Officers appointed by the Head of Service to carry out any post-tender negotiations must ensure that they keep full and accurate records and minutes of all negotiation meetings and discussions and that any actions and outcomes are confirmed and agreed in writing by both parties.

If post-tender negotiation results in a fundamental change to the specification or to the terms of a contract the contract must not be awarded. A fundamental change from the work tendered must be re-tendered. The advice of The Head of Democracy & Governance and the Corporate Procurement Manager must be sought before concluding any post-tender negotiations.

Evaluation, Selection, Award and Feedback

The confidentiality of Quotations, Tenders and the identity of bidders must be observed at all times. Information about one bidder or their response must not be given to another bidder except as provided in these Rules.

Evaluation and Moderation panels must comprise a minimum of two Officers. The procedures to be used by the panels, including the Interview panel if an interview stage is included in the process, must be set out in advance of the receipt of submissions.

If an Interview stage and / or a Best and Final Offer (BAFO) stage is included in the process the procedures for them must be clearly set out for bidders in the bid documents. The published arrangements cannot be revised post tender submission.

Contracts must be evaluated and awarded by the panels in accordance with the published Evaluation (selection and award) Criteria. Neither criteria nor weightings can be revised post tender submission.

Officers shall compare submitted Tender prices with any pre-tender estimates and examine and explain any discrepancies.

The arithmetic in compliant Tenders must be checked. If simple arithmetical errors are found they should be corrected and the bidder notified. The bidder must be given the opportunity to stand by or withdraw the corrected bid.

The Officer responsible for the evaluation panel and moderation must prepare a Section 84 Public Contracts Regulations 2015 report setting out the reasons for the selection, having regard to the evaluation criteria, and the reasons for rejecting the unsuccessful tenders.

Where the Total Value is over £5,000, the Officer must notify all bidders at the same time of the intention to award the contract to the successful bidder.

Where the Public Contract Regulations apply, the Standstill or “Alcatel” period of at least ten days must be observed. The Regulations require a formal letter containing prescribed information to give unsuccessful bidders time to challenge the decision before an award. If the decision is challenged the award of contract must not be made and the advice of The Head of Democracy & Governance and the Corporate Procurement Manager must be sought.

Where the Total Value is over £5,000 feedback must be offered to all bidders and potential bidders including those not short listed at a SQ stage. The advice of The Head of Democracy & Governance and / or the Corporate Procurement Manager should be sought although the feedback must include:

- The Evaluation Criteria and how they were scored for their submission
- The characteristics and relative advantages of those short listed at a SQ stage. Details that could identify those short listed must not be disclosed.
- The name of the successful bidder(s)
- The reasons for the award decision and the characteristics and relative advantages of the successful bidder(s).
- When the standstill period is due to end.

Avoiding Challenges

Challenges are increasing for public sector procurements with the most likely challenges being from unsuccessful bidders challenging the evaluation process. This risk of challenge should be reduced by:

- publishing the process and timings for issuing the ITT and supporting documentation, dealing with clarifications, receiving bids and placing contracts, and adhering to the process.
- Providing all the relevant Procurement Documents when the notice is published
- making sure that evaluation criteria, sub-criteria and weightings are clearly linked to the work required and published in the ITT.
- using a clear and objective marking scheme (e.g. the reasons for awarding 6 points rather than 5 are clear to bidders and to evaluators)
- maintaining an audit trail during the process, to help explain why a bid was unsuccessful and to defend any challenges raised.

The key principles are that criteria must be reasonable, proportionate, transparent and relevant to the goods, works or services being procured. Objective criteria should be clear, verifiable and

targeted with measurable outputs. Subjective criteria should clearly define the basis on which any value judgements would be based. All criteria must be fair and not involve any discrimination, including a level playing field for non-local bidders, to ensure compliance with the Public Contract Regulations.

Contracts

All Contracts must be in writing and held in accordance with these Rules and, irrespective of value, must clearly specify:

- what is to be done or provided (i.e. the Works, materials, Services, Supplies, matters or things to be done or provided)
- the provisions for payment (i.e. the price to be paid and when and details of any indexation)
- the time, or times, within which the contract is to be performed
- the provisions for the council to terminate the contract.

The Council's Official Purchase Order form, the Council's standard Terms and Conditions or a standard Form of Contract issued by a relevant professional body (e.g. NEC3) must be used as appropriate. The form of contract must be approved by the Head of Democracy & Governance.

In addition, every Contract over £5,000 must also state clearly as a minimum:

- That the contractor may not assign or sub-contract without prior written consent
- Insurance requirements
- Health and Safety requirements
- Data Protection requirements
- Equality and Diversity requirements
- Freedom of Information Act and Environmental Information Regulations requirements
- TUPE requirements
- That those acting for or on behalf of the Council must comply with the council's Contract Procedure Rules
- A right of access to all relevant documentation and records of the contractor for monitoring and audit purposes.
- VAT and other tax requirements.
- The Requirements for a Bond and / or Parent Company Guarantee.
- Prevention of Corruption requirements.
- Any Indexation or Price variation details or if no variation of Rates or Prices applies.

The formal advice of the Head of Democracy & Governance must be sought for contracts where:

- The Total Value exceeds the EU Thresholds
- The Risk is outside acceptable parameters
- They involving leasing arrangements
- It is proposed to use a supplier's own Terms and Conditions of Contract
- They are complex in any other way.

Indexation and price variation Clauses

The advice of the Director of Finance must be sought on any indexation clauses and the indices to be used, e.g. CPI. Where an indexation clause is used consideration should be given to an efficiency factor, e.g. less 1% p.a., to encourage Best Value and continuous improvement during the term of the contract.

Price variation clauses should allow for any potential variation in the scope or scale of goods, works or services to be provided during the term of the contract. This may be in consequence of other factors e.g. a variation in the number of service users where another service has been outsourced.

Forming of Contracts

Formal contracts must be formed for contracts with a value greater than £25,000. Below this threshold an Official Purchase Order may be placed but it must include full details of the supply, service or works to be delivered and the Terms and Conditions that apply to the Order.

Contracts must be in a form approved by the Head of Democracy & Governance. An industry standard may be used subject to the additional clauses being added to meet the requirements of these Rules and to protect the Council's interests.

Every contract must specify the work, goods, supplies and services to be provided, the price and charging basis including any indexation, and the time in which the contract is to be performed.

Extension of contracts

A Contract may be cumulatively extended by up to 50% of the initial contract value. Contracts should include suitable clear, precise and unequivocal clauses to enable contracts to be extended or amended. The revised total value of a contract initially let below the EU Threshold must not exceed that Threshold value. The Head of Service, for contract extensions up to £25,000, and jointly with the Managing Director for greater values, may approve a contract extension. They must inform the relevant Portfolio Holder and make a report to the next Cabinet meeting on the action taken where the value of the extension exceeds £100,000.

Contract Formalities

Contracts not under Seal, including Purchase Orders, shall be completed as follows, subject to the relevant Scheme of Delegation:

Up to £50,000 - Signature by any one of the following: Head of Service or authorised representative; Head of Democracy & Governance; Managing Director; Director of Finance.

Above £50,000 (Excluding Sealing) Signature by any two of the following: Head of Service; Head of Democracy & Governance; Managing Director; Director of Finance.

Where risk and high value are relevant contracts should be under Seal subject to the advice of the Head of Democracy & Governance.

All contracts should be concluded formally in writing before the Supply, Service or Work begins, except in exceptional circumstances, and then only with the written consent of the Head of Democracy & Governance or Managing Director. An award letter or an intention to award letter is insufficient.

The Officer responsible for securing signature of the contract must ensure that the person(s) signing for the other contracting party has / have authority to bind it.

All contracts for the purchase of motor vehicles or mechanical plant irrespective of value must be in writing and must be signed by the Head of Service and at least one of the following: the Managing Director; the Director of Finance; the Head of Democracy & Governance (or their authorised representatives).

Sealing

A contract must be sealed where:

- The council may wish to enforce the contract more than six years after its end
- The contract is valued at more than £150,000

Where contracts are completed by each side adding their formal seal, such contracts shall be signed by the Head of Democracy & Governance or authorised nominee.

Every Council sealing will be consecutively numbered, recorded and signed. The seal must not be affixed without the proof that the appropriate authority to enter the contract has been obtained under the scheme of delegation.

Contract Surety

The Officer must consult the Director of Finance about the need for a Parent Company Guarantee (PCG), preferably from the Ultimate Parent Company, where a bidder is a subsidiary of a parent company and:

- The Total Value exceeds £150,000, or
- The award is based on the evaluation of the parent company, or
- There is some concern about the stability of the bidder.

The Officer must consult the Director of Finance about the need for a Bond where:

- The Total Value exceeds £1,000,000, or
- It is proposed to make stage or other payments in advance of receiving the whole of the subject matter of the contract and there is concern about the stability of the bidder.

Where a Bond is required it shall normally be for a sum equal to 10% of the total contract sum. The decision of the Director of Finance on the need for a PCG and / or the need for and the size of a Bond is final.

Remedies for non-performance

Contracts must include provisions for remedies in the event of non-performance including liquidated damages, other financial deductions and termination of the contract.

Every Contract which exceeds £50,000 in value and is for the execution of Works, shall provide for liquidated damages to be paid by the Contractor in respect of any delay in performing such work. This shall not apply where the Director of Finance determines that such remedy is not appropriate or necessary for a particular contract.

Prevention of Corruption

Everyone involved in a procurement process as employees or for or on behalf of the Council must comply with the Code of Conduct on the prevention of corruption. They must not invite or accept any gift, inducement or reward in respect of the evaluation, award or performance of any contract.

Any offer of a gift, inducement or reward must be declared whether or not it was accepted. High standards of conduct and probity are required. Corrupt behaviour is a criminal offence and may lead to dismissal.

Cartels are a potential concern and are a breach of competition law. They can influence the price paid for goods and services by the Council. Any suspicions about such activities must be reported to the Head of Democracy & Governance and the Director of Finance.

The following clause must be put in every written Council contract:

“The Council may terminate this contract and recover all its loss if the Contractor, its employees or anyone acting on the Contractor’s behalf do any of the following things:

- (a) offer, give or agree to give to anyone any inducement or reward in respect of this or any other Council contract (even if the Contractor does not know what has been done), or
- (b) commit an offence under the Bribery Act 2010 or shall have given any fee or reward the receipt of which is an offence under Section 117(2) of the Local Government Act 1972, or
- (c) commit any fraud in connection with this or any other Council contract whether alone or in conjunction with Council members, contractors or employees.

Any clause limiting the Contractor’s liability shall not apply to this clause.”

Declaration of Interests

If it comes to the knowledge of a Councillor, an Employee of the authority or anyone acting as an Agent for or on behalf of the Authority that a contract in which he or she has a personal interest has been awarded or is proposed to be entered into by the council, he or she shall immediately give written notice to the Head of Democracy & Governance.

The Head of Democracy & Governance shall maintain a record of all declarations of interests notified by Councillors and Officers.

The Head of Democracy & Governance will ensure that every councillor signs and receives a copy of the Council’s Code of Conduct for Councillors.

Contract Management

All contracts must have a named contract manager, nominated by the Head of Service, for the entire duration of the contract.

The Head of Service must keep under review the skills and experience required and available for the good management of the contract.

Risk Assessment and Contingency Planning

Where the risk and financial value of the Contract is deemed appropriate, including all those above the EU Thresholds, contract managers must:

- prepare a Business Case
- undertake appropriate Risk Assessments
- maintain a Risk Register during the contract period
- ensure that mitigation and contingency measures are in place
- manage the contract in accordance with best practice
- have regard to end of contract reviews of other similar contracts

Contract Monitoring, Evaluation and Review

All contracts with a value above the EU Thresholds, or which are High Risk, should have a formal monthly or quarterly review with the contractor.

Throughout a contract period the Contract Manager must monitor:

- Contractor's performance
- Compliance with the Specification
- Compliance with the Programme
- Contract costs and Value for Money requirements
- Health and Safety compliance
- Risk Management.
- The Project Plan
- Client's resourcing of the contract

At the end of a contract period the Contract Manager must ensure:

- That all required Works, Supplies and Services have been completed
- The Final Account has been completed
- An End of Contract Review on the standard template has been completed

Late Payment Regulations and Prompt payment of sub-contractors

The Late Payment of Commercial Debts Regulations 2013 requires public authorities to pay within 30 calendar days following receipt of a valid and undisputed invoice. Simple interest is calculated equal to the sum of the Bank of England reference rate plus at least eight percentage points. The creditor is also entitled to a fixed charge of £40, £70 or £100 depending on the size of the debt (under £1,000, under £10,000, and higher), plus additional reasonable costs incurred.

As a public authority the Council, if a debt is not paid within the deadline, is obliged to automatically pay the outstanding amount that includes, daily interest for every day the payment is late based on 8 percentage points above the Bank of England's reference rate plus the fixed amount, depending on the size of the unpaid debt. The onus is on the Officer to pay a supplier on time and the supplier is not obliged to remind you that payment is outstanding.

Officers must include a clause in their contracts that requires contractors to pay their sub-contractors and suppliers within 30 days of receipt of a valid and undisputed invoice. This is to comply with the PCR2015 and to cascade good practice in public procurement supply chains. There must also be a requirement for a sub-contractor to include in any sub-contract which it in turn awards requirements to the same effect.

VAT

To avoid potential VAT loss and to enable the recovery of VAT officers must ensure that VAT invoices are sent and addressed directly to the Council. Officers must avoid situations where a 3rd party receives the taxable supply that the Council subsequently pays where the supporting evidence from a 3rd party shows their payee details. A failure to recover VAT is an unnecessary and additional budget pressure and is a cost to the project / spending department.

SMEs

PCR2015 have provisions to make procurements more accessible for smaller businesses and third sector providers. These include:

- Restrictions on using SQs for below threshold procurements
- An encouragement to use Lots for larger contracts
- An obligation to publish opportunities on the Government's Contract Finder website for certain procurements. These include where an opportunity is advertised, so not when exercising a call-off from a framework for example, and where the contract value is over £25,000.

The Regulations require an Award notice to be published on Contracts Finder when:

- an OJEU Award notice is published
- an above EU threshold call-off under a framework is awarded
- a public contract over £25,000 is awarded

The Concession Contracts Regulations 2016

A Concession is a written contract for works or services where the consideration consists in the right to exploit the works or services or in that right together with payment and there is transfer of an operating risk to the concessionaire and a risk of exposure to the vagaries of the market.

The Regulations apply to Works and Services above the EU concessions threshold. The value of a concession is the estimated total turnover, net of VAT, generated by the concessionaire over the duration of the contract. The amount paid by the Council is not relevant. The method for estimating the value should be set out in the concession documents when the concession is advertised.

The Regulations limit the potential duration of concessions. Where the contract will exceed 5 years it cannot exceed the time a concessionaire could reasonably be expected to take to recoup the investment made plus a reasonable return on invested capital.

There is no formal prescribed procurement process but must comply with basic standards and principles and includes selection and award criteria, an OJEU Concession Notice, a standstill period and an OJEU Award notice

PCR2015 Procurement Procedures

The Public Contracts Regulations 2015 procurement procedures apply where the value of a contract exceeds the relevant EU threshold. These thresholds are reviewed from time to time by the EU. Up to date figures and advice on which threshold applies can be confirmed by the Corporate Procurement Manager.

The Regulations define the classification of “Supply”, “Service” and “Works” contracts. Where a contract covers more than one classification it is usually classified according to its predominant purpose.

The Regulations define how the value of a contract is assessed for the purposes of the EU Thresholds. The various procurement procedures include some defined timescales which are mandatory. These include minimum times for the receipt of requests to tender and for receipt of tenders.

The OJEU Notice must be submitted in the prescribed form and be published in the Official Journal of the European Union (OJEU). The Corporate Procurement Manager can advise on the application of the Regulations.

Five procurement procedures are available for OJEU procurements regulated by the Public Contracts Regulations 2015:

Choice of Procedures:

Contracting authorities may apply open or restricted procedures or innovation partnerships as regulated.

Contracting authorities may only apply a competitive procedure with negotiation or a competitive dialogue with regard to works, supplies or services fulfilling one or more of the following criteria:

- the needs cannot be met without adaptation of readily available solutions;
- they include design or innovative solutions;
- the requirement is complex in nature, in its legal and financial makeup or because of its risks;
- the technical specifications cannot be established with sufficient precision;
- in response to an open or a restricted procedure where only irregular or unacceptable tenders are submitted.

Open procedure

All interested parties can submit a tender in response to the OJEU Notice. Tenders can be clarified following receipt but changes to the tender and any negotiations are not permitted. The open procedure is preferred but less likely to be appropriate where there is any complexity or if a high number of bids might be received.

Restricted procedure

Interested parties can submit an expression of interest in response to the OJEU Notice. A short listing exercise is carried out using a Standard Questionnaire (SQ). Only those meeting the published evaluation criteria can be invited to tender. A minimum of five suppliers must be invited to tender unless fewer suitable candidates have met the criteria and there is sufficient number to ensure genuine competition. Tenders can be clarified following receipt with finalisation of contract terms but changes to the tender and any negotiations are not permitted.

Competitive Procedure with Negotiation (CPN)

Any party may express an interest in tendering and the authority will select potential bidders with whom to negotiate. Minimum requirements are set out at the beginning and cannot be changed during the process. The minimum requirements and the award criteria shall not be subject to negotiation

Only those meeting the required capabilities can be invited to tender. A minimum of three suppliers must be invited to tender unless fewer suitable candidates have met the criteria and there is sufficient number to ensure genuine competition.

Negotiation may take place:

- On all aspects other than the Minimum Requirements, such as quality, quantities, commercial clauses, social, environmental and innovative aspects.
- In stages with successive elimination by applying the award criteria.
- On all tender stages except the final stage, negotiation is not permitted on the final tender.

Competitive Dialogue (CD)

Many of the requirements for Competitive Dialogue are broadly similar to Competition with Negotiation, as noted above.

Final tenders may be clarified, specified and optimised. Negotiations may confirm financial commitments or other terms in the tender that do not materially modify essential aspects of the final tender or risk distorting competition or causing discrimination.

The recitals to the regulations note that CPN and CD should not be used for off-the-shelf services or products which can be provided by many different operators in the market.

It is good practice to have pre-market engagement with current and potential suppliers to identify the technical means of delivering the requirement and / or the legal / financial make-up of the project.

Innovation Partnerships

This procedure is aimed at encouraging the development of innovative products, services or works which are not already available on the market. The procurement process largely follows that for CPN.

Following award the structure of the process covers two parts, the development of the innovative product, service or works and then the purchase of the resulting supplies, services or works.

It should be structured in successive phases with intermediate targets and payments and provide an option to end the contract after each phase. The arrangements applicable to IPR should be set out in the procurement documents.

Version Control Information:

Document Status	Constitution	Mandatory
Document Owner	Head of Democracy & Governance	Carol Chen
Document Manager	Corporate Procurement Manager	Howard Hughes
Review	Annual review due:	July 2020
Version Control	Details	Date
v 1.0 – 4.0	Drafts for consultation	
v 5.0	Approved at Full Council	24 July 2013
v 6.0	Amendment page 4 re HR	Sept 2013
v 7.2	Amendments: CDM, Record of Exemptions, End of Contract actions, VAT, Version Control information added	December 2013
V 8.0	Updates from PCR2015	June 2016
V 9.0	Minor updates and typos	February 2019